

2008



Executive Office of Public Safety and Security  
Massachusetts Department of Correction  
**Annual Report**

Deval L. Patrick, Governor  
Timothy P. Murray, Lieutenant Governor  
Kevin M. Burke, Secretary, EOPSS  
Harold W. Clarke, Commissioner, DOC

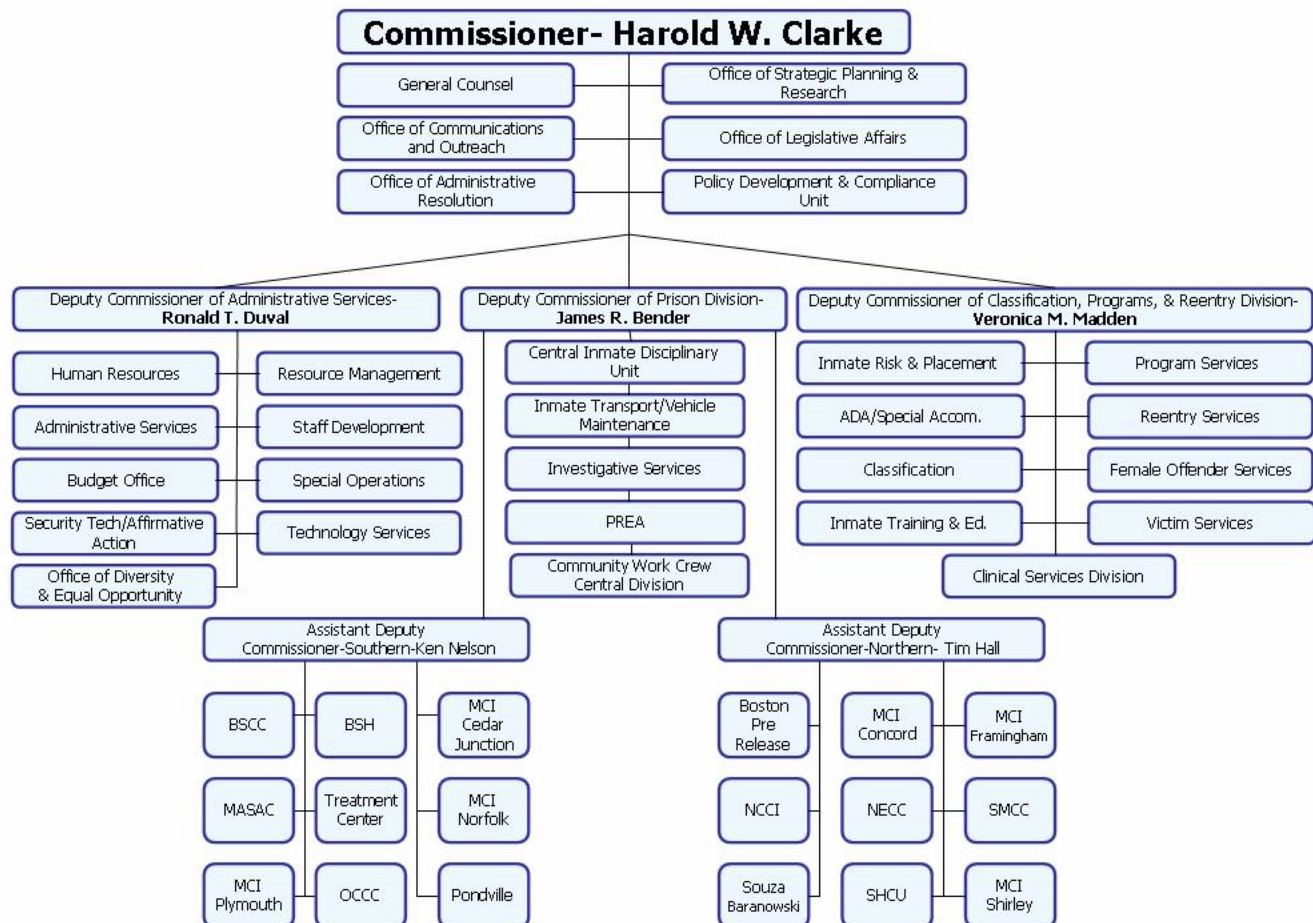


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## 2008 DOC Organizational Chart



## Message from Commissioner Harold W. Clarke



We believe that effective reentry planning and programs create public safety. In keeping with our belief, in 2007, I made a commitment to shift the department's focus to reentry. The year 2008 was a year of transition, in that many of the initiatives developed in 2007 were implemented.

To demonstrate the department's dedication to reentry, a Secure Treatment Program (STP) was implemented at the Souza Baranowski Correctional Center (SBCC) located in Shirley, Massachusetts. This maximum security treatment program treats some of our inmates that are more likely to re-offend. Inmates who are currently diagnosed with an Axis I and/or Axis II mental illness and have displayed a marked inability to conform their behavior to societal norms or institutional standards of conduct are provided with enhanced mental health treatment. The STP utilizes an integrated interdisciplinary treatment approach that affords successful inmates increasing degrees of incentives, and correspondingly increasing degrees of responsibilities.

The Department realized a 53% increase in population at South Middlesex Correctional Center, a minimum security/pre-release facility, due to the modification of the classification criteria from July 2008 to December 2008. This change is in line with our strategy to effectively move inmates through the correctional system to ease their transition back into society.

Additionally, the Department completed and began utilizing a new Family Reunification House at South Middlesex Correctional Center in Framingham. This home was built with environmentally-friendly "green panels" that were fabricated by inmates in the Building Trades vocational training program at MCI Shirley. The Reunification House affords female offenders who are nearing release the opportunity to connect with their families in a more "normal" familial atmosphere and helps to foster a healing environment.

The Department and the Veterans Administration signed a Memorandum of Understanding (MOU) to establish a formal referral process to provide reentry services for Veterans that are being released.

The Massachusetts Department of Correction was one of only 20 states to receive a grant from the U.S. Department of Justice for Prisoner Reentry Initiatives (PRI). These PRI grants were awarded to the states with the most effective proposals to aid inmates who are re-entering society. Inmates in this program receive job search preparation while incarcerated, including portfolio building, and are referred to SPAN, Inc. upon release for comprehensive services. Span, Inc. assists offenders in preparing for the world of work upon release. Thus far, there have been 520 referrals to the Department of Labor sister grant recipient, Span, Inc.

The Department also fostered an important reentry partnership with Hampden County officials with regard to those inmates who are releasing in Hampden County within one year. Guidelines were established in order to classify inmates to Hampden County. This important partnership is a first step toward transitioning inmates back to the communities that they will eventually be released to, so that they may start to re-establish ties to those communities.

The items that I have highlighted are but a few of the initiatives that the department has implemented toward effective reentry. There is much work yet to be done and the Massachusetts Department of Correction is up to the challenge.





## Annual Report 2008

### **Massachusetts Department of Correction** **2008 Major Accomplishments**

Automotive Repair Centers - The Central Transportation Unit established three regional Automotive Repair Centers to conduct preventive maintenance as well as major vehicle repairs for the Agency's vehicle fleet. The centralization of the Repair Centers has eliminated the smaller facility garages that duplicated the process. The Repair Centers also conduct central purchasing which has proved to be a highly cost effective way of maintaining our vehicle fleet.

Workers' Compensation - realized significant savings (\$1.24 Million) in Workers' Compensation costs and reduced the number of work related injuries being claimed by staff.

The Community Transition House (CTH)- at the Massachusetts Treatment Center opened on the grounds of the MTC. The CTH provides a program for sexually dangerous persons to begin to develop transition plans for entering the community.

MCI Shirley Bed Expansion- of the minimum security component added approximately 178 beds.

Northeastern Correctional Center dorm boiler replacement and steam pipe cost savings- The project began on May 19, 2008. The steam pipe was completed by early June 2008. The replacement of the boilers was completed in July 2008. The new boilers are cost/energy efficient and will ultimately save the state thousands of dollars per year.

53% increase in minimum/pre-release population at South Middlesex Correctional Center due to the modification of the classification criteria from July 2008 to December 2008.

Maximum security secure treatment program (STP) implemented at Souza Baranowski Correctional Center. This unit provides enhanced mental health treatment interventions to inmates currently diagnosed with an Axis I and/or Axis II mental illness who also have displayed a marked inability to conform their behavior to societal and/or institutional standards of conduct. The STP utilizes an integrated interdisciplinary treatment approach that affords successful inmates increasing degrees of incentives, and correspondingly increasing degrees of responsibilities.

Maximum security residential treatment unit (RTU) implemented at Souza Baranowski Correctional Center. The unit is reserved for chronically mentally ill inmates unable to function in general population and as a step down from the Secure Treatment Unit.

Family Reunification Program - New home for the Family Reunification Program at South Middlesex Correctional Center completed and operating. The Family Reunification House is a 1,628 square foot, two-story structure. It was built with environmentally-friendly "green panels" fabricated by inmates in the Building Trades vocational training program at MCI Shirley. 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. To underscore the Department's commitment to reducing energy costs, the Division of Resource Management has completed the installation of a photovoltaic (solar electric) system on the house. It is expected to offset approximately 30% of the annual electricity used at that location.

DOC/Veterans Memorandum Of Understanding (MOU)- signed and a formal referral process for reentry services was established in June 2008.

Day Treatment Services - Day Treatment Program (DTP) at the North Central Correctional Institution converted to a Residential Treatment Program. DTP established for women at MCI Framingham.

New Programs at MCI Cedar Junction- Anger Management, Wachusett College course for youthful offenders, group counseling with Mental Health, GED testing in DDU, "Taking a Chance" in DDU and 10 Block.

Cosmetology Training- The State Board of Cosmetology awarded 12 licenses to the first class of graduates at the newly implemented Cosmetology training program at MCI Framingham. Prior to eligibility to take the licensure exam, inmates must complete 1000 hours of training.

Prisoner Reentry Initiative (PRI) grants -The Massachusetts Department of Correction was one of only 20 states to receive a grant from the U.S. Department of Justice. These Prisoner Reentry Initiative (PRI) grants were awarded to the states with the most effective proposal to aid those inmates re-entering society. Inmates in this program received job search preparation while incarcerated, including portfolio building, and are referred to SPAN, Inc. upon release for comprehensive services. Thus far, there have been 520 referrals to the Department of Labor sister grant recipient, SPAN, Inc. which assists offenders in preparing for the world of work upon release.

2<sup>nd</sup> Annual National Association Of Victim Service Professionals in Corrections Conference - The DOC was involved in all aspects of planning and coordinating the 2<sup>nd</sup> Annual National Association Of Victim Service Professionals in Corrections (NAVSPIC) Conference in Nashville, Tennessee (October 16-18, 2008). NAVSPIC is a national organization that "offers vision, leadership and guidance in achieving excellence for corrections-based victim services." The overall purpose of this project was to strengthen the partnership between those interested and engaged in victim services, regardless of whether they come from a public, quasi-public, or private sector setting and to provide an effective forum for learning and collaboration.

Hampden County Reentry Partnership - met with Hampden County officials in regards to those inmates who are releasing in Hampden County within one year. Guidelines were established for those identified inmates for Reentry and Reintegration purposes. Presently three inmates have been classified to Hampden County.

Inmate Calling System - During April 2008 the Department of Correction implemented a pre-paid debit calling program as part of its Secure Inmate Calling System. Inmates now have the ability to place a telephone call as either a collect call or a pre-paid debit call. The ability for incarcerated individuals to maintain contact with family and friends is an important component of the reentry process. One common and popular method of maintaining this contact is via telephone calls. The debit calling program has resulted in less costly calling rates for inmates and their families and has been positively received by inmates, inmate families and friends since its inception.

TV Signal Transmission - An imposing task facing the Department of Correction during the past year was the impending change in television signal transmission from an analog signal to a digital signal that took place in June 2009. These system upgrades were extensive. Department staff developed and implemented a plan to upgrade all master antenna infrastructures by February 2009 at no cost to the taxpayer or the department's operational budget.



## Legal Division– Nancy White, General Counsel

The Legal Division received several significant state and federal court decisions this year which upheld the Department's prohibition on inmates' receipt or display of sexually explicit materials and viewing of movies with R, NC-17 or X ratings in its prisons, and use of restitution as an essential disciplinary tool. The Department also withstood challenges to conditions of confinement at the Treatment Center. In the labor and employment area, the Department received favorable arbitration decisions upholding the termination of employees who had engaged in serious misconduct, and lack of probable cause findings from the Massachusetts Commission Against Discrimination (MCAD).

Notably, on the federal front, the First Circuit Court of Appeals upheld 103 CMR §481.15(3)(b), which prohibits inmates from receiving publications that are "sexually explicit" or feature "nudity," and 103 DOC 400.03(2)(c)(1)-(2), which prohibits the display of "semi-nude, scantily clad, and/or sexually suggestive material" in inmate cells. Both the First Circuit and the District Court found that 103 CMR § 481.15(3)(b) is constitutional because it is rationally related to the legitimate governmental interests of prison safety and security, because inmates have alternate means of exercising their right to free speech, and because altering the policy would likely cause an adverse impact in the prison environment. The First Circuit also upheld the Department's prohibition on the display of "semi-nude, scantily clad, and/or sexually suggestive material" in inmate cells as constitutional and not a violation of inmates' First Amendment rights to free speech, on the ground that the policy is reasonably related to prison security.

Similarly, the First Circuit was persuaded that the Department's inmate movie policy, which disallows the viewing of movies with R, NC-17 or X ratings, was constitutionally valid; the Court relied on DOC's reasoning that keeping order in prisons, rehabilitating inmates by preventing them from violent and sexually explicit conduct, and preserving prison resources, are legitimate penological interests. The Court also noted that "a ratings-based policy not only saves prison resources, but makes it less likely that prison officials will violate the First Amendment's neutrality mandate because it provides less opportunities for censorship based on content." The Court acknowledged that a ban on certain categories of movies has been a solution used by the federal government and other states.

Regarding imposition of restitution as a disciplinary sanction on inmates, the Massachusetts Supreme Judicial Court (SJC) overturned a lower court decision and determined that Department regulations allowing the DOC to withdraw funds from inmates' savings and personal accounts to satisfy a restitution sanction in a disciplinary proceeding are valid. The Court held that even though relevant statutes do not expressly authorize the Department to debit money from a prisoner's account, restitution as a disciplinary sanction is an essential disciplinary tool that, if eliminated, would frustrate the Commissioner's ability to carry out the Legislature's intent. In reaching this conclusion, the SJC found that the challenged regulations properly fell entirely within the Commissioner's broad grant of authority to maintain prison discipline. The Court acknowledged that "restitution is 'an essential disciplinary tool' that serves several penological functions such as protecting the staff, deterring future misconduct, and holding an inmate accountable for his actions."



The Court recognized that internal security within a correctional facility is “central to all other corrections goals;” accordingly, “the challenged regulations and policy authorizing disciplinary restitution are reasonably related to the overarching goal of maintaining safety and discipline in prisons.”

Treatment Center practices also benefited from favorable court decisions. The federal court acknowledged that limitations placed on inmate religious practices, specifically those placed on the space and time allotted for corporate worship and access to religious property items, were based on safety and security concerns and the need to accommodate two separate populations in the Treatment Center, and did not substantially burden inmate religious practices. The Massachusetts Appeals Court affirmed the Department’s position that double bunking of sexually dangerous persons (SDP’s) at the Treatment Center is not per se unconstitutional. In yet another case, the SJC held that the state civil commitment law, G.L. c.123A, does not require proof of a charge or conviction for a sexual offense as a constitutional prerequisite to SDP commitment.

In the labor and employment area, the DOC successfully defended employee termination appeals at arbitration. One case involved a correction officer who asked an inmate to perform legal work for him, and then lied during the investigation into his conduct. The second arbitration concerned a correction officer who was terminated, but subsequently reinstated via a settlement agreement. Following his termination, however, this correction officer had substantial contact with law enforcement and the court system, both prior to and after his reinstatement. The officer did not inform the Department thereof, claiming the contact occurred when he was not employed by the Department. In upholding the officer’s termination, the arbitrator found that the correction officer was obligated, at a minimum, to inform the Department, prior to his reinstatement, of any pending legal matters concerning his contact with law enforcement. These cases underscore the importance of honesty, and the duty to notify the Department of all contact with law enforcement.

The Department was also successful in defending two claims before the MCAD. A correction officer who had been employed by the Department since 1989 alleged that he had been disciplined for speaking out on behalf of his fellow officers. The Department argued instead, that the officer’s actions did not trigger any protection under the state discrimination laws, and that he was disciplined solely for being untruthful during an investigation and fostering discontent, without regard to his actions on behalf of his colleagues. In another case, a manager who was terminated for poor performance filed a complaint alleging age discrimination, claiming that his new supervisor evaluated him negatively and made comments about his age. The MCAD found a lack of probable cause, citing the Department’s legitimate, non-discriminatory reasons for terminating the complainant, including his failure to perform various tasks as assigned, failing to develop and create comprehensive plans of action within his areas of responsibility, and failing to produce necessary proposals concerning equipment needs, training requirements and schedules for preventive maintenance. The employee had also been untruthful with the superintendent, stating that work had been completed when it had not, and that a staff member had been at work when he was actually absent. These decisions affirm the Department’s high standards of accountability.

## Office of Communications and Outreach— Susan Martin, Director



The Office of Communications and Outreach is responsible for developing and maintaining the Department's communication functions throughout state government, among the agency's staff, as well as with the general public and interested stakeholders. These stakeholders include volunteers, advocacy groups, other state agencies, non-profit human service agencies, faith based groups, local police chiefs, sheriff's associations, and district attorney associations. The Office of Communications and Outreach includes the Public Affairs Office, the DOC Media Center, Web Site support and development.



The DOC initiated a mission change in 2008 for several facilities to address overcrowding as well as to better utilize resources for the benefit of staff and inmates. To communicate the importance of these initiatives in improving reentry and, ultimately, promoting public safety, the Office developed a "White Paper—The DOC Reentry Initiative" and stressed these issues in its media contacts.

The Public Affairs office responds to over 1,000 media inquiries a year, ranging from the local weekly to major dailies and broadcast media to national media. Media with daily, and sometimes hourly, deadlines, look to the DOC for comment on policies and procedures, responses to public records requests or cooperation in the development of news and feature stories.

The DOC opens its doors to its facilities every year during Media Day, giving reporters and photographers insight to staff operations and inmate programming. Media outreach is key to increasing public and stakeholder awareness of programs and policies that help inmates be successful in their return to their communities.

DOC efforts to address overcrowding and reentry through facility mission changes received extensive media coverage, starting with double bunking at Souza Baranowski Correctional Center and continuing with the change of MCI Cedar Junction to a reception center.

Media coverage was supportive of Reentry goals. The opening of the new Family Reunification House at South Middlesex Correctional Center highlighted a number of initiatives, including efforts to help imprisoned mothers stay in touch with their families as well as training inmates in construction as MCI Shirley inmates fabricated green panels and Northeastern Correctional Center inmates helped build the house, all skills that will be helpful as they return to their communities.

Boston Globe West covered the contributions of Boston College faculty volunteers at MCI Norfolk, the Boston Herald highlighted the Bay State Correctional Center library and the MCI Framingham cosmetology program, the Phoenix and Concord Journal showcased the Northeastern Correctional Center culinary arts program, and WBZ-TV covered Girls Scouts Beyond Bars at South Middlesex Correctional Center. The MCI Norfolk Upholstery Shop was featured on WCVB-TV and was part of a bigger story on MassCor Industries

in the Patriot Ledger. MCI Shirley's wheelchair restoration program was in the Fitchburg Sentinel & Enterprise.

The NEADS Prison Pup Partnership Program at the DOC continues to receive major media coverage, such as the reunion at Northeastern Correctional Center when a combat veteran returned to meet the inmate who trained his puppy. Local media covered local NEADS programs, such as Gardner News on North Central Correctional Institution in Gardner, Roslindale Bulletin on Boston Pre-Release and Attleboro Sun Chronicle on Pondville Correctional Center.

The Office of Communications and Outreach supported other statewide initiatives, helping the Department have a successful launch of a diversity recruitment campaign that targeted communities all over Massachusetts to attract a more diversified pool of applicants and staff. Resources from within the Department were utilized, from actual DOC employees being featured in the images, to the art direction and development being done "in house." The Office designed a logo, which is now used on most DOC communications materials, and designed diversity recruitment materials, including brochures, advertisements, billboards and banners.



The "going green" initiative was implemented by posting media clips on the DOC Intranet in PDF format instead of doing mass printings for distribution. In addition to cost cutting and environmental benefits, this initiative reaches a much broader readership base, as all Department employees can now access the information.

The DOC Media Center provides education training videos and presentations for staff and inmates.

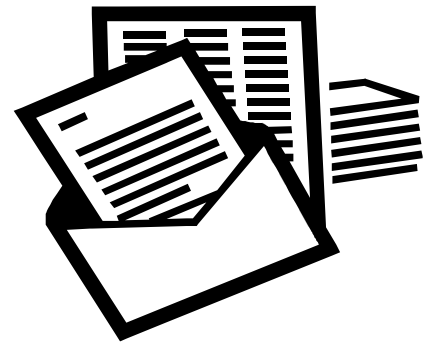
## Office of Administrative Resolution- Dorothy Fox, Chief

The Office of Administrative Resolution managed the investigation and resolution of approximately 10,752 inmate related inquiries and complaints including 6,647 grievances and 4,105 communications to the Commissioner, Executive Office of Public Safety and Security, and the Governor's Office from inmates, families, and other members of the public.

As a result of improvements in efficiency and resource management, cost savings were realized through the reduction of monetary settlements awarded to inmates for property loss or damage. Settlements have continued to steadily decrease from 2005 to 2008: \$12,600 (2005); \$9,375 (2006); \$6,815(2007); \$6,399 (2008).

A newly established Communication workgroup developed strategies for improving the Department of Correction's responsiveness and communication with the public including visitors, families and other community members. Initiatives include a citizen problem resolution process, Quality Assurance program, interactive internet communication mechanism and the development of a Family and Friends Handbook.

The Communication workgroup made substantial changes to the Visiting



policy. Additionally, the visitor's dress code and allowable items were standardized Department-wide to be more responsive to the public without compromising security.

The approval/partial approval rate has remained within an ideal range of 20% - 30% since 2004. The rate of 28% this year demonstrates the continued fairness and integrity of the grievance system.

The number of staff misconduct grievances continued to decline from approximately 1045 in 2006 to 875 in 2007 to 647 in 2008.

### Office of Strategic Planning and Research Divisions – Rhiana Kohl, Executive Director

The Office of Strategic Planning and Research oversees and facilitates several aspects of the Department's process for planning initiatives, their implementation, evaluation and the many factors which inform and support the process, our mission and ultimate vision. In particular, the Research and Planning Division, Performance Measures Division, Grants Management Unit and Policy Development and Compliance Unit all fall under the Office of Strategic Planning. The Office has been instrumental in convening planning sessions with fellow criminal justice agencies in preparation for a Future Search conference in the winter of 2009.

In March 2008, the DOC requested that MGT of America conduct a comprehensive review of our operations and programs. MGT received input from staff at all levels of the Department. The project teams consisted of over 30 correctional professionals who had a wide range of experience in correctional administration, management, security operations, staffing, health care delivery, mental health services, human resources and administrative activities, correctional industries, community programming, etc. The project team had extensive work experience in virtually all aspects of the correctional continuum and has completed similar systemwide assessments in at least three other states. Through the review of interviews, documents, analysis of data, and personal observations of the operations of the DOC, MGT consultants outlined what they deemed to be the core issues facing the Department.

The Commonwealth's Division of Capital Asset Management (DCAM) was tasked with identifying the most cost-effective approach to investing capital dollars into the Massachusetts correctional system, including the Department of Correction and Sheriffs. The DOC took an active role in working closely with DCAM and their consultants to best inform the development of this strategic capital plan. Department staff attended weekly meetings, provided tours for architects, consultants and planners, completed matrices of data and responded to numerous, often complicated requests for information, blue prints, assessments, and much more. Several working group sessions were hosted by the Department on behalf of the project with a cross-section of Department stakeholders participating. Focus areas for these working groups included female offenders, medical/mental health, the civilly committed population, special needs offenders, and pre-release/reentry. Simultaneously, the DOC played an active role in the Shattuck Master Planning process where an in-depth review of the future of the Lemuel Shattuck Hospital took place. Many Department staff provided insight and information regarding medical services and other health care related matters.

A major study on recidivism in Massachusetts was completed through a Byrne Research Grant from the Executive Office of Public Safety and Security. Collaborating with the Urban Institute (a nationally recognized research or-

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ganization), the DOC Office of Strategic Planning & Research produced two publications resulting from the two year research at the Massachusetts Department of Correction: Massachusetts Recidivism Study: A Closer Look at Releases and Returns to Prison and Reincarcerated: The Experience of Men Returning to Massachusetts Prisons. Findings spoke to the tremendous progress and the continued needs in corrections and the community to improve the reentry process.

## Research and Planning Division – Paul Heroux, Director

A diverse group of researchers and analysts comprise the staff of the Research and Planning Division, who are dedicated to providing timely, objective, reliable and targeted statistics, research and evaluation results to guide planning, management and decision-making strategies for effective prison operations, policies, legislation and services. The Research Division produces numerous, annual, quarterly and special reports along with responding to over 300 unique requests for information in 2008. Also, during 2008 and in response to the centralization of all date calculation responsibilities, the Central Records Unit was organizationally transitioned from the Research to the Classification Division. This move was the result of the close relationship between the Central Records Unit and the date computation and records management functions.

In conjunction with the Executive Director of Inmate Risk and Placement, the Research Division provided data which was used to evaluate the custody level (as determined by the objective classification system) of 7,414 offenders as compared to the average number of disciplinary reports they received to provide a measure of validity. The results of this validation study suggested that the objective classification system is predictive of inmate misconduct.

## Performance Measures Division – Rebecca Lebeau, Acting Director

The Department's Performance Measures Division, under the leadership of an interim Director, provided several educational presentations on the concept of a performance management and accountability system, demonstrating what has been accomplished in other states and criminal justice agencies nationally. We formulated a process and concept appropriate for the Massachusetts DOC, entitled LMAP (Leadership Management Accountability and Performance). Moving the concept from a training mode to a "learning while doing" approach, the Performance Measures Unit led the development of the first LMAP forum and presentation focusing on reentry. Numerous planning and development sessions culminated in pilot forums with both the Department's Executive Staff and the Extended Leadership Team. These presentations provided the springboard for the presentation of "An Effective Reentry Focused Correctional System," the name of a robust reentry presentation prepared for the Governor, Anti-Crime Counsel, Executive Office of Public Safety and Security as well as for all DOC employees. This presentation was the result of many hard-working individuals who used the data formulation, queried, created or analyzed by Performance Measures and Research staff members. Data which illustrated the challenges, population profiles, competing missions, admissions and release rates as well as recidivism was thoughtfully put together to make the presentation a comprehensive plan of public safety and prisoner reentry.





## Annual Report 2008

The DOC began its efforts to contribute to the uniform Performance Based Measurement System (PBMS) developed by the Association of State Correctional Administrators (ASCA). As a contributing state, we will be able to eventually use outcome measures that evaluate the effect of policies on inmates in order to better inform funding decisions. Concurrently, we will be able to collect, manage and share data which will enable us to identify strengths and weaknesses internally and in comparison with others. While this effort will be time consuming, the value of this investment cannot be understated and we look forward to data driven decisions and responsible spending.

### Grants Management Unit – Natalya Pushkina, Grants Manager

The Grants Management Unit has the responsibility of identifying available funding relevant to the Department, communicating such opportunities in a timely and effective manner to the appropriate parties, and coordinating all aspects of the grant application/acquisition and grant administration/maintenance processes. As part of its efforts to educate staff on the grant process and promote grant activity, the Grants Manager created and conducted two trainings on grant writing, which were made available to all DOC staff, and were well attended and well received. The unit worked closely with DOC Administrative Services, Research Division, Reentry Services Division, Resource Management and DOC state contractors. The Grants Manager successfully facilitated the close out of the Massachusetts Serious and Violent Offender Reentry Initiative (SVORI) grant, navigating and addressing several challenges which had emerged.

Throughout the year, the Grants Manager coordinated a cross-section of disciplines and provided research, contract management, and budget assistance as well as coordinated staff responsible for content matter. As a result, the Grants Management Unit submitted a number of diverse grant applications to several federal and state agencies. Among the federal grants were:

- the Federal Fiscal Year (FFY) 2009 Hazard Mitigation Assistance grant application to the Federal Emergency Management Agency (FEMA),
- FFY 2008 State Criminal Alien Assistance Program (SCAAP) grant application to the Bureau of Justice Assistance (BJA) which resulted in a \$4,006,516 award, and FFY 2008 Justice and Mental Health Collaboration Program grant application to BJA.

In addition, we applied to EOPSS for a 2008 Residential and Substance Abuse Treatment (RSAT) grant and were awarded \$35,000. The Grants Manager provided support in setting up and implementing the Department's RSAT program overseen by the DOC Reentry Services Division.

### Policy Development and Compliance Unit- David Nolan, Director

The Policy Development and Compliance Unit is tasked with conducting audits at all 18 state facilities and four divisions (Central Transportation Unit, Special Operations Unit, Division of Staff Development and Correctional Industries). The Policy Development & Compliance Unit conducted 21 state audits during 2008. The American Correctional Association conducted seven reaccreditation audits, all with positive results. The following facilities/divisions were reaccredited: Bay State Correctional Center, Central Headquarters, South Middlesex Correctional Center, MCI-Plymouth, Massachusetts Alcohol and Substance Abuse Center, Massachusetts Treatment Center and Northeastern Correctional Center.

This unit is also tasked with conducting bi-annual audits at 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 audit is to advise appropriate county officials of deficiencies identified, and to make recommendations for improvement. The Policy Development & Compliance Unit conducted a total of 42 county audits during 2008. Technical assistance audits were also conducted at several county facilities to include internal audits and the reaccreditation process.

As a Policy Reviewing Authority, this unit continues to conduct annual reviews of all assigned policies to ensure they are current, reflect Department practice, remain operationally sound, and adhere to all ACA requirements.

During 2008, the Policy Development & Compliance Unit conducted Department-wide training courses: Fire Safety Officer Certification Training; Environmental Health & Safety Officer Certification Training; and Auditor Training. This unit also partnered with the Division of Resource Management to offer confined space training and workplace safety training. All classes were well attended and all attendees were certified. The Policy Development & Compliance Unit also conducted Correctional Program Officers staffing analyses for all 18 correctional facilities.

## **Deputy Commissioner - Prison Division, James R. Bender**

The Deputy Commissioner oversees prison operations along with the two Assistant Deputy Commissioners, as well as the Central Inmate Disciplinary Unit, the Central Transportation Unit, Office of Investigative Services and the Prison Rape Elimination Act Manager.

## **Assistant Deputy Commissioner—Southern Sector Ken Nelson**

## **Assistant Deputy Commissioner—Northern Sector Tim Hall**

## **Central Inmate Disciplinary Unit— Philip Silva, Director**

In 2008, the Central Inmate Disciplinary Unit assisted institutions in processing more than 20,000 formal disciplinary reports Department-wide.

In order to strengthen the consistency, effectiveness and speed of the process, particular focus was paid this year to the length of time an inmate spent in segregation pending the disciplinary process. The result was a 30% reduction in the average number of days spent by inmates in segregation related to a pending disciplinary matter.

The Unit also began the roll out of a new computerized system of scheduling disciplinary hearings that allows both centralized disciplinary staff and institutional disciplinary officers to view the status of a pending matter in process. The system allows for the early identification of problems causing delays which improves efficiency and the allocation of staff resources.



*Deputy Commissioner of the Prison  
Division— James R. Bender*

## Central Transportation Unit- Steven Silva, Director

The Central Transportation Unit (CTU) body shop has repaired approximately 150 vehicles with the CTU garage completing over 1500 repairs to state vehicles. The DOC CTU staff have transported 8,122 inmates to various courts throughout the Commonwealth and 10,118 inmates to various medical establishments.

In addition to the courts and medical transports, CTU completed 38 escorted trips and 286 inmates were brought to various Regional Reentry Centers. 171 inmates were brought to their parole hearings and 337 level "A" (high security) inmate trips were completed. The total number of inmates transported by CTU staff was 24,666.

## Office of Investigative Services- John McLaughlin, Chief

There have been significant changes and events which occurred in 2008 within the Office of Investigative Services (OIS). We had nine escapes with one remaining at large. One inmate was reported to be released in error and was apprehended. One escapee from 2008 was apprehended in 2009.

OIS had a change in command and the Central Intelligence Unit began to change significantly to become a larger more efficient unit within OIS. The Internal Affairs Unit investigated a case that attracted media attention with the successful arrest of a nurse at MCI Cedar Junction who was accused of attempting to assist a dangerous inmate from escaping a maximum security prison.

The Chief of Investigations took on a large role and began teaching, "Employee Rules and Regulations/Ethics and Professionalism," twice per month to all new staff including vendors, Spectrum and UMASS employees.

OIS will continue to protect overall public safety by working jointly with local, state, and federal criminal justice and law enforcement partners.

## Prison Rape Elimination Act- Paul DiPaolo, Manager

During 2008, the final PREA standards were completed and training is ongoing. Training was conducted for medical staff and a self-paced training course was provided for nurses.

As indicated in the 2008 Bureau of Justice Statistics, Survey on Sexual Violence, in 2007 there were 113 reported incidents of sexual violence with 17 sustained incidents. In 2008, there were 91 reported incidents of sexual violence with 33 sustained incidents. These statistics reflect the success of the training for staff and inmates, indicating that there were fewer frivolous reports as well as an improved investigative process.

The use of the PREA database is ongoing and has been a useful tool in tracking incidents.

## Deputy Commissioner -Administrative Services Division, Ronald T. Duval

The Deputy Commissioner of the Administrative Services Division oversees the operational aspects of the Department including the Division of Human Resources, Employee Relations, Office of Diversity and Equal Opportunity, Administrative and Fiscal Services, the Budget Office, Division of Staff Development, Resource Management, Technology Services Division and the Special Operations Division.

## Division of Human Resources – Karen Hetherson, Assistant Deputy Commissioner

Our mission is to provide a broad range of human resource services to employees and the public at large. We provide these services in the most effective and efficient manner, which inspires the highest levels of professional ethics and personal integrity within the workforce.

## Payroll Division – Diana Silvia, Director

The Payroll division has been promoting “green” initiatives by suppressing pay advices. To date we are at 22% paperless for payroll advice distributions.

A Benefits Unit within the division was developed to better assist employee needs. With the Health Care Reform Act, it is necessary to track all employees who have lost coverage by sending out proper notification and inputting Health Insurance Benefit Option panels in the Human Resource Computer Management System (HRCMS) to comply with rules and regulations.

Human Resources Payroll served as Subject Matter Expert on the HRCMS Upgrade Fit Gap Project. We provided input, information and feedback insuring that the DOC's requirements as a major stakeholder were articulated.

The payroll division continues to ensure that employees are paid timely and accurately in accordance to Collective Bargaining Agreements. Payroll staff work during holiday hours to ensure this is done.

## Personnel Unit – Alexandra McGinnis, Director

The Personnel unit continues to review and revise hiring and selection processes and procedures to comply with the changes recently implemented with the release of the revised Selection and Hiring Policy #201. All Personnel staff is attending training on the policy.

Over 1,000 applicants were processed utilizing both the open and protected class lists for a Fall 2008 Recruit Training. Utilization of the protected class lists resulted in a more diverse class of officers graduating.

All Personnel databases and queries were converted to the new “identity safe” standards implemented by the Commonwealth.

The Personnel unit worked with the Commonwealth's Human Resources Division in a classification study aimed at updating classification specifications for all Executive Branch titles.



*Deputy Commissioner of the  
Administrative Services Division-  
Ronald T. Duval*



## Annual Report 2008

### Workers' Compensation Unit – Kelley Correira, Director

<b>IA Unit January 1, 2008 – December 31, 2008</b>	
Total New Claims Filed	579
Total New Lost Time Claims Filed	159
# of Accidental Disability Retirements Filed	37
Average of Claims Managed	195
# of Temporary Modified Work Programs	106
# of Conciliations	270
# of Conferences	119
# of Hearings	119
# of Status	25
# of Lump Sums	34

The Workers' Compensation Director participated in a Workers' Compensation Task Force to review and complete "Best Practices" regarding Workers' Compensation Law, Policies, and Procedures. As a result of this task force, the Department of Correction has been able to incorporate many of the "Best Practices" into the day-to-day operations of the Industrial Accident (IA) Unit. This has enabled the Workers' Compensation Unit to effectively manage and streamline the process. The IA Unit has successfully reduced their Workers' Compensation claims managed by 42% over the past few years, along with the most recent savings of \$1.7 million in Workers' Compensation Cost.

Over the past year the IA Unit has gone out to the larger Department of Correction facilities to conduct a thorough review of each facility's Workers' Compensation claims as well as review problems and address concerns. Through these meetings, we were able to address high areas of injuries and discuss preventative options to secure a safer workplace.

The IA Unit, in conjunction with the Payroll Director and Tech Services, reviewed the new sick leave provision for BU 4 and implemented a weekly report to ensure that all IA 's are accurately coded to track information relative to the new provisions.

We developed and implemented a process to file all Form 101's (form required by Workers' Compensation Law to file for benefits) online with the Department of Industrial Accidents. This process will eliminate the expense of sending all Form 101's certified mail creating a savings in postage.

The annual stats in the **table on the left** show the number of conciliations, conferences and hearings the IA Unit constantly prepares for. Although the number of conciliations has only dropped a minor amount, the Department has been successful in keeping the number of claims managed down. We are aggressively processing Temporary Modified Duty agreements to return employees to the workforce timely to help reduce overtime cost. The number of lost time claims has dropped drastically as a result of the aggressive case management.

### Policy and Procedure Unit – Richard Greene, Director

The Policy and Procedure Unit successfully completed another year of ACES, management evaluations for the DOC. Reports were done to keep managers up-to-date on the process and timetables for completion.

We successfully passed the ACA audit and achieved 100% compliance on all standards.

We also responded to inquiries from the U.S. Department of Justice regarding hiring practices for Academy recruits. In particular, the focus was on the physical abilities test required for Correction Officers and Correctional Program Officers. The current Physical Abilities Test (PAT) required of Correction Officer applicants, was reviewed to see if changes were needed due to candidates' failure rate.



We reviewed and analyzed the current pay for employees in the Technology Services Division, covered by the Technical Pay Law, and determined their underlying bargaining unit grade and step for the purposes of compensation. All employees covered by Technical Pay Law were notified of the results and could appeal their designation.

In conjunction with the Commonwealth's Human Resource Division, we developed a new job specification for co-generation power plant titles. This new job specification was developed to acknowledge the change in technology that affects these positions.

Management Questionnaires (MQ) were developed and processed for new titles. They are ADC Administration, ADC Classification, Programs and Re-entry, and ADC Clinical Services. Additionally other MQ's were updated for the office of Diversity and Equal Opportunity, Classification and the Date Computation Supervisor.

In conjunction with the Technology Services Division, an ACES link was placed on the DOC Intranet home page for DOC managers to access the ACES system.

## Labor Relations – Jeffrey Bolger, Director

The DOC received a number of important arbitration decisions in 2008, two of which affirmed the Commissioner's right to determine the methods, means and personnel by which the Department's operations are to be conducted. In one decision, the Arbitrator held that there was not anything in the Collective Bargaining Agreement (CBA) that restricts management's ability to assign the tactical team and that the tactical team is exempt from the overtime distribution provisions of the CBA. In the other, the Arbitrator affirmed the Department's use of Correctional Program Officers to package food to be distributed to inmates in their cells during the March 2006 disturbance at MCI Shirley.

The **table on the right** is a breakdown for 2008 of the appeals filed with the Civil Service Commission, charges filed at the Division of Labor Relations, grievances filed at Step II and III, and arbitrations filed.

## Domestic Violence Office – Heather Hall-Martin, Coordinator

The Department's Domestic Violence Coordinator chaired a group tasked with revising the 2002 Domestic Violence Guidelines for Law Enforcement as assigned by the Governor's Council on Sexual and Domestic Violence. This group was comprised of five members to include a chief of police, assistant district attorney, victim service agency director, and victim advocate. This comprehensive review included a largely expanded section concerning allegations made against law enforcement personnel. In addition, the guidelines outline the importance of determining the dominant aggressor, issues concerning immigration status, and children who are present during domestic violence incidents. The guidelines were then reviewed by a larger committee of subject matter experts prior to being vetted by the Massachusetts Chiefs of Police, the Massachusetts District Attorney's Association, and the Executive Office of Public Safety and Security. This document was released to law enforcement agencies and the public by the Executive Office of Public Safety

<b>Labor Relations January 1, 2008 – December 31, 2008</b>	
<b>Civil Service</b>	
# of Civil Service Hearings	50
# of Civil Service Decisions issued	15
# of Civil Service Appeals upheld	7
# of Civil Service Appeals overturned	3
# of Civil Service Appeals dismissed	5
# of Civil Service Appeals settled	33
# of Civil Service Appeals withdrawn	5
# of queries	13
# of transfers letters	8
# of detachments letters	46
# of detached w/o pay letters	2
# of probation termination	26
# of terminations	42
<b>Division of Labor Relations</b>	
Charges Filed	6
Charges Dismissed	2
Charges Settled	2
<b>Grievances</b>	
Grievances Filed at Step II	247
Hearings Held at Step II	144
Grievances Upheld at Step II	5
Grievances Settled at Step II	6
Grievances Withdrawn at Step II	5
Grievances Filed at Step III	145
Hearings Held at Step III	158
Step III Decisions issued	76
<b>Arbitrations</b>	
Grievances Filed for Arbitration	42
Arbitration Hearings held	30
Arbitration Awards issued	22
Arbitration Awards upholding	18
Arbitration Awards overturned	4
Arbitration Cases settled	26
Arbitration Cases withdrawn	3
Arbitration Cases modified	1



and Security in conjunction with Lieutenant Governor Murray on February 12, 2009.

Also during 2008, the Department's Domestic Violence Coordinator, in conjunction with Executive Order #486, co-chaired the committee for the establishment of Sexual Assault Guidelines for Law Enforcement. The process for this document mirrored the Domestic Violence Guidelines vetting process. This newly created document is scheduled to be released mid-Summer 2009.

In conjunction with the Commonwealth's Director of Workplace and Domestic Violence, an instructor's guide training manual for Executive Branch managers and supervisors was completed in 2008. This manual was developed for a three day Train the Trainer session of Executive Branch employees.

This office continues to work on the \$1.3 million *Grants to Encourage Arrest* law enforcement training grant. Training curriculums that have been developed or are in the various stages of development include sexual assault in-service training, basic recruit sex crimes training, and a 40-hour sexual assault certified investigator course. Domestic violence development includes basic recruit in-service, in-service veteran officer, and advanced domestic violence training. The committee has submitted for a time extension of this grant as well as a second grant proposal to include issues such as 911 call taking, coordinated community response models, high risk assessment models, and police in-service curriculum to address dating violence, sexual assault, stalking, and acquaintance rape.

### Stress Unit – Steven Miranda, Director

In 2008 three members of the Stress Unit continued training and education towards becoming certified by the Employee Assistance Professionals Association. This is an important component to increasing resources and services to staff and their family members.

The Stress Unit updated the "Employee Informational Guide" to inform staff and family members regarding services offered by the Stress Unit. In addition, they worked cooperatively with Training Academy staff to develop a "Stress Awareness" lesson plan for new recruits.

A "Post Incident Evaluation" is conducted after every critical incident to ensure that all staff needs are being met. This procedure and debriefing of the responding stress unit members has allowed for further enhancement of services and provided a mechanism for critical analysis of current procedures.

There were 923 calls for assistance, which does not include follow-up calls with clients. The Stress Unit responded to eight critical incidents at institutions, conducted numerous training, attended numerous trainings, and made trips to hospitals and treatment centers. The Stress Unit also provided assistance in obtaining benefits for survivors of deceased employees.

To meet the treatment needs of DOC employees, this unit continues to nurture professional relationships with substance abuse treatment facilities both inpatient and outpatient.

The Stress Unit was awarded the Charles Gaughan Award in November 2008. This award was given in recognition of the unit's personal sacrifices and commitment to the employees and family members they serve.



## Hearings Unit – Heather Hall-Martin, Director

Traditionally the Hearings Unit had been staffed by two hearing officers. In May 2008, this office saw the addition of two hearing officers with a third individual hired in August 2008. They are tasked with providing a forum for employees to receive due process relative to potential discipline. From January 2008 through December 2008 there were a total of 150 hearings held.

In addition, a manual was established detailing the procedure and process for executing Commissioner's Hearings, processes for discipline imposed by Superintendents, and the appeal of such. This manual includes as reference material the 103 DOC 230 policy, Massachusetts General Laws, and the Employee Discipline Guide from the Commonwealth's Human Resources Division.

All hearing officers underwent cross-training with the Massachusetts State Police Employee Relations Unit in July 2008 and attended a Labor Relations Conference in September 2008. Information ascertained from these two opportunities has proved helpful as informational and reference resources.

In conjunction with the Payroll Division, a report was developed that serves both areas to record loss of pay/time or restoration of pay based on settlements, agreements or arbitration decisions. These reports, generated weekly, have increased communication between the divisions which has increased tracking ability.

## Prosecution Unit – Amy Hughes, Counsel

In 2008, the Division of Human Resources created a Prosecution Unit, with the goal of efficiently and effectively administratively prosecuting employees for violating Department rules and policies. The Unit consists of two full time attorneys, one part-time attorney, and an administrative assistant. The Unit reviews all requests for Commissioner's hearings, and prosecutes the cases administratively as well as on appeal to the Civil Service Commission or Arbitration.

Requests for Commissioner's hearings before a Department Hearing Officer either come from the Deputy Commissioner of the Prison Division, after an investigation has been conducted by the Office of Investigative Services, or alternatively, from a Superintendent or Division Head if they believe an employee's alleged misconduct is likely to result in a suspension of greater than three days.

By handling disciplinary cases from their inception, attorneys in the Prosecution Unit are better equipped to represent the Department on appeal, as they can anticipate the Unions'/employees' arguments on appeal based on statements made at the Department level hearings. Although most of the cases prosecuted by the new Unit have yet to be decided on appeal, one example of the new Unit's success is the termination of a former Correction Officer. This Officer was terminated in August 2008 for an inappropriate relationship with a former inmate and the termination was upheld by the Civil Service Commission in April 2009.

<b>Superintendent's Discipline/ Other Actions January 1, 2008—December 31, 2008</b>	
# of Letter of Reprimands	256
# of 1 day suspensions	103
# of 2 day suspensions	7
# of 3 day suspensions	43
# of 4 day suspensions	0
# of 5 day suspensions	12
# of discipline histories	4489
# of queries	131
# of transfers letters	8
# of detachments letters	46
# of detached w/o pay letters	2
# of probation termination	26



## Office of Diversity and Equal Opportunity – Monserrate Quinones, Director

The Office of Diversity and Equal Opportunity formerly known as the Office of Affirmative Action drew the attention of 233 people of color for employment consideration at 21 high profile job fairs, which 41 of the most suitable candidates were referred for department vacancies. During calendar year 2008 the DOC hired 145 people of color and 140 women. The Department promoted 22 people of color and 48 women. Reasonable accommodations were requested by 17 employees, all of which were approved. Five additional employees self-identified themselves as disabled.

The Office of Diversity and Equal Opportunity partnered with the Division of Human Resources and its policy development committee to revise the 103 DOC 201 policy relating to the hiring process. Part of this policy's modification includes guidance to hiring panels to consider an applicant's ability to speak a second language. Additional language skills, particularly in Spanish, is desirable for DOC staffing needs.

The Office of Diversity piloted an Informal Employee Conflict Resolution and Mediation Program designed to facilitate collaboration among employees by using cross-cultural understanding to promote an inclusive culture respectful of diversity in the workplace.

In 2009, The Office of Diversity plans on having a Commissioner's Diversity Advisory Council (CDAC) to represent a cross section of diversity in DOC employees. They will be responsible for creating and supporting initiatives that represent the interests of the DOC and members of protected groups in all employment and procurement practices.

Another initiative the Office of Diversity hopes to accomplish in the future is expanding visibility of diversity programs and services to all DOC employees, contractors, and/or vendors with a Help Desk service. The Help Desk will also serve as a tool for advocacy and referral.

The Office of Diversity also hopes to sponsor the 1st Annual Minority and Women-Owned Businesses (M/WBE) Open House and Vendor Networking Event to promote the DOC's commitment to developing business partnerships by connecting the DOC as well as other agencies with exhibitors from across the state.

Promoting "A Healing Environment" by ensuring that employees work in an environment free from harassment, retaliation or discrimination with the introduction of the Alternative Dispute Resolution Program (ADR) will also be proposed in the future. ADR will provide conflict resolution strategies that facilitate collaboration such as cross-cultural awareness to create an inclusive culture respectful of individual differences.

## Administrative Services Division – Peter V. Macchi, Director

The mission of the Administrative Services Division is to professionally manage all Department of Correction financial resources and assets in compliance with policies, procedures, rules, regulations, and laws while promoting best value practices. Administrative Services is responsible for the procurement of, and payment for, all goods and services utilized by the department. Additional areas of responsibility for the Division include, but are not limited to, Department food services, internal audit, staff uniforms, inmate clothing, bedding and linens, inmate funds, inmate commissary contract services, telecommunications, secure inmate telephone services and capital/construction projects.

### **Major Accomplishments during 2008**

Saved \$280,165.47 in early payment discounts by prioritizing and processing payments eligible for discounts within the contracted discount days.

Implemented a new contract for offsite records/file storage that will save the department an estimated \$90,000 annually.

Coordinated and conducted a competitive procurement process that resulted in a new contract for the provision of 20 new reentry beds in a residential program within the city of Boston.

Began a five year plan to replace aging department equipment with newly attained capital funds. During the first year of this plan, new equipment totaling \$1,200,000 was acquired to replace aging infrastructure equipment department-wide. Emphasis was placed on food services equipment and snow removal equipment during the first year of this five year plan.

Coordinated the replacement of all institutional master antenna systems that are used for inmate television viewing. This was done to allow for the transition to the digital broadcasting of all television signals that took place in June 2009. These master antenna upgrades were done at no cost to the department's operating budget and with no negative effect to institution climate.

The following audits were conducted relating to:

- Fuel usage for the department and all associated control activities surrounding the issuance of fuel to departmental vehicles.
- The application and existence of internal controls in place related to the purchasing of goods for the department.
- Institutional audit reports were issued on a monthly basis documenting policy compliance to expenditures of inmate and employee benefit funds at all facilities.
- During a period of skyrocketing grocery prices, food costs were kept at a manageable level and below the national average for prison food services. This was done by taking advantage of "opportunity buys" and by seasonal menu planning.
- Developed and implemented a Halal menu to meet the religious diet needs of Muslim inmates. This included the training of food service staff





on the handling and preparing of Halal meals and the certification of all institutional kitchens to serve Halal meals.

- Worked with Keefe Commissary Network to make more “healthy” food items available for sale to inmates via the commissary.

Revenues attained from recycling totaled \$28,862.72 during 2008. These revenues were used to purchase new equipment for our transfer stations as well as to maintain existing equipment and supply our institutions with recycling related items such as hampers, bins and receptacles.

### Budget Office – Kyra Silva, Director

In the management of our financial resources, 2008 was a challenging year for the Department of Correction. The agency’s operating budget was essentially level funded, a 0.51% decrease from the previous year, therefore requiring intensive monitoring/analysis in areas with increasing costs (i.e. offender health care, State Office of Pharmacy Services, utilities, overtime, food and contracts). It was most essential that departmental managers set specific cost containment measures to maximize spending efficiencies to bring funding in line with the agency’s core mission. In addition, the Department was faced with 9C cuts in October totaling \$1.372M.

The Department continued implementing and improving cost containment measures (i.e. recycling, energy conservation initiatives, bulk food purchasing) and intensive monitoring in areas such as overtime, sick time and industrial accidents.

The Department was able to expand the research based rehabilitation/education programs for the offender population in the areas of basic education, vocational education, substance abuse, and sex offender treatment through both operating and grant funding to prepare offenders for their reentry to the community.

Funding of \$1.2M in line item 8900-1100 was provided this year to assist reentry programs intended to reduce recidivism rates. Additional programming has been provided to better assist the offender population.

Many other reports have been created to track multi-year viewing of expenditures, allowing the DOC to track inconsistencies in expenditures by institution/division and object classes. Accounting Period/Quarterly Expenditures by multi-year reports have also assisted the Budget office in comparing fiscal year funding and expenditures.

The Department was able to backfill 455 Correction Officer Positions in 2008 in order to help offset the 251 lost due to attrition and the additional positions identified in the Hayes Report regarding suicide prevention. This increase in security FTE levels assisted in not only decreasing the overtime cost for the department but has created a safer environment for both staff and offenders.

New Commonwealth Information Warehouse (CIW) queries/databases have been created and reorganized to better assist in the tracking and reconciliation of the Budget Office appropriation logs to appropriated funding in the Massachusetts Management Accounting and Reporting System (MMARS).

Improvements made to many of the Payroll Benefit Time Utilization reports have been developed to help conserve the usage of printing/paper generation. A more summarized version of these reports have reduced the paper/printing usage by 50 percent.

## MassCor Industries – James Karr, Director

MassCor Industries has been through some significant transitions in calendar year 2008. Under the leadership of the Industries Director, James F. Karr, we have continued to redirect Industries to work within an ever changing culture. MassCor continues to build and rebuild the partnerships with all Institutions, State Agencies, and MassCor customers. The following accomplishments took place in 2008:



The NCCI Optical lab continues to add new surfacing equipment allowing MassCor to better serve our customers with on-time delivery and eliminating the expense of costly errors. That addition has been instrumental in reducing the amount of lens breakage during production, resulting in savings to our bottom line for 2008 and going forward. This new machinery was instrumental in the elimination of backlogs allowing the production line to flow effortlessly and allow for an estimated 98% rate of efficiency. We have added over 50 new offender jobs to bring NCCI's employment total to over 10% of the population. Expansion gives us the ability to work with other states, such as California, alleviating their backlog of work. Since our expansion, we have done over 2,000 jobs for California. MassCor's offender workforce has been trained on the newest technology in the Optical profession, which will be helpful when they go to seek employment upon release.



MassCor has expanded the Industries workforce at MCI Shirley Medium sewing shop from 18 to 53 offenders with the addition of a T-shirt production line in calendar year 2008. We have added 35 sewing machines, adding various positions that include trimming thread, quality control, folding and packaging. With the addition of a new cutting table, offenders will learn how to measure and cut a wide range of materials to include T-shirts, sheeting and towels. With this expansion, we will allow more offenders the opportunity to gain both soft and hard skills to aid them for the reentry process.

We have expanded the Industries product line using digital screen printing technology to produce decals at the Treatment Center. This expansion of the decal operation allows MassCor to produce the more challenging high resolution graphics with ease as well as quickly manufacture the short run graphics. This will result in a workforce trained on state-of-the-art technology that is present in the decal industry today and allow for expansion of the existing customer base.

The Industries printing operation at Old Colony Correctional Center has been revamped with state-of-the-art technology with new high end digital color and black and white production machinery. The shop has also been updated with computer-to-plate machinery saving time and money by eliminating the need to outsource this process. In addition, we have added a Perfect Binding machine, expanding our product base by allowing us to create professionally bound magazines and reports. This allows us to offer "one stop shopping" for

our customers. Also, this will result in a workforce trained on the most current technology in the marketplace today and allow for expansion of the existing customer base.

Expansion of our silk-screen operation into MCI Norfolk Industries was a notable accomplishment in 2008. Although we have an existing operation in the Treatment Center capable of silk-screening, adding the ability to do silk-screening at MCI Norfolk streamlined our current operations by having this process completed on the clothing produced from the MCI Norfolk Clothing shop. This eliminated transportation of these goods from MCI Norfolk to Bridgewater and back to MCI Norfolk, saving time for job completion and allowing other jobs to be completed by the Treatment Center. Another site was able to learn this skill set and allowed for expansion of the existing customer base at the Treatment Center.

MassCor has been able to hire and train additional offenders for programs that assist the offender in returning to the community with marketable skills to better their chance at a successful future and reduce the rate of recidivism in the Commonwealth.

### Division of Staff Development – William Dupre, Director

Training and staff development is a critical component in the performance of the Massachusetts Department of Correction. Throughout 2008, the Division of Staff Development, in support of the Department's goals, objectives and core values, continued to develop and implement effective programs to be applied at every level of the organization. The use of best practices, current trends, assessments, and internal/external stakeholders as resources remain an integral part of the foundation of the Division.

During 2008, the Recruit Training Program completed three classes, graduating a total of 449 recruits (399 Correction Officers, 34 Correction Program Officers, 10 Industrial Instructors, four Recreation Officers and two Correction Head Cooks); 24 New Employee Orientation programs were offered with 430 staff successfully completing the program; and 3,041 employees completed the In-service Training Program.



*RTC 305 swearing in during  
graduation - December 2008*

In support of the Female Offender Review Panel's recommendations, the agency contracted with the Institute for Health and Recovery. In order to support family connections, reintegration and to facilitate cultural change, trauma informed care was implemented into the correctional environment providing staff with the knowledge and skill to appropriately respond to those suffering from trauma, mental health and substance use disorders. In January 2008, 29 staff from MCI Framingham and South Middlesex Correctional Center participated in a 12-hour training program. Subsequent, three-hour training sessions were offered via the Departmental Training Catalog and during Institution Orientation for those Correction Officers and Correction Program Officers assigned to MCI Framingham and South Middlesex Correctional Center.

The Division, in collaboration with the Division of Health Services, developed a training program to support the implementation of the Secure Treatment

Program at the Souza Baranowski Correctional Center. The program was designed to utilize team learning strategies that supported the unit management structure and concept, and was delivered in February 2008.

In April, the Division was tasked to design a Field Training Program that would bridge the gap between the training environment and the workplace. The program targets the essential duties and core competencies of a new Correction Officer. The structured Field Training Program is modeled after the Correction Officer Achievement (COACH) Program, which was designed and developed by the Washington State Department of Corrections in 1997.

MCI Cedar Junction and the Souza Baranowski Correctional Center were identified as the pilot institutions for the eight-week training program that commenced in August 2008. In support of this initial pilot, 13 sergeants from both institutions participated in a 40-hour Field Training Officer certification course. The pilot program concluded in October, resulting in the successful completion by 29 Correction Officers.

In the fall of 2008, the program was expanded to include MCI Framingham, the North Central Correctional Institution and MCI Shirley. An additional 28 Field Training Officers were certified to support the program expansion. As of December 31<sup>st</sup>, the Division certified 41 Field Training Officers, 29 Correction Officers had successfully completed the program, and an additional 65 Correction Officers were currently participating in the program with a scheduled completion date of February 2009.



*Some of the sergeants who trained to be certified as Field Training Officers.*

In collaboration with the Reentry Services Division, the Division developed reentry training modules for the In-service and Recruit Training Programs. To support specialized training/competency development courses/programs were designed and delivered in the areas of offender case management and the Institutional Release Committee Meeting process. This provided the opportunity to educate over 5,000 staff members about the importance of reentry and how it supports our agency's mission.

The Division remained committed to building training capacity throughout the organization by way of instructor competency development. Throughout the course of 2008, Division staff facilitated Entry Level and Advanced Level Certification Programs. These programs increased the professionalism of the instructors within the classroom, and provided them with the ability to design and develop training that will foster the knowledge, skills and competencies necessary to perform the essential duties of a correction professional.

A Departmental Lesson Plan, "Managing Mentally Ill Offenders," was completed in July. Subsequently, a Training-for-Trainers Program was conducted for the facilitators to effectively deliver the curriculum in various programs/courses. The course was incorporated into the In-service Training Program for training year 2009.

In support of the Prison Rape Elimination Act (PREA), 60 additional staff members and service providers were trained to facilitate inmate orientation through the collaborative efforts of the PREA Manager and the Division.

An eight hour Leadership Challenge Workshop was developed in June 2008, to adapt in various training programs and work groups. The program was delivered to Recruit Training Class 304 and 305; a special course was designed for the In-service Training Program. Several work groups including the Executive Leadership Team, the Deputies Workgroup and the Directors of Treatment Workgroup have received ongoing facilitation on various components of the workshop. Leadership Challenge Workshops for Executive and Senior leaders were coordinated and scheduled for a September through November delivery with a procured vendor. However, due to budgetary constraints, the Department has pursued another direction with the assistance of the National Institute of Corrections and internal strategies.

Recognizing the National Institute of Corrections as the center of learning for innovative correctional practices and leadership, the Department continues to utilize the available resources. Four training initiatives were hosted throughout 2008. In support of staff managing female offenders, the Department hosted a Female Offender PREA Summit for several Department of Corrections throughout the northeast region. The program was sponsored through a cooperative agreement between the Moss Group, Inc. and the National Institute of Corrections and was hosted at the Division's conference center in July. Additionally in July, six staff from the Department traveled to Nebraska to participate in the week long Staffing Analysis for Jails training program. In August, staff from across the Department participated in the 36-hour Conducting Prison Security Audits program. It was facilitated at the Bay State Correctional Center and utilized resources from MCI Cedar Junction and MCI Norfolk. Lastly, the Department was identified as a host site for the September offering of Management of Violent, High-Risk, and Supermax Inmates. This program was facilitated utilizing the training facilities of a local conference center and the Souza Baranowski Correctional Center. A cross selection of staff from the Department assisted in the design and delivery of this program due to their expertise in managing the high-risk offender population. Participants attending this initiative were from across the country.

### Division of Resource Management— Jeffrey Quick, Director

A Capital Asset Management Information System (CAMIS) program has been acquired by Division of Capital Asset Management (DCAM) to replace the old Facility Management Maintenance System as standard for all state agencies. DRM is working with DCAM on the standards phase through June 30, 2009. DRM is currently inputting facility data and training staff for the CAMIS system. DRM will work with DCAM to fully load in all CAMIS data for all DOC facilities.

In conjunction with the Governor's Committee on Correctional Reform (GCCR) #16, DRM pursued capital funding through DCAM for physical plant improvements identified as a result of the finding from GCCR #16. Symmes, Maini & McKee Associates has developed and is finalizing the Master Study. Capital projects will result through June 2010.

Other DRM achievements include the following:

Finalized the land use agreements with Executive Office of Environmental Af-



fairs at Concord and Shirley in conjunction with the Sudbury Land Trust through June 1010. Revenue offered by the Sudbury Land Trust will be utilized for recycling equipment within the Department.

Moved into Operations and Maintenance phase for the co-generation to Power Plant low-pressure downgrade at MCI Norfolk and MCI Cedar Junction at Walpole through June 30, 2010 with DCAM's Chapter 25A Project (legislation for energy savings projects).

Maintained compliance with the Clean State Initiative and prepared for the next phase of Storm Water-Phase II, Executive Order #438, which is the State Sustainability issues, including compliance and beyond compliance matters, through June 10, 2010. The Department is currently in compliance with the Phase II permitting and the annual status reports. Upcoming work to include maintenance, repairs and monitoring of drainage system.

Moved into the Operation and Maintenance phase of the Chapter 25A project at the Bridgewater and Norfolk/Walpole Complexes through June 2010.

Continued with the mapping of the Department's water systems for each facility through June 2010 with procurement of mapping/database software and training of staff.

In conjunction with Department's State Sustainability Committee, continued to develop and implement the State Sustainability plan for the Department through June 2010.

Initiated a Chapter 25A project at NCCI to include facility upgrades and wind turbine(s) through June 2010.

Completed construction of photovoltaic system at MCI Concord Waste Water Treatment Plant (WWTP), MCI Norfolk WWTP, SMCC and Bridgewater WWTP through June 2010.

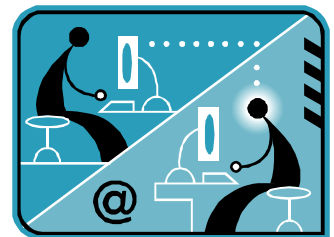
## Technology Services Division – Maria Sousa, Chief Information Officer

The following projects were designed, developed or supported by the Technology Services Division in conjunction with other Department of Correction divisions to enhance and support the Department's reentry initiatives.

### **IMS:**

#### Inmate Transition Plan

In conjunction with the Reentry Services Division, the Technology Services Division replaced the previous "Inmate Transition Plan" functionality in IMS with a new "Reentry Planning" module which conforms to the newly implemented changes to the Inmate Reentry process. This module includes a new screen for tracking all pertinent information pertaining to the inmate Reentry process, along with several automated forms and reports to be used throughout the Reentry process. In addition, this module contains several automated data retrieval processes which place critical data onto the Reentry Services Division server for use in creating and distributing Reentry Performance Measures reports for the DOC.



#### Reentry Housing Plan

In conjunction with the Reentry Services Division, the Technology Services Division developed and implemented a new "Reentry Housing Plan" module in IMS which meets the requirements for planning, monitoring and reporting of post release services conducted by SMOC.

#### **INTRANET:**

##### Institution Reentry Committee Attendance

In conjunction with the Reentry Services Division, the Technology Services Division developed an application which facilitates the tracking of attendance and accountability of the monthly Institution Reentry Committee (Triage) meetings. There are two separate groups of members, core committee members and additional committee members. The core committee members are the members that are mandated to attend these meetings or send a designee. The additional committee members are encouraged to attend, but are not mandated.



##### Housing Resource Search Application

In conjunction with the Reentry Services Division, the Technology Services Division developed an application which contains a compiled list of Housing Resources to be used by inmates upon their release from prison. The specializations are used to help sort through programs. The housing resources are considerations and may not necessarily guarantee acceptance to programs. The housing types were organized as a result of more accurate information gained by the Department of Public Health regulations.

##### Marketing to Employers

Technology Services staff participate in the "Marketing to Employers" workgroup chaired by Michael Thompson, Superintendent at Pondville. The focus of the group is to develop strategies for a collaborative effort between the Department and potential employers for the hiring of inmates upon release from prison.

##### Reentry Internet Pages

Technology Services staff keep the Reentry Internet pages current with pertinent Reentry and Reintegration information.

##### COMPAS (Criminal Offender Management Profiling for Alternative Sanctions)

In conjunction with the Executive Director of Inmate Risk and Placement, the Technology Services Division began implementation of the assessment protocol hardware and software in 2008. Technology Services installed new hardware, software, and database for use by staff and created a backup procedure and a training version of the database.

## **Special Operations Division— Steven P. Ayala, Director**

Some of the major accomplishments for this Division for 2008 are as follows:

The implementation of the Armory Inventory Database throughout the agency has been finalized. All surplus equipment being stored at the Bridgewater Warehouse was added to the Special Operations Division Inventory and moved to the Special Operations Division Warehouse. In addition, all

broken and not fully mission capable equipment was disposed of.

The equipment inventories for all training areas at the Special Operations Division at S.E.C.C., has been established and the ongoing construction of the MCI Cedar Junction Armory is nearly completed. The 40 caliber transition course throughout the department has been completed.

Special Ops provided support for two Recruit Training Academy Classes, to include Weapon Qualifications, Chemical Agent, Defensive Tactics, and Extraction Team Concepts. We also successfully completed and passed the Policy Development and Compliance Unit annual audit in June 2008.

We provided support for the annual recertification for the MEB (Monadnock Expandable Baton) for the Central Transportation Unit and the Office of Investigative Services. Lastly, the High Risk Transportation Team transitioned to the 229 DAKR Sig Sauer weapon.

### **Special Operations Response Units**

For the New England Patriots Superbowl Security detail on February 3, 2008, the Special Operations Response Unit (TRT, SRT, Canine and CTU) assisted the MA State Police and other law enforcement agencies in maintaining crowd control in the transportation of arrested individuals to different districts. We also provided security assistance to the High Risk Transportation Unit for the purpose of transporting an extremely high risk inmate for court appearances at Suffolk Superior Court and Middlesex County.

SRT and TRT were activated for a disturbance at MCI Cedar Junction on May 21, 2008. SRT and TRT were activated to assist in an incident at Souza Baranowski Correctional Center on September 29, 2008.

### **Use of Force**

The online Use of Force Program is being designed with Tech Services and the Special Operations Division. It has been slated to start in 2009. The Use of Force Pilot Program, once developed, will be first introduced at the Bridgewater Complex.

### **Canine**

The Canine Unit provided 65 mutual aid requests to area police departments for narcotic searches, i.e., in cars, schools, etc. as well as provided 52 mutual aid requests to area police departments for canine patrol, i.e., tracking, felony subjects, lost persons, warrants, etc.

We conducted 107 institutional narcotic searches throughout the MA Department of Correction.

### **Communication**

Planning and contracting are completed for the federally mandated radio frequency re-banding with Sprint / Nextel. The installation of an area wide / statewide base station and antenna at all facilities is completed. South Middlesex Correctional Center migrated to 800MHz Digital Radio Network. We also provided the Department's Training Academy with the 800MHz. Radio Network for New Recruit Training Purposes.



## Deputy Commissioner - Classification, Programs and Reentry Division, Veronica M. Madden



*Deputy Commissioner of the Classification, Programs and Reentry Division-  
Veronica M. Madden*

The office of the Deputy Commissioner for Classification, Programs & Reentry includes the following divisions:

- Classification Division
- Female Offender Services Division
- Inmate Education and Training Division
- Program and Reentry Services Division
- Health Services Division

This office also has a special oversight relationship with the three facilities for civil commitments:

- Bridgewater State Hospital
- Massachusetts Alcohol and Substance Abuse Center
- Treatment Center for the Sexually Dangerous

This office seeks to increase public safety and reduce recidivism by matching offenders' custody needs with appropriate security level placement through an objective, validated classification process; accurately assessing offenders' risk to re-offend and identifying needed programs, treatment and education; effectively and efficiently delivering evidence-based programs proven to address criminogenic needs; providing educational and vocational services that will lead to good citizenship and stable employment, providing necessary and appropriate medical, mental health and dental care; holding offenders accountable for program participation and providing reentry planning through effective case management and coordination of services with other state agencies and community providers. These services are delivered in collaboration with other criminal justice and human service agencies, sensitive to the needs of victims and accompanied by appropriate notification and referrals for services to certified victims of crime.

## Classification Division – Carol Mici, Assistant Deputy Commissioner

The mission of the Classification Division is to maximize public safety, successful community reentry and institutional order by effectively and objectively identifying the security level and programmatic needs of each inmate based on available resources as governed by the department policy, rules and regulations, and statutory requirements

In keeping with the Department's mission of successful reentry and our goal to increase the number of inmates transitioning back into the community through minimum/pre-release security, we added 143 minimum security and 32 medium security beds for male inmates this year. As a result of these added beds, the numbers of inmates on institutional wait list has decreased significantly at all custody levels.

In an attempt to increase regional community beds, the Department initiated

an RFR contract for 20 designated reentry beds for male pre-release level inmates to be located in a facility in the metro Boston area and is expected to come into an agreement in early 2009. The selected contractor will be responsible for assisting inmates in securing meaningful full-time employment. The selected contractor will also be responsible for assisting inmates with ancillary programming services, (i.e. substance abuse treatment, mental health services, anger management programming, etc.). These beds will not only enable more inmates to obtain pre-release custody but will provide for an integrated community reentry.

Following on-going evaluations of the objective classification system, which included an independent review of classification data by MGT of America, Inc., the point scale for minimum custody was adjusted from four to five for the male population effective December 1, 2008; as a result of this change, we are seeing a significant difference in the male population with regards to being classified to minimum security. 1,539 inmates transferred to minimum security and 484 inmates transferred to pre-release security in 2008.

## County, Federal & Interstate Unit- Tom Neville, Deputy Director

The Department entered into a partnership with Hampden County House of Correction which would allow DOC inmates an opportunity to prepare for their release into the community. Inmates who are in minimum security, are within six months of release and who submit a reentry address in Hampden County are eligible for this partnership, which strengthens community relations, reentry and public safety. County personnel were trained by DOC staff on the objective point based classification system and effective December 1, 2008, all state inmates housed in county facilities are classified using the instrument.

## Central Date Computation Unit – Caroline Sawyer, Director

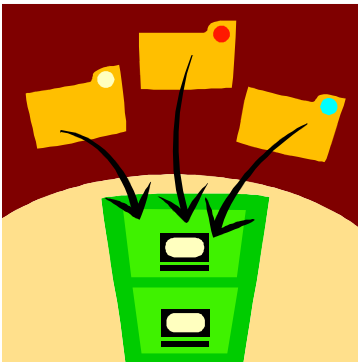
The Department is moving to a system where dates will be calculated from “commitment to release” by a Centralized Date Computation Unit (CDCU) to circumvent problems with inmate dates and to improve efficiency of process within the DOC. To address the male inmates coming into the DOC as well as male inmates at out of state facilities, the CDCU has established a satellite office at MCI Concord (opened February 2008); all female inmates are managed by a second satellite office in Framingham (opened September 2008). These offices have been processing all new inmates and returns to custody from parole or probation as well as transfers in from other facilities. Inmate sentences are analyzed, and dates are calculated, reviewed, and certified by staff with extensive training in this area. It is the CDCU, and not the institution housing the inmate, that has the responsibility to monitor and update these sentences.

In 2008, all facility discharge packages were reviewed, with the concentration of the team reviews focused on those with complex date calculations. Data quality reviews were completed in May 2009 on all inmates (with the exception of male Lifers) whose offenses occurred prior to the “Truth in Sentencing” Act of 1994. Adjustments were made where necessary to include statutory good time and earned good time credit adjustments, data entry errors,



adjustments to Cleary and Piggott time (earned time for programming during the 1980s and 1990s). Obtaining clarification from the court or an amended or corrected mittimus where needed, and forfeitures of statutory good time were also reviewed and validated. Thus far, more than 4000 cases have been reviewed and certified. In 2008 the CDCU developed a strong relationship with the legal department which has facilitated communication and allows for issues to be resolved quickly and effectively. The DOC has also met with the criminal clerks of court on two occasions and in an effort to improve inter-agency relations.

A four-day comprehensive training, *Demystifying Dates*, was offered to staff throughout the Department each quarter at both training academies. The training provides an overview of the court system; defines sentence types; provides an overview on how to read mittimus and identification of information; and provides an overview of basic, intermediate and advanced date computation. Scanning software was developed and has allowed us to move closer to a paperless environment, and also allows the CDCU to view material located in any facility. A database was developed to track the progress of scheduled releases and we have improved the computation capabilities of the IMS through improvements in the sentence table as well as through programming changes. The agency is now pro-active in following up on judgment and commitment papers that may be in error or unlawful, and the CDCU tracks the status of those cases (quality control). Performance measures are in place allowing the unit to quantify productivity, and statistical tools were developed to allow us to see increases in workload, and to predict future trends.



### Central Records Unit- Pat O'Malley, Manager

Due to the close relationship between the Central Records Unit (CRU) and the date computation and records management functions, the CRU was moved organizationally from the Research Division to the Classification Division effective February 17, 2008. The CRU no longer creates a duplicate Central Record for newly committed inmates. Institutions are now required to maintain inactive folders at their site for 90 days following an inmate's release. Institutions are also required to take a proactive role to collect and file all inmate record information prior to forwarding the institutional six-part folder to the CRU. CRU is now the keeper of the institutional folders of the released population for a period of five years. Since January 1, 2004 the Department has archived 40,988 Institutional Records and has retrieved 47,055 at a cost of \$235,275. By retaining the folder at CRU for a longer period of time - the time frame inmates typically recidivate - the department will save this expense for the Commonwealth. The developing role of the CRU is to provide support and training to the institutional records departments. They are also responsible for retrieving prior folder(s) of inmates who are now under a new commitment number and are responsible for sending these records to MCI Cedar Junction.

### Division of Inmate Risk and Placement - Diane Silva, Executive Director

The Executive Director of the Division of Inmate Risk and Placement oversaw the continued creation and implementation of Criminal Offender Management Profiling for Alternative Sanctions (COMPAS). Responsible reentry

should hold a place of importance in everyone's daily lives as well as be addressed from an interagency perspective, partnering rather than isolating and sharing commonalities and information to improve each offender's chances of success. Once incarceration becomes necessary, Reentry efforts should begin at the time of admission. Assessments to determine risk to recidivate, risk for violence and needs for programming addressing individualized criminogenic risk factors should be conducted and aggressively followed throughout the length of sentence to ensure that the risk for recidivism is not realized.

COMPAS accomplishes the determination of risk factors and identifies criminogenic needs of each offender. The DOC began implementation of the assessment protocol in June 2008. The assessment protocol incorporates an assessment specific to Reentry so as to identify risk at reentry and develops a case plan that can be followed by another supervising criminal justice agency, again reducing the chances that the risk for recidivism will be realized.

## Victim Services Unit- Erin Gaffney, Director

Over the years, crime victims' rights have evolved to a point where meaningful and deserved services are readily available to victims throughout the Commonwealth. The DOC, through the Victim Service Unit (VSU), effectively delivers on its core mission to provide notification to registered victims regarding significant developments related to an inmate's incarceration and release. Additionally, the DOC continues to collaborate with other public and private agencies to offer a comprehensive support system for victims through a host of community and justice based programs.

In 2008, the VSU planned and coordinated a conference to strengthen the partnership between all groups engaged in victim services and to strategize on the best practices we can implement to attain our collective goals. In addition, the DOC implemented two additional American Correctional Association (ACA) victim standards, including the development of a survey to measure victim satisfaction as it relates to the services provided by the Department and to solicit opinions on potential service improvements. Initial survey results yielded positive responses.

The DOC participates on a newly created committee formed by the Executive Office of Public Safety and Security to offer suggestions designed to provide effective, efficient and high quality services to victims of crime.

## Division of Female Offender Services – Michelle Donaher, Director

The Division of Female Offender Services is committed to providing a continuum of programs and services which address the multi-dimensional needs of the Department's female offender population by reinforcing and developing innovative and comprehensive gender-responsive strategies.

The 102 recommendations of the external Female Offender's Review Panel as part of the GCCR were addressed as part of the Female Offender Strategic Plan. 70% of the recommendations have been completely implemented while 6% require additional funding, capital planning and/or legislation for completion, and 22% extend beyond the scope of the Department or are shared



with external stakeholders. The major areas that extend beyond the scope of the Department involve housing women in their respective counties, not housing civil commitments at MCI Framingham and capital planning.

For each of the recommendations in the scope of the Department, the unique issues of the diverse female offender population were addressed by making significant changes in the areas of medical, mental health, and substance abuse; classification; programming and reentry; education, parenting, training and operations.

With these changes came the implementation of a new mission calling for the use of trauma informed models in all areas of female offender management. New contracts were procured requiring best practices in the implementation of services utilizing an integrated trauma-informed approach, and an outside expert was contracted to develop and implement a curriculum on trauma for new recruits and staff working with female offenders.

As a result of the strong leadership at MCI Framingham and the implementation of the new mission change, MCI Framingham experienced a cultural shift as evidenced by the following statistics:

Use of Force incidences went from 89 in FY 2003 to 49 in FY 2007 (86% reduction) to only 17 in FY 2008 (representing a further reduction of 65%).

Assaults on staff simultaneously decreased from 48 in FY 2007 to 32 in FY 2008 (representing a 32% decrease).

Inmate Grievances decreased from 239 in FY 2007 to 163 in FY 2008 (representing a 31% decrease).

Employee misconduct complaints were reduced from 299 in FY 2007 to 198 in FY 2008 (representing a 33% reduction).

## Division of Inmate Training and Education – Carolyn Vicari, Director

The mission of the Division of Inmate Training and Education is to provide comprehensive academic and occupational (vocational training) programs and services that will assist incarcerated adults in becoming more productive citizens upon release. To this end, all programs focus on the needs of the individual to cope with and to make a positive contribution to an increasingly technological society. Emphasis is placed upon competency, development of basic literacy skills and the acquisition of salable skills along with an appreciation of the work ethic.

Cosby Book – Through the generosity of the Correctional Education Association, we were offered 200 copies of the Bill Cosby book, *"Come On, People."* With that, we have established a book discussion group and several other programs are in developmental stages.

GED Tests – The GED test center at the Division of Inmate Training and Education tested 552 inmates during 2008. There were 551 tested in English and



one in Spanish, and 325 passed.

IC<sup>3</sup> – The ten-week computer class designed to familiarize inmates exiting the system with basic computer functions has been implemented at a few sites and will go system-wide in the fall.

Electronic Law Library – Work is nearly half completed on the electronic storage of legal material. Wiring has been completed at the Shirley complex, MCI Norfolk, Bay State Correctional Center, and Pondville Correctional Center. Once completed, each site should notice enormous cost savings with this system and also be free of the burden that the requisite legal collections impose on space.

The Prisoner Reentry Initiative – The PRI grant had an exceptional year during 2008. There were 522 referrals to the Department of Labor grant partner, SPAN, Inc. Of the 522 referrals, 175 were from DOC facilities; 347 were from Suffolk County House of Correction. There were 393 inmates who were involved in the reentry workshops provided by the PRI staff, 117 of whom participated at DOC facilities.

Six State Study – Early in 2008, Massachusetts was chosen as one of six states to participate in a study of post-secondary education. The Education Division would use federal Youthful Offender grant funds to underwrite an associate degree program. Four institutions would receive college courses via the TLN (Transforming Lives Network) and four would receive teacher-led courses. Outcomes of both will be evaluated by a research team contracted through the Correctional Education Association.

Workforce Investment Boards – After participating in the CORI Interagency Task Force, the Director of Inmate Training and Education participated in the effort to select four Workforce Investment Boards (WIB) that would receive grants to provide reentry services recommended by the Interagency Task Force. The WIB projects would support inmate reentry in four regions where inmates most regularly return and would ultimately help ex-offenders contribute to the economic success of the area.

## Reentry and Program Services Division – Christopher Mitchell, Director

It is our mission to monitor and oversee a comprehensive, collaborative, seamless, reentry strategy which promotes the successful transition of our offender population by collaborating with county, state, community and faith-based agencies in areas including, but not limited to, employment, medical and mental health care, substance abuse treatment, education and related transition programming.

In 2008, the Reentry and Program Services Divisions were consolidated to create a more integrated and cohesive reentry continuum. The former Director of Reentry was assigned to the Training Academy as the Reentry Training Manager. The Reentry Training Manager position was created to develop a comprehensive training plan to support staff and enhance the overall quality of the reentry process. This position will also be critical in connecting exter-



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nal and internal stakeholders as the reentry continuum continues to evolve and incorporate other agencies and additional community based service providers.

In April 2008, a comprehensive review of the First Step program was conducted due to extensive waiting lists and low completion rates. This 35-day program provides substance abuse treatment services to women who have been identified as needing immediate detoxification and treatment upon admission to MCI Framingham. The review determined that the Awaiting Trial population represented approximately 78% of the 1811 admissions with an average length of stay of 22 days in the program. Based on the review the program length has been reduced from 35 to 20 days with an emphasis placed on discharge planning. The revised program design will increase program capacity, enhance completion rates and better meet the needs of the short term awaiting trial population.

In April 2008, a Security Threat Group (STG) Orientation Module was implemented at the Department's male reception center for all new commitments as part of the required institution orientation process. In a survey of the first 673 participants, over 70% agreed or strongly agreed that the STG Orientation Module was helpful to them in understanding gang recruitment in prison, how to avoid it and the consequences of joining gangs. A Security Threat Group Program for identified STG members has also been developed. The program consists of two-phases at maximum security. Phase one will utilize in-cell workbook materials to be completed independently. Phase two will consist of small group classes of four to six inmates. Full implementation of the program is pending the final approval of the STG policy.



In June 2008, the Department entered into a Memorandum of Understanding (MOU) with Veterans Affairs. This agreement established an electronic referral process and formally allowed an Incarcerated Veterans Reentry Specialist to enter institutions and meet with releasing veterans prior to release to secure housing and connection to community resources. In June and July, two separate Veterans Forums were conducted to facilitate the implementation of the MOU and provide staff with an overview of Veterans Benefits. The Forums included representatives from the Department, Veterans Affairs, Department of Veteran Services, and the State Advocacy Veteran Empowerment (SAVE TEAM). This MOU is another example of the Department's continued commitment to collaborating and building relationships with external partners.

In July 2008, the Reentry Services Division collaborated with the Technology Services Division to enhance the Inmate Management System reentry screens. This collaboration was essential in creating a comprehensive and functional system that has enhanced data quality and maximized outcomes. The enhanced reentry screens have enabled the Department to better identify and track post release placement and housing type. It has also allowed for identification and tracking of causal factors related to inmates releasing to shelter placements. The IMS Reentry screens have proven to be a vital tool in identifying trends and tracking offender reentry.

In August 2008, the Fatherhood Program was enhanced through the establishment of an eight-week skills based graduate maintenance component and structured family reunification activity. The goal of this program is to in-



crease the inmates' awareness of parental responsibilities and to promote the motivation of participants to become more responsible fathers. The graduate maintenance component and structured family reunification activity has been successfully piloted at MCI Norfolk, North Central Correctional Institution and Pondville Correctional Center. It will be expanded to MCI Shirley medium and minimum in the summer of 2009.

In August 2008, the Family and Friends Brochure was developed and distributed to all facilities. The Brochure provides friends and family of offenders information regarding programs and services designed to assist offenders with release planning and successful reentry. The Brochure is available in both Spanish and English. Copies are available in institutional visiting areas and posted on [www.mass.gov](http://www.mass.gov).

In September 2008, surveys were distributed to internal stakeholders and various residential treatment programs to assess post release need areas and identify gaps in services. Approximately 115 surveys were completed and returned. The lack of a real time, easy to use reference tool to locate appropriate housing for releasing offenders was identified as the biggest obstacle for those staff tasked with reentry planning. In response to the feedback, the Department contacted over 200 residential treatment programs statewide to identify which programs would be willing to provide services to ex-offenders. In November 2008, the list of residential recovery homes was finalized and presented to internal and external stakeholders to obtain feedback. The feedback was incorporated into the design and development of an Intranet Based Housing Resource Search Application. The Housing Resource Search Application enables staff to easily identify residential recovery programs in a real time searchable and sortable format. It is an expandable program that will allow for additions and simple maintenance for years to come.

In September 2008, the Department entered into a Memorandum of Understanding with the Department of Children and Families to enhance information sharing and support services to incarcerated parents. A meeting is pending with both agencies to discuss potential strategies to best facilitate information sharing. An interagency workgroup has also been established to develop a training initiative entitled, "Family Connections for Incarcerated Parents." The training initiative is designed to improve services for incarcerated parents and their children by educating staff about the vision, mission, core values of each agency and services available to their respective populations. The goals are to strengthen communication and collaboration between the two agencies to more effectively support offender reentry and family reunification while positively affecting the quality of life for children of incarcerated parents. The training initiative has been scheduled in spring 2009.

In October 2008, the Department was awarded a Residential Substance Abuse Treatment grant to hire an additional Spectrum counselor and increase the Correctional Recovery Academy by 15 beds at MCI Shirley medium.

In October 2008, a comprehensive review of the Residential Substance Abuse Treatment Program (Correctional Recovery Academy) was conducted and a proposal developed to increase utilization of resources and program capacity, improve completion rates and expand general population programming. The revised Correctional Recovery Academy program utilizes rolling admissions and combines the elements of a therapeutic community's social learning ap-

proach with an advanced cognitive behavioral curriculum supported by 12 step fellowships. The program length has also been reduced from eight to six months. The revised Correctional Recovery Academy program will be piloted at Bay State Correctional Center in spring 2009. The revised program will also enhance treatment matching and program capacity by removing the Anger Management and Criminal Thinking components and offering them as general population programs as they were originally designed. It is estimated that program utilization will increase by 150 admissions annually once the revised program design has been fully implemented.

In November 2008, the newly established #103 DOC 493 Reentry Policy was implemented system-wide. The new policy includes Institutional Release Planning, Reentry Presentations, Notification to Probation, Housing and Homelessness, Medical, Mental Health and Substance Abuse Treatment, Referral to Regional Reentry Centers, Employment, Final Release Plan, Performance Measures, and Emergencies. The new policy includes both philosophical and practical language to clearly define roles and expectations and guide correctional employees and offenders through the reentry process.

In December 2008, the Reentry Services Division in conjunction with the Department of Staff Development sponsored six separate full-day Discharge Planning/Team Building Workshops across three regions. Approximately 300 staff representing the Department, Parole and various Department service providers attended a workshop. The workshops were designed to more clearly define roles, share best practices, introduce the newly established case conference procedures and build more cohesive discharge planning teams at the institutional level.



### Clinical Services Division – Terre K. Marshall, Assistant Deputy Commissioner

The mission of the Health Services Division is to insure that appropriate and adequate medical, dental, and mental health services are provided to inmates consistent with nationally recognized correctional and community standards of care.

#### Mental Health Services

The opening of the Secure Treatment program (STP) at the Souza Baranowski Correctional Center occurred on February 19, 2008. The STP is designed to provide enhancement of mental health treatment interventions to inmates currently diagnosed with an Axis I and/or Axis II mental illness who, due to their disciplinary status, are typically serving time in the Department Disciplinary Unit or have been placed in a Special Management Unit on Administrative Segregation or long-term status. These inmates have demonstrated a marked inability to conform their behavior to societal and/or institutional standards of conduct. These behaviorally challenging inmates present with a complex interplay of social and psychological factors that have resulted in their not having benefited from rehabilitation or habilitation efforts. Due to their propensity for rules infraction and violence, these inmates must be treated while ensuring the safety of themselves, other inmates and Department staff.

The STP utilizes an integrated interdisciplinary treatment approach that affords successful inmates increasing degrees of incentives and correspondingly increasing degrees of responsibilities. The program is designed to meet the mental health needs of these individuals while taking into consideration their disciplinary status and safety and security needs of the system. The STP offers the enhancement of maximum-security, segregation-status inmate access to rehabilitation and habilitation services to promote their adaptive functioning within a secure environment. The STP provides psychiatric and behavioral interventions that enable the motivated inmate to adjust to environmental demands and to be reintegrated into a general population placement.

Prior to the opening of the STP, both security staff and mental health staff participated jointly in 40 hours of specialized training, geared specifically to team building, understanding mental illness, and learning strategies for appropriately interacting with this difficult population.

#### Maximum Security Residential Treatment Unit (RTU)

In April 2008, the maximum-security Residential Treatment Unit (RTU) opened at the Souza Baranowski Correctional Center. With the creation of this 64-bed unit, the Department completed the goal of providing a specialized mental health program at a maximum-security level institution. The RTU is a multi-disciplinary treatment program designed to provide an enhanced level of mental health programming for inmates, who due to their mental illness, experience difficulty functioning within a correctional setting. The main objective of participation in the RTU program is for an inmate to display increased insight into their mental illness, develop coping skills for daily functioning, and improve their communication skills. This is accomplished through therapeutic intervention, social skills development, and daily activities assistance.

#### Medium Security Residential Treatment Unit (RTU)

Conversion of the Day Treatment Program at the North Central Correctional Institution to a Residential Treatment Program was completed with the implementation of the new mental health contract. With the transition of this program, the Department was able to add 39 new treatment beds at the medium-security level for inmates requiring an enhanced level of mental health programming. As with the RTU at the Souza Baranowski Correctional Center, the RTU is designed for inmates, who due to their mental illness, experience difficulty functioning within a more open general population correctional setting, and provides an array of mental health programming intended to meet the varied needs of this population.

#### Day Treatment Services

The establishment of a Day Treatment Program (DTP) for women at MCI Framingham was completed last spring. The DTP was created to offer enhancement of the level of mental health services for two specific segments of the female offender population: those who may be having difficulties adjusting to the correctional environment, as well as those who have a history of emotional lability, self injury and the need for additional support requiring more intensive long-term treatment. The primary mode of treatment is group therapy, which may include cognitive-behavioral treatment, dialectical behavioral treatment and psycho-educational groups.

#### Hayes Recommendations

Implementation of and compliance with the "Hayes Recommendations" re-



garding suicide prevention on a statewide basis, to include practices, protocols and policies, was carried out in 2008. As part of the review process, an ongoing workgroup was established, chaired by the Health Services Division management, with participation from both the medical and mental health vendors, and tasked with regularly monitoring the Department's response to the Hayes Report. DOC policies are continuously updated with reflection of best practices in the field of suicide prevention and both the pre-service and in-service training for all Department employees in suicide prevention has been expanded and completely revamped.

## Mental Health Litigation Settlement Negotiations

The Department remained fully engaged in settlement negotiations throughout the year with the Disability Law Center regarding the management of mentally ill inmates and alternatives to long-term segregation. The Department has demonstrated its commitment to improving the level and continuum of services for the seriously mentally ill offender by creating alternatives to long-term segregation placement through the establishment of additional RTU beds, the creation of the STP, and the development of the Behavior Management Unit (BMU). Negotiations have included numerous meetings, review of documents, proposal of policy changes and the creation of position statements. While negotiations have been productive to this point, continued consideration must still be given to the role of mental health in the disciplinary process, the creation of additional alternative treatment units and the operational impact these changes will have on the system.

## Collaborative Multi-Agency Working Relationships

The Department worked diligently on the establishment of a collaborative working relationship with the Department of Mental Health (DMH) regarding forensic services, Section 35 evaluations, conversion of Old Colony Correctional Center (OCCC) to a mental health treatment facility, performance management and discharge planning. Through ongoing meetings with both the Deputy Commissioner and the Assistant Commissioner for Forensics at DMH, the DOC has been working on improving communication, which is critical in ensuring appropriate continuity of care for mentally ill inmates who transition between the two agencies. DMH also plays a critical role in the reentry process for mentally ill inmates who, while they may not meet DMH eligibility criteria for outpatient, residential or inpatient services, still require a high-level of mental health services when they release to the community. To address this need, an increased role in the re entry process for DMH Forensic Transition Team members is currently being developed. Additionally, DMH has helped with the creation of qualitative performance standards that will allow the DOC to establish a more focused approach to measuring and reviewing the quality of the mental health services being provided by the contracted vendor, particularly in regards to high-risk inmates. The Department will also continue to utilize the relationship with DMH as a resource as we move forward with our plans to convert the Old Colony Correctional Center to a mental health treatment facility.

## Mental Health Services Expansion to include Behavior Management Units (BMU)

Expansion of mental health service capacity throughout the Department, including outpatient, day treatment, residential and inpatient programs, occurred with the new contract for mental health services. This critical contract expansion has also resulted in an extension of clinical case conferencing on

challenging, high risk, high cost, or high profile inmates. As a result of this process, the development of Behavior Management Plans for specific inmates (such as those with significant Self-Injurious Behavior) has resulted in a decrease in self-injurious behavior among several of the most challenging inmates to the system.

### **DISCHARGE PLANNING INTEGRATION WITH REENTRY SERVICES**

With the implementation of the new contracts for medical and mental health services in July 2007, the discharge planning component of the agreement was expanded significantly. There are now 4.5 full-time equivalent staff dedicated to the function of complex discharge case management for inmates with serious medical or mental health needs. The greatest area of need and concentration of effort involves those inmates at risk of homelessness who have special needs or inmates with complicated continuity of care concerns for ongoing service delivery. As a result of the discharge planning program expansion, there has been the development of a clinical case review and referral process for medical and mental health discharge planning.

The agency has finalized the policy regarding reentry and reintegration for inmates releasing to the community and the process involves the discharge planners in the complicated situations. As such, the development and initiation of team building and training for key DOC and contract employee leaders, supervisors, and line staff at all sites regarding re-entry programming and processes and its implications for medical and mental health services contractual staff is now implemented.

### **SECTION 35 CIVIL COMMITMENTS**

The Department operates a secure program for the treatment of addictions to alcohol or substances of abuse for individuals who are civilly committed for care. The facility, the Massachusetts Alcohol and Substance Abuse Center (MASAC), and Department staff involved with the services have had significant involvement in development of criteria for Department of Public Health (DPH) to screen and accept civil commitments for male Section 35 inmates. As DPH has now opened a 102-bed community facility for individuals who are civilly committed but have no criminal charges, there will be diversion of individuals for community-based residential treatment to the DPH contract facility, rather than managing these people within an unnecessary secure environment.

### **CLINICAL SERVICE ISSUES**

#### **Proposed Legislative Initiative for Medical Release**

The state's budget situation has resulted in the Department's pursuit of a number of cost-cutting initiatives, including the submission of legislation defining criteria to allow for Commissioner-authorized medical/compassionate release. This legislation would allow for the release of inmates who have terminal illnesses or are so debilitated as to no longer pose a threat to public safety. As such, the medical release of such inmate would provide a savings to the state in the form of security transportation, supervision, housing and extensive care as well as allow for federal matching funds to return to the state for their ongoing care in the community.



### Contract Monitoring and Clinical Audit Performance and Measurement

Since the inception of contracting for health services, the Department has audited the performance of its contractual healthcare providers using a system that relied exclusively on process driven tools rather than patient outcomes. With the new medical contract, the focus has shifted from process to patient-focused clinical outcomes with the goal to identify the right treatment at the right time to insure an appropriate clinical response, within a quality improvement model, utilizing evidence-based criteria and clinical guidelines. Because the primary objective of the Department's contracts with its health-care vendors is to insure that services are delivered in a scope and manner consistent with Massachusetts community standards, it was essential that the auditing process be revised in the new contract. Substantial progress toward this end was made during 2008. Through a collaboration between the DOC Health Services Division and the medical contractor, the development and implementation of new clinical auditing tools was put into place. These audit criteria are consistent with the standards of the Joint Commission and focus on processes for the treatment of chronic diseases that lead to desired clinical outcomes. The tools were also built upon evidenced-based clinical guidelines, established by the National Commission on Correctional Health Care (NCCHC) for the treatment and management of these diseases. The result was the generation of auditing tools that measure the degree to which health-care vendors provide quality care to patients, link that care to desired outcomes for specific chronic diseases, and provide a mechanism to identify problems in delivery which may adversely impact outcomes.

### Clinical Service Integration

The need for integration of services among multiple treatment vendors including medical care, mental health, substance abuse and program services and sex offender treatment providers has resulted in the development of a Care Coordination Committee within the Department. This workgroup was established to ensure that treatment services among the various providers and disciplines were integrated and coordinated so as to improve care as well as to prevent duplication of services, which are scarce but much-needed resources to the DOC.

### Specialized Boundaries Training

Provision of a specialized, day-long training regarding professional boundaries issues for all contract providers and staff was completed in October 2008 following extensive planning efforts. Additional training is being conducted for staff who were not able to attend this training. Agency wide recognition of the importance of this training has resulted in increased attention to this subject. Contractor orientation for new employees has been reorganized to include additional information regarding security and well as clinical boundary issues.

### Health Care Accreditation

Health Services staff, both DOC contract monitors and contract employees continue to be involved in American Correctional Association (ACA) re-accreditation surveys at the Massachusetts Treatment Center, Northeast Correctional Center, South Middlesex Correctional Center, MCI Plymouth, Massachusetts Alcohol and Substance Abuse Center and Bay State Correctional Center during the past year. In addition, National Commission on Correctional Health Care (NCCHC) audits were conducted at MCI Cedar Junction, MCI Plymouth, Old Colony Correctional Center, MCI Concord, Northeast

Correctional Center, and North Central Correctional Institution. Maintenance of accreditation under the ACA and NCCHC programs was achieved throughout the state. The Bridgewater State Hospital remained accredited by the Joint Commission.

## **DISABILITY SERVICES**

### **Program Expansion**

With the assistance of the DOC Division of Inmate Education and Training, a satellite Braille shop was established in the special housing unit at OCCC. The equipment for the shop was donated and set up by the Computers for Schools instructor from MCI Shirley Minimum. The shop will enable increased production of books to be used by the children at the Perkins School for the Blind as well as provide a meaningful work activity for inmates housed in the specialized unit at OCCC.

Standardization of services to long term infirmary patients at MCI Norfolk, SBCC, and BSH was established in conjunction with executive staff at each site. This enables long term care patients the opportunity to participate in programming which mirrors that in general population to include outdoor exercise.

Specialized training was provided to all institutional ADA Coordinators in the area of the Deaf and Hard of Hearing. The training was provided through a contract with a national expert in the area of Deaf and Hard of Hearing and the Americans with Disabilities Act as it relates to corrections.

The establishment of a Special Accommodation Steering Committee was undertaken in an effort to focus on policy development as well as long and short term training needs for staff. The committee's work resulted in recommendations made to the Deputy Commissioner.

The establishment of a critical partnership between the Perkins School for the Blind and the DOC has provided inmate labor at Pondville Correctional Center to manufacture much needed tangible symbols for use by the children at the school. To date the project has manufactured hundreds of symbols.





## County Correctional Facility Audit Report 2008

Pursuant to M.G.L. 127, Section 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. The 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 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 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 Correction 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.

The statistical data and common themes for each cycle assessed in 2008 are outlined on the following pages.

### Initial Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable
<b>Total</b>	<b>312</b>	<b>25</b>	<b>4</b>

The following facilities were audited during this cycle:

Plymouth County Correctional Facility  
Hampshire County Jail and House of Correction  
Barnstable County Correctional Facility  
Middlesex County Jail  
Middlesex County House of Correction  
Norfolk County Jail and House of Correction  
Franklin County Jail and House of Correction

Commonalties between facilities for non-compliance findings:

924.13: Control of Tools, and Culinary and Medical Equipment  
932.04: Health Care Treatment (Required)  
932.10: General Health Care Services  
932.16: Distributing Medications  
942.01: Classification Plan  
942.03: Minimum Requirements in Classification  
942.04: Procedure for Classification  
944.03: Compliance with Regulations  
973.01: Compliance With Life Safety Codes (Required)  
973.02: Emergency Evacuation Plans  
973.03: Fire Prevention Regulations  
973.04: Fire Safety Officer  
973.05: Fire Alarm System (Required)  
973.10: Control, Use and Storage of Dangerous Materials  
974.04: Inspection Plans  
974.08: Personal Hygiene

### Initial Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable
<b>Total</b>	<b>42</b>	<b>5</b>	<b>0</b>

**The following facilities were audited during this cycle:**

Berkshire County Jail and House of Correction

**Commonalties between facilities for non-compliance findings:**

924.13: Control of Tools, and Culinary and Medical Equipment

940.02: Property Control

943.04: Informal Disciplinary Procedures

950.07: Visiting Records

952.02: Work/Educational Release Programs

### Final Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable
<b>Total</b>	<b>602</b>	<b>34</b>	<b>22</b>

**The following facilities were audited during this cycle:**

Essex County Jail and House of Correction

Essex County Correctional Alternative Center

Essex County Women in Transition Pre-Release Center

Suffolk County Jail

Suffolk County House of Correction

Bristol County House of Correction

Worcester County Jail and House of Correction

Bristol County Jail

Hampden County Jail and House of Correction

Hampden County Pre-Release Center

Western Massachusetts Correctional Alcohol Center

Western Massachusetts Women's Correctional Center

Dukes County House of Correction and Jail

Berkshire County Jail and House of Correction

**Commonalties between facilities for non-compliance findings:**

915.02: Emergency Plans Training (Required)

915.04: Training Records and Documentation

924.12: Use of Restraint Equipment

924.13: Control of Tools, and Culinary and Medical Equipment

924.14: Control of Keys

924.15: Inmate transportation

928.01: Food Service Regulations

928.08: Food Preparation

928.12: Inspections

940.02: Property Control

943.04: Informal Disciplinary Procedures

950.04: Searches of Visitors

950.07: Visiting Records

952.02: Work/Educational Release Programs

952.03: Furloughs



## Annual Report 2008

### Initial Cycle Four Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total</b>	<b>536</b>	<b>88</b>	<b>48</b>	<b>14</b>

**The following facilities were audited during this cycle:**

Middlesex County House of Correction  
Suffolk County House of Correction  
Essex County Women in Transition Pre-Release Center  
Essex County Correctional Alternative Center  
Essex County Correctional Facility  
Suffolk County Jail  
Bristol County House of Correction  
Bristol County Jail  
Hampden County Jail and House of Correction  
Worcester County Jail and House of Correction  
Hampden County Pre-Release Center  
Western Massachusetts Correctional Alcohol Center  
Dukes County House of Correction and Jail  
Western Massachusetts Women's Correctional Center

**Commonalties between facilities for non-compliance findings:**

918.07: Inmate Personal Property Records  
920.02: Building Code Regulations  
920.03: Fire Safety Code Regulations  
920.04: Facility Perimeter  
920.05: Intake/Booking and Release Area  
920.06: Control Center  
920.07: Cell Design and General Housing Area Requirements  
920.08: Multiple Occupancy Areas  
920.09: Community Release Housing  
920.10: Medical Spaces and Equipment  
920.11: Special Management/Isolation Cells  
920.12: Light, Circulation, Temperature, Noise Requirements  
920.13: Dayrooms, Activity and Exercise Areas  
920.14: Educational/Vocational and Library Areas  
920.15: Visiting Area  
920.16: Kitchen and Dining Areas  
920.19: Provisions for Handicapped Persons  
920.23: Preventive Maintenance Provisions  
926.01: Requirements  
926.02: Management and Inspection of Special Management Units  
926.03: Placement and Review of Inmates in Segregation  
926.04: Programs and Services for Inmates in Segregation  
936.02: Academic and Vocational Education  
936.01: General Provisions  
936.03: Social Services  
936.04: Library Services  
979.02: Authority and Responsibilities  
979.03: Screening, Selection and Orientation



### Final Cycle Four Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed	
<b>Total</b>	<b>297</b>	<b>21</b>	<b>18</b>	<b>7</b>	

**The following facilities were audited during this cycle:**

Hampshire County Jail and House of Correction  
Plymouth County Correctional Facility  
Barnstable County Correctional Facility  
Franklin County Jail and House of Correction  
Middlesex County Jail  
Middlesex County House of Correction  
Norfolk County Jail and House of Correction

**Commonalties between facilities for non-compliance findings:**

920.02: Building Code Regulations  
920.07: Cell Design and General Housing Area Requirements  
920.08: Multiple Occupancy Areas  
920.09: Community Release Housing  
920.11: Special Management/Isolation Cells  
920.12: Light, Circulation, Temperature, Noise Requirements  
920.13: Day Rooms, Activity and Exercise Areas  
926.02: Management and Inspection of Special Management Units  
926.03: Placement and Review of Inmates in Segregation

## DOC Facilities



### Bay State Correctional Center Michael Corsini, Superintendent

During 2008, Bay State Correctional Center (BSCC) implemented a new controlled movement procedure which greatly enhanced interior security.

The facility also had a very successful audit by the American Correctional Association.

Bay State began its efforts to more efficiently accommodate the Medical/Mental Health staff as well as health needs of inmates by increasing treatment areas and offices. The Director of Security has identified a plan that will allow for the expansion of the medical areas at a minimal cost to the facility.

BSCC serves the community in a variety of ways. The greenhouse program serves to enhance the appearance of not only the grounds but also the office and program areas of the facility. Plants are donated to other institutions, the Norfolk Town Hall and the Norfolk Council on Aging.

A truly unique program that BSCC sponsors is the Braille program. The Department of Correction and the Bureau of Institutional Schools have joined in a cooperative effort to provide materials to students who are blind or visually impaired. Print materials are initially typed by inmates into a word processor and then translated into Braille files for embossing.

### Boston Pre-Release Center James Saba, Superintendent

Boston Pre-Release Center (BPRC) focused on creating partnerships among community agencies in an effort to provide inmates the skills and competencies necessary to assist them to become productive citizens upon release.

BPRC has established a strong relationship with Boston-based Benjamin Franklin Institute of Technology to give our inmates the opportunity to enroll in a ten-month day and evening certificate program designed to provide students with the knowledge and hands-on skills to become successful HVAC technicians.

We have also established ties with a local renowned substance abuse treatment agency, STEP: Sobriety Treatment, Education and Prevention in Roxbury, MA. The STEP/ROX center provides core services of crisis intervention, recovery support and substance abuse treatment to Roxbury and Dorchester residents. Inmates releasing to these neighborhoods are allowed to attend weekly reintegration groups. Services offered are client centered where case managers extend as much support as necessary to assist the client in his recovery and advocate on the client's behalf with other community entities in order to facilitate reintegration back into the client's community.

The goal of these partnerships is to enhance inmate employability skills and opportunities that will lead to gainful employment and self-sufficiency. Every



effort is made to allow inmates the opportunity to be involved in producing their own recovery based re-entry plans to allow them a seamless transition back to their own neighborhoods to reunite with their families.

## Bridgewater State Hospital

### Karin Bergeron, Superintendent

Bridgewater State Hospital spent much of 2008 making improvements in all departments in preparation for the upcoming Joint Commission reaccreditation survey expected to take place in March 2009. These efforts included improving compliance with the 2009 National Patient Safety Goals. The Seclusion and Restraint Workgroup continued to work on identifying ways to reduce seclusion and restraint utilization by identifying new techniques of de-escalation and alternative activities. These efforts had the added bonus of reducing patient on staff assaults and patient on patient assaults. The Safety Committee worked to improve medication safety through revised medication line procedures including identifying new technology that would improve patient identification.

The Hospital continued to work with the facilities in the state prison system and the Houses of Correction to ensure that good communication with the receiving facility preceded that return. A new system of intra-facility case conferencing was developed to facilitate this communication process. Bridgewater State Hospital and the Department of Mental Health Workgroup continued to meet on a quarterly basis to continue to work on improved channels of communication between staff of the two agencies. This helps to increase the success rate of the mentally ill offender re-entering the community through DMH facilities. These efforts at improved communication with receiving facilities was one of the 2009 Performance Improvement Goals for BSH and addresses several of the National Patient Safety Goals of the Joint Commission.

## Lemuel Shattuck Hospital Correctional Unit

### James T. Walsh, Superintendent

In May 2008 phase II of the security camera installation was completed. The Lemuel Shattuck Hospital Correctional Unit (LSHCU) now is equipped with video surveillance capabilities on both 8 North and the necessary monitoring equipment installed within the DOC Holding Unit.

Secure cells within the 8 North Unit have been improved in all areas of security to include: installation of new Lexan glass (estimated to be 30 times stronger and more durable than Plexiglas), new security screens to provide coverage for windows with added steel bars, installation of tamper proof sprinkler heads, and improved ultraviolet lighting in cells.

Approximately 11,000 inmates were processed, admitted and discharged through the DOC holding area for the fiscal year ending 2008. All of these inmates were seen at LSH for various medical appointments and procedures. There was a significant increase in the inmate population on 8 North- an increase in 8 North Admissions of 825 compared with 757 in FY07 for a net increase of 68 inmates.

The Lemuel Shattuck Hospital Administration, Department of Mental Health,



DOC Health Services and DOC Administration collaborated to establish a sound protocol and procedure to address the serious behavioral inmates admitted and in custody on 8 North. This includes but is not limited to the following: improved security measures for inmate rooms, better communication with hospital medical staff to provide necessary treatment of behavioral inmates, and taking appropriate action to avoid incidents.

In partnership with the Department of Public Health, LSH / DOC Administrators constructed two new secure medical areas (Oncology, Gastrointestinal Units) within the hospital that improved both the overall security and ability to effectively deliver medical services.

### MA Alcohol and Substance Abuse Center Linda Bartee, Superintendent



The facility received accreditation from two separate agencies during 2008. In August, the facility was awarded a three-year accreditation from the American Correctional Association (ACA) during their summer conference. The panel members questioned the lack of disciplinary process at the facility during the hearing. Representatives from the facility clarified the matter by explaining that the population served is not serving criminal sentences and thus does not meet the requirements of the disciplinary policy. It was explained that the facility implemented a privileging system, and the accrediting panel was satisfied with this response. The second accreditation was awarded by the National Commission on Correctional Health Care (NCCHC). The auditing team found the facility to be in full compliance with all medical and mental health standards.

The Men's Addiction Treatment Center (MATC), located in Brockton, opened its door to men committed under MA General Laws Chapter 123, Section 35, in early December. Committing courts are required to contact the staff at MATC to triage those individuals who are being committed and to determine what program, MATC or MASAC, is best suited to serve the individual and his needs. The court clinicians include the placement recommendation in their evaluation that is presented to the judge when he considers commitment placement. The opening of the Brockton facility did result in a dramatic decrease in the number of admissions to MASAC.

The facility established the Speaker's Bureau during 2008. This program educates the population on service and placement options that can be utilized upon their discharge from the facility. Representatives from various programs present a session informing the commitments of their program, its services, and requirements for acceptance. A different program is presented each week providing the commitments with a variety of possibilities for discharge placement. The program has been well received by the staff and the population.



## Massachusetts Treatment Center

### Robert F. Murphy, Superintendent

Academic Education, Vocational, and Computer Programs transitioned successfully from the vendor (FHS) to the Department of Correction Education Division within the facility. An audit was conducted by the American Correctional Association with the facility being successfully re-accredited. The Community Transition House (CTH) opened adding an additional re-entry resource for civilly committed residents. In addition, representatives from the Lawrence Re-Entry Center and the Mass Health conducted a Re-Entry presentation for inmates within six months of release. New perimeter software programming was installed improving the overall perimeter security system. A plan and procedure was developed and approved for the construction of a medication disbursement room in the Modular unit which houses state inmates.

## MCI Cedar Junction

### Peter St. Amand, Superintendent

Direct Program Services dramatically increased at MCI Cedar Junction. Spectrum Program Services significantly increased the number of sessions to general population inmates.

On March 25, 2008, four therapeutic modules were installed in the lower C wing multi purpose room in the Department Disciplinary Unit for the purpose of conducting the group counseling portion of the DDU High Risk Offender Program, which initially began on August 16, 2007. The goal of the program is to assist inmates in developing the self management skills necessary to enhance their overall adjustment and to facilitate a successful return to general population. In 2008, there were four separate groups of four (16 total), who were enrolled in the program. Fourteen inmates completed the program.

The MCI Cedar Junction Mental Health Team implemented a new program called "Thinking for a Change," which is an in-cell mental health program. Department Disciplinary Unit inmates were identified to participate in the program, which began in September 2008.

In an effort to safely transition inmates back into our communities and develop an all inclusive multi-disciplinary approach to our reentry plans, MCI Cedar Junction reached out to the State's Probation Department and the Chief and Assistant Chief Probation Officers to come into this facility to participate in our monthly reentry meetings.

The treatment team worked collaboratively in developing, expanding and providing quality treatment programs including adding Mental Health staff to the team and having them provide group treatment to our general population inmates.







## MCI Concord

### Peter Pepe, Superintendent

MCI Concord had a total of 128 inmates eligible for Regional Re-entry Center (RRC) drop offs. Of those 128, a total of 117 inmates were transported and released from an RRC. MCI Concord processed a total of 132 Mass Health applications during 2008.

The annual Education Awards and Graduation Ceremony was held at MCI Concord on June 9, 2008. One hundred inmates attended the ceremony. The graduates were able to invite guests and ten outside visitors were in attendance. A total of 18 inmates received GED Diplomas and seven completed the Computer Skills Vocational Program.

Concord Prison Outreach continued to provide volunteer services for inmate programs to include: Alternatives to Violence, Fathers Group, AA 12 Steps, AA Big Book, Rational Recovery, Book Discussion, Emotional Awareness and Calligraphy. During FY 2008 Concord Prison Outreach appointed a new chairperson, Robert Cunningham, who was selected to coordinate the program scheduling.

MCI Concord continues to have a positive relationship and receive assistance from outside local agencies, which include the Concord Fire Department and Ambulance, Mass. State Police and Concord Police.

## MCI Framingham

### Lynn Bissonnette, Superintendent

MCI Framingham implemented several new reentry initiatives during the year. Representatives from ten community residential programs came to visit MCI Framingham in October 2008 to educate reentry staff members on the differences between the programs so that we can make better referrals. Because of the event, attended by over 30 staff members, working relationships with these community programs were either established or enhanced.

MCI Framingham also developed a program entitled "Bridging the Gap." This open-ended program targets state sentenced inmates with 12 or less months to serve before being released. This inmate group meets at least three times a month, with a guest speaker at least once a month, to discuss issues on the subject of reentry. Because of this new initiative, women are discharged with a resume, Self Assessment Group Evaluation test results, an interview portfolio, and an Employability Boot Camp Certificate as well as training in essential social skills.

Another initiative developed for female offenders reentering the community is the "Reentry Resource Card." This card, which contains information pertaining to a wide array of resources, is an easy way for women to access additional reentry services. All women, whether sentenced, awaiting trial or civilly committed, are provided a card upon leaving the facility.



## MCI Norfolk

### Luis Spencer, Superintendent

MCI Norfolk continued to focus its resources on re-entry initiatives during 2008. Institutional Reentry Committee meetings have been held consistently on the last Tuesday of each month. This committee brings together individuals from many departments (i.e., Mental Health, Correctional Program Officers, Medical, Parole, Spectrum) to review the individual release plans of any inmate who is within six months to Good Conduct Discharge or who has received a positive parole vote. On average 75-80 inmates are reviewed at these committee meetings. The meetings ensure that key department re-entry initiatives are in place for every inmate releasing from the Department of Correction. These include, MassHealth enrollment, follow-up medical/mental health appointments, housing, eligibility for Reentry Resource Centers and transportation arrangements.

MCI Norfolk also sponsors quarterly Reentry Presentations where individuals from community organizations speak directly to releasing inmates about the services they provide. Organizations include: MassHealth, SPAN, Department of Transitional Assistance, Reentry Resource Centers, South Middlesex Opportunity Council and Career Centers. These presentations have been well attended and well received.

MCI Norfolk continues to screen eligible inmates for the Prisoner Reentry Initiative. The PRI is a federally-funded program which works in collaboration with the SPAN program in Boston to prepare them for job searches upon release. Classes are held weekly in the Officer In Charge Building. Follow-up is coordinated in the community by the SPAN program.

## MCI Plymouth

### Michael Grant, Superintendent

MCI Plymouth consistently enters into community partnerships that aid offenders in their reentry initiatives as well as provide service to our local community. The NEADS program at MCI Plymouth has been training service dogs since 2003. We have been training our current pups to assist injured veterans who are returning home from duty. In March we had Coast Guard Officer Alexis Courneen visit the facility with her service dog Sooner (trained at MCIP) and in May we had Ames Peters Navy Medic E-4 Marines visit with Cowboy (trained at MCIP).

MCI Plymouth has provided work crew assistance to Habitat for Humanity, Otis Air Force Base, Camp Edwards, Camp Kiwanee (Town of Hanson Recreation), UMASS Cranberry Experimental Station, Town of Carver, Carver Public Schools, and the Division of Conservation and Recreation.





## MCI Shirley

### Duane J. MacEachern, Superintendent

During the past year MCI Shirley Medium/Minimum has expanded the Minimum component and currently has a population of 278 Minimum Security inmates.

A reentry workshop program for all inmates was held in January, February and March at the Medium and Minimum facilities.

Successful offender reentry continued to be a priority at MCI Shirley. From July 1, 2008 through June 2009, there have been over 450 releases to the community. Shirley staff have made site visits to several transitional housing programs including Crozier House, Answer House, St. Francis House, Veterans Center in Worcester and Hope House, in an attempt to strengthen existing partnerships. Other site visits will be planned for the upcoming year.

Additionally, Shirley staff have hosted five Case Conferences on difficult-to-place inmates in accordance with a new process which was developed by a workgroup consisting of Directors of Treatment, the University of Massachusetts and Mental Health Management staff and the Division of Reentry Services. Successful placements were realized including of an inmate with serious mental health issues and another challenging placement of an inmate with chronic and severe medical issues.

The Town of Shirley Historical Society received a \$500,000 grant to upgrade the historic Shaker Buildings on the grounds of MCI Shirley. A maintenance staff person was assigned to help with this project along with several minimum security inmates. This is an ongoing project and will continue into the next year. However, the progress that has been made has had a wonderful impact on the Department of Correction as we have been able to now use the refurbished buildings as office space.

Construction and cabling began for the implementation of the electronic law library. Equipment for the electronic law library was installed in the Minimum and the Medium components as well as in the Health Service Unit, Special Management Unit and the Assisted Daily Living units. The print collection was removed and combined in the general library. Installation of monitors/computers was completed this past year.

The Medium security sewing shop expanded its capacity of operation. Currently there are 48 inmates working, an increase of 25 inmates.

Grant funding was approved for the expansion of the Correctional Recovery Academy (CRA) by 17 beds. Cycles of Family Violence Reduction, Men in Recovery, Fatherhood and Active Listening were offered this past year in the Minimum.

MCI Shirley was designated as a regional return site for all inmate returns from MCI Shirley Minimum and Northeastern Correctional Center.

## North Central Correctional Institution

### Gary Roden, Superintendent

A 60-meter (160-foot) tower completed collecting data in January with satisfactory results for the potential use of an alternative energy source. The tower will be dismantled this year with plans for installation of a wind turbine.

Policy and procedure development, along with implementation of the PREA initiative remains a priority. PREA Orientation for the entire population was conducted.

A horticulturist volunteer is working with the inmates in Locust with the goal of donating fresh vegetables to local area charities. NCCI expanded its substance abuse programming for the inmate population when Chaplain Deacon Devine initiated a 12-Step program at NCCI.

The Criminal Records Processing Unit has assumed responsibility of serving inmates with documents pertaining to their Sex Offender Registration Board (SORB) level classification. This process requires serving inmates with multiple documents at various stages of the process and will occasionally require NCCI to host hearings between the inmate and SORB should the inmate wish to appeal his classification.

The Sex Offender Registry Board (SORB) classification process continues to progress at NCCI. Hearings are regularly being scheduled on site and are now being held by videoconference. While the SORB staff members attend the hearing via videoconference, it is important to note that the inmate attorneys and/or witnesses still appear on site at NCCI and are processed accordingly for these hearings.

The Residential Treatment Unit increased the number of inmate participants from 15 in the quarter ending December 31, 2007 to 28 by the end of March 2008.

The CRA Records Audit was conducted during the month of March 2008. The overall score received was 99%. The new Classification Policy 103 CMR 420 has been instituted at this facility as of April 4, 2008. The Classification Division provided training to staff, which assisted in an easier transition. NCCI Records Department has initiated a process to review inmates in our population that were sentenced prior to the Truth in Sentencing law that became effective for crimes committed after July 1, 1994.

On May 12, 2008, expansion began in A and B Building with plans to add 32 more inmate beds. B-Building was completed on June 19, 2008. A-Building was completed on July 19, 2008. B-Building count increased by 16 beds in July. A-Building count increased by 16 beds in August.

The inmate orientation program has gone through a major review and changes have been implemented to make the process more efficient as well as ensure that all required area/topics are covered. The "Medic 5" procedures were established. This process was designed to expedite crisis clinician response time. A new Physical Therapy (PT) On-Site Program was established with four inmates utilizing the NCCI PT gym.







## Northeastern Correctional Center- Paul Ruane, Superintendent

Northeastern Correctional Center's (NECC) mission begins with providing inmates with solid work ethics and programs with the objective of releasing them back into our communities with a clear direction of their future. We accomplish this by providing structured educational, vocational, substance abuse and work release opportunities.

Among the services provided were monthly reentry workshops, the "Getting/Keeping That Job" program and Family Day events designed to keep offenders connected to their support base. These and other programs are designed to reduce recidivism and strengthen offender's cognitive skills.

A Department of Correction grant provided for the "Prisoner Reentry Initiative Program." This program assisted selected inmates with training on preparing for the workforce and then connecting them with the services of SPAN for assistance with employability upon release.

NECC also hosted various reentry programs designed to strengthen partnerships that the DOC has with other agencies throughout the Commonwealth.

## Old Colony Correctional Center Steven O'Brien, Superintendent

In an attempt to refine the reentry process at Old Colony Correctional Center (OCCC) a series of initiatives were put in place. Weekly meetings are now held with the Institution Parole Officer. Correction Program Officer staff have been invited to attend the Departmental Reentry meetings with the Director of Treatment. New reentry screens have been increasingly utilized to document all aspects of reentry planning with individuals. The new case conference referral system has been utilized. Staff are pleased with the addition of resources to assist in planning efforts, one example being the Housing Resource Search application available through the DOC Intranet. The erosion of housing resources due to continuing budget cuts at the state and national levels is the most frustrating issue at this time.

Of significance in other areas has been the cessation of 52A transfers to OCCC effective during the mid-year. The numbers decreased significantly through attrition and only three awaiting trial inmates remain at the facility at this time.

Several educational vacancies existed at the beginning of the new school year in September. Principal, counselor, vocational instructors, and GED positions needed to be filled. Interviews were completed and the majority of the positions were filled after the beginning of the school year. Teachers have taken the initiative to share pre-GED responsibilities. The telecommunications course administered by Massasoit Community College through a grant for youthful offenders continues to be a popular offering.

Repairs to the fire alarm system and steam line are expected to be completed in 2009.



## Pondville Correctional Center

### Michael Thompson, Superintendent

A primary area of focus for Pondville Correctional Center was the expansion of evidence based programs designed to reduce recidivism. As a minimum/pre-release facility, Pondville is the last stop for most offenders prior to return to their respective communities. Consequently, it is important that offenders here concentrate their efforts at preparing for a successful reentry. Providing the environment, programs, services, and activities that will support their efforts is paramount to our mission.

During this past year, Pondville has added cognitive skills workshops such as problem solving, active listening and goal setting, in addition to math tutoring, emotional awareness, job search workshop, parenting, and Jericho Circle. In recognition of the critical role volunteers have played in these and other programs at Pondville, the facility hosted a Volunteer Appreciation Program on April 22, 2009.

## South Middlesex Correctional Center

### Kelly Ryan, Superintendent

The Family Reunification House was dedicated on November 5, 2008 at South Middlesex Correctional Center. This house was built with the hope of better serving incarcerated mothers and their families by maintaining the bond between mother and child(ren) during the mother's incarceration, and increasing the woman's parenting skills in the process.

The Family Reunification House is a 1,628 square foot, two-story structure, which replaced a trailer that was formerly used for the same purpose at the facility. It has two bedrooms, a dining room and kitchen, along with a large yard area, which allows inmates a place to have extended visits with their children, including nights and weekends. Many female inmates are mothers, and the majority of them are raising their children by themselves. This program strengthens the bond between mother and child as they spend more time with their children, and assists them in becoming more responsible and better parents.

The Family Reunification House was built with environmentally friendly "green panels" that were constructed by inmates at MCI Shirley. The panels were then shipped to South Middlesex where they were assembled, and the house built by an inmate work crew from Northeastern Correctional Center, overseen by one Industrial Instructor. Having this house constructed by inmates assisted in the Department's goal to reduce recidivism and promote safer communities while giving inmates improved job skills they can take with them upon release back into their communities.





## Souza Baranowski Correctional Center

### Thomas Dickhaut, Superintendent

On September 27, 2008, the Souza Baranowski Correctional Center celebrated its 10 year anniversary. Various state, county and DOC agencies participated.

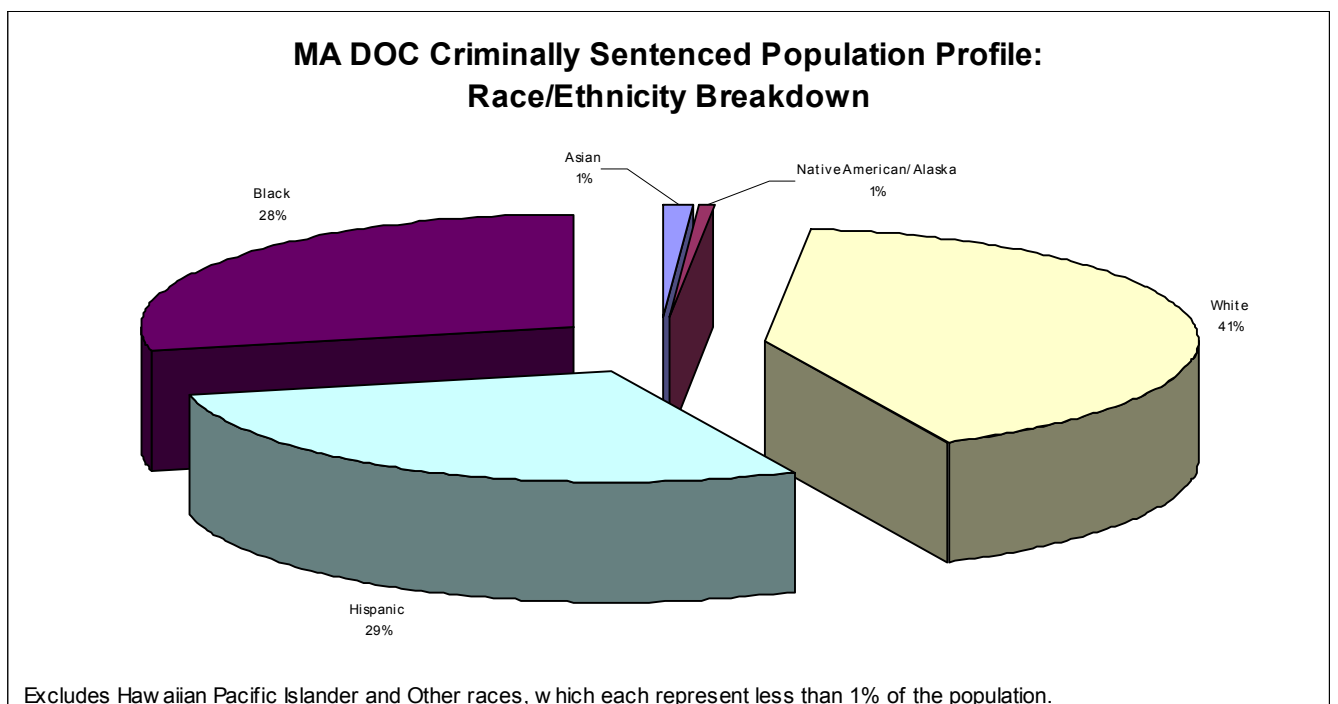
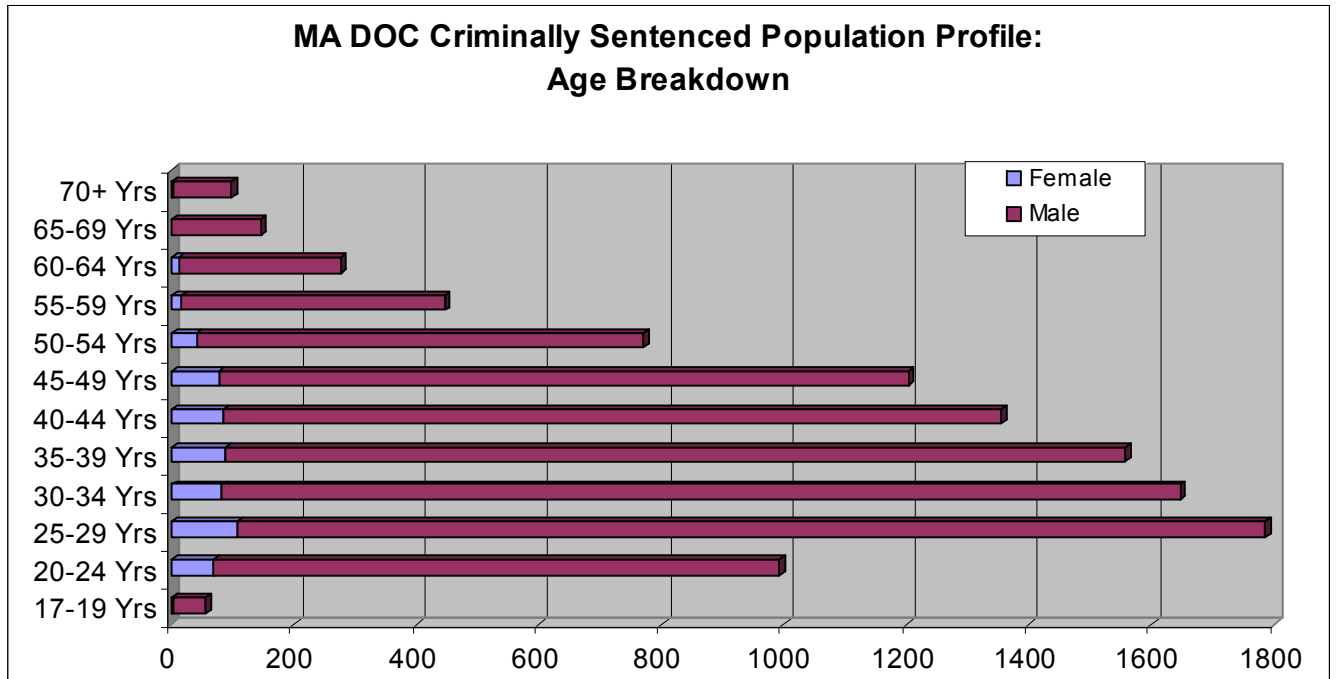
A new Secure Treatment Program (STP) opened on February 19, 2008 at Souza Baranowski Correctional Center. The program will enhance mental health treatment of inmates currently diagnosed with serious mental illness who can't conform to societal and/or institutional standards of conduct.

Integrated interdisciplinary treatment approaches are used to provide incentives for inmates to behave while they learn how to be responsible for themselves. The program meets the inmate's mental health needs taking into consideration their disciplinary status as well as the safety and security needs of the system.

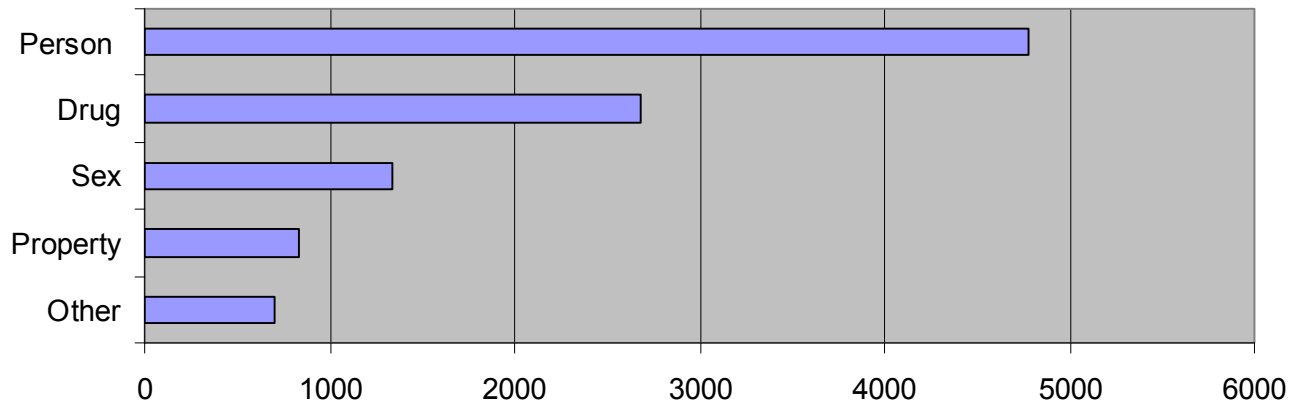
The STP provides inmates with enhanced access to rehabilitation services that promote adaptive functioning through psychiatric and behavioral interventions motivating inmates to adjust to environmental demands and eventually to reintegration into the general population.

During 2008, the DOC began planning a mission change for several facilities to address the increase in the number of inmates as well as to better utilize the resources of the Department to benefit staff and inmates. In order to accomplish this mission change, approximately 450 cells at Souza Baranowski Correctional Center were prepared for double bunking. The facility was built to allow for double bunking, which is utilized routinely in other states as well as the Federal Bureau of Prisons.

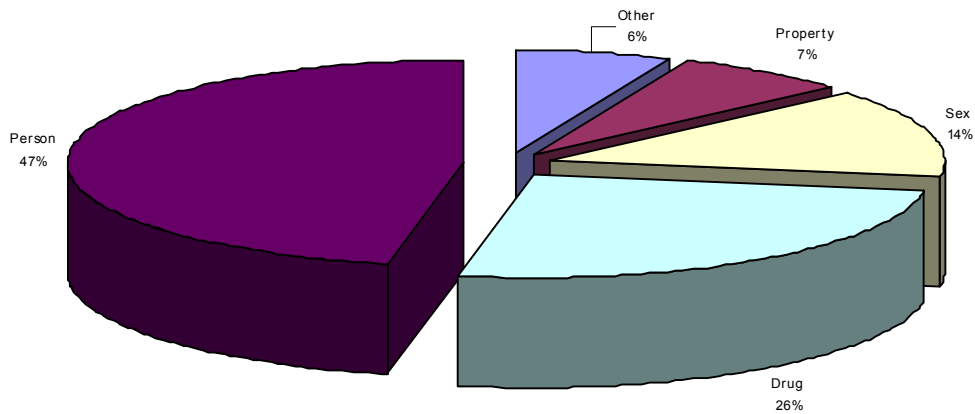
## 2008 DOC Overview – Charts and Graphs



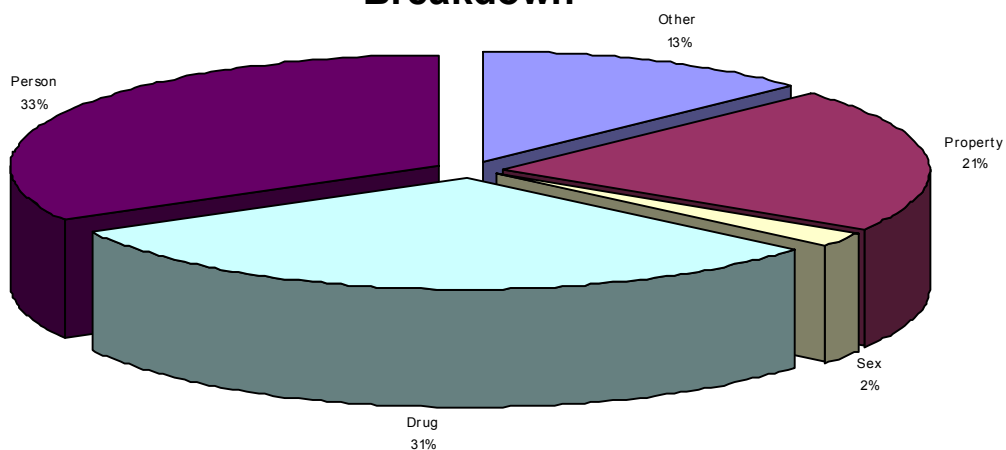
### MA DOC Criminally Sentenced Population Profile: Governing Offense\*



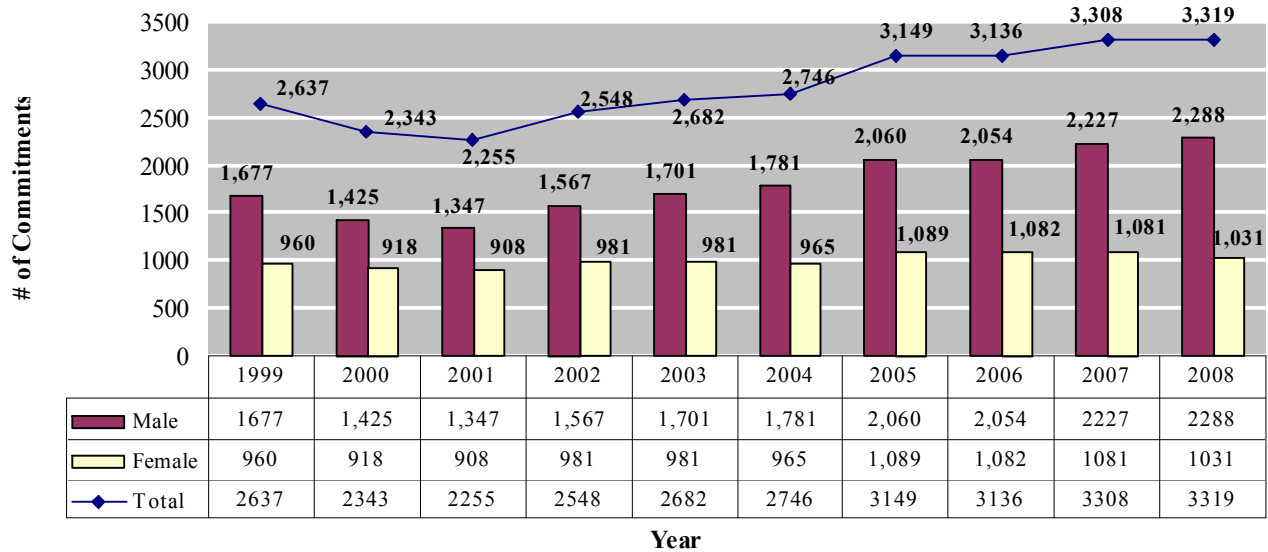
### Male Offenders: Governing Offense Breakdown



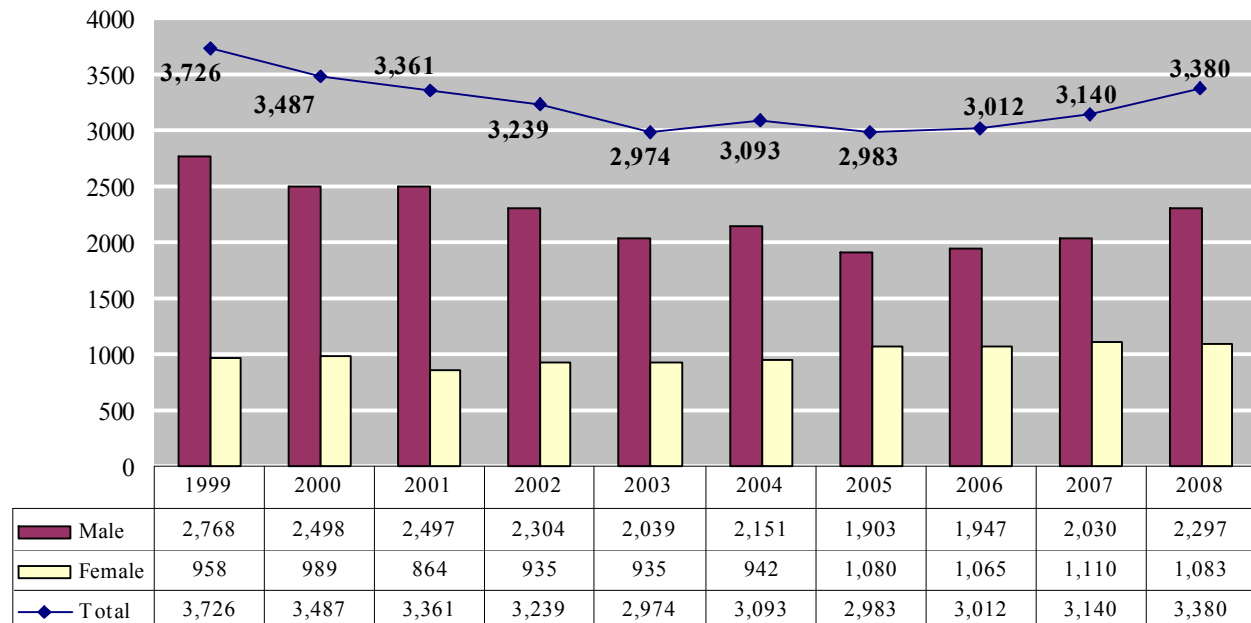
### Female Offenders: Governing Offense Breakdown



### DOC Commitments 1999 to 2007



### Releases from the MA DOC 1999 to 2008

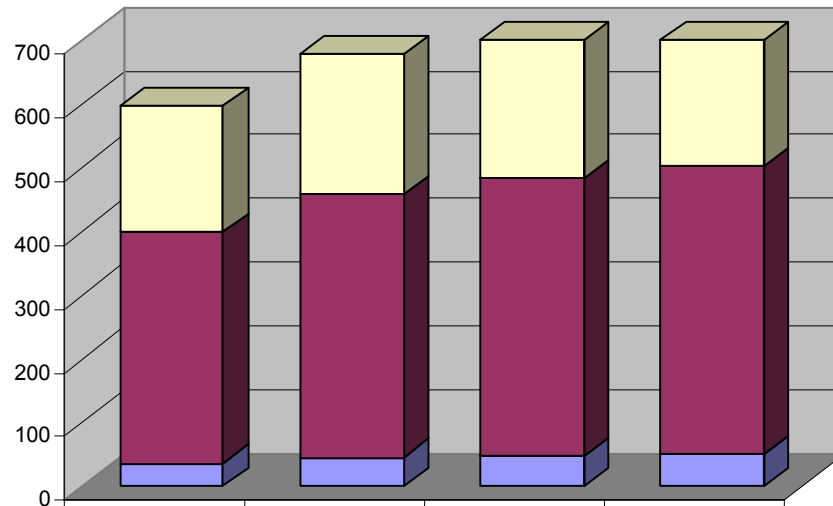


Not exclusive to releases to the street. Includes releases to other jurisdictions and sentences.



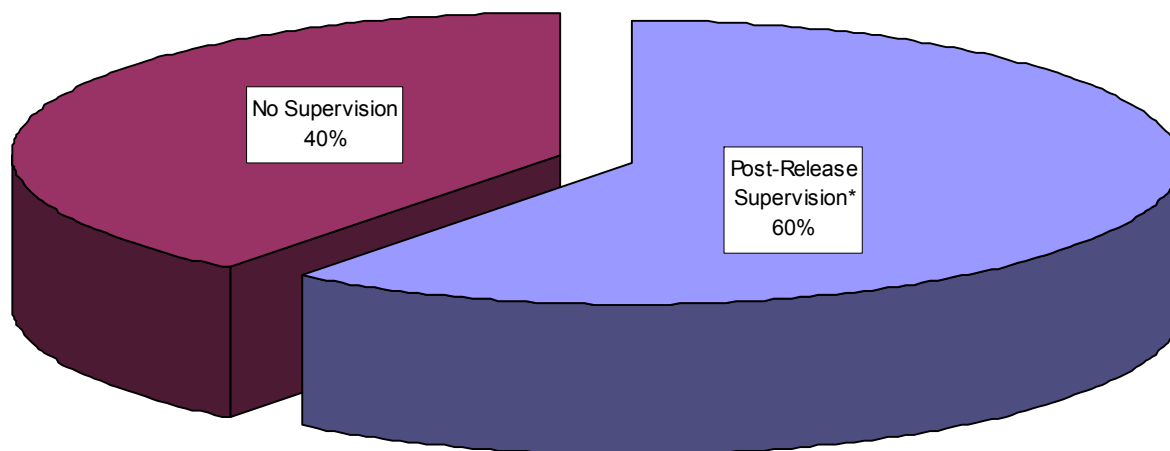
## Annual Report 2008

**2008 Releases to the Street from a MA DOC Facility by Quarter**

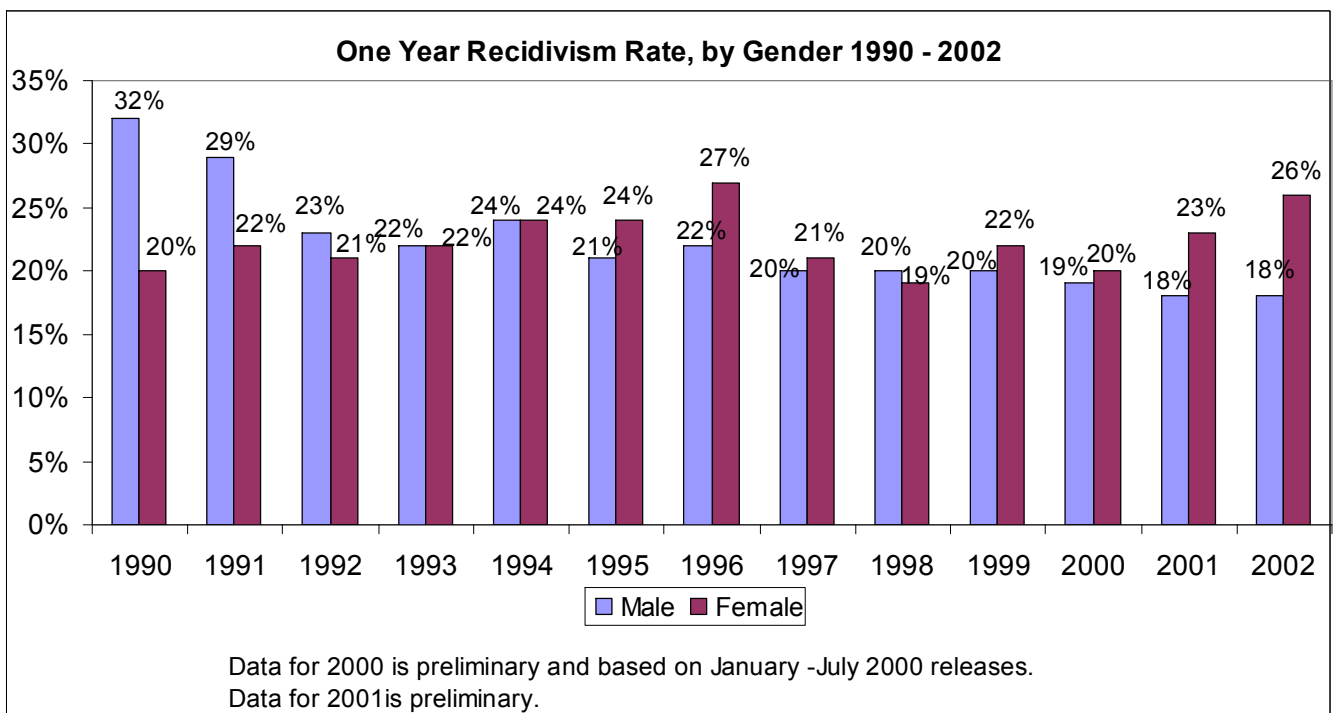
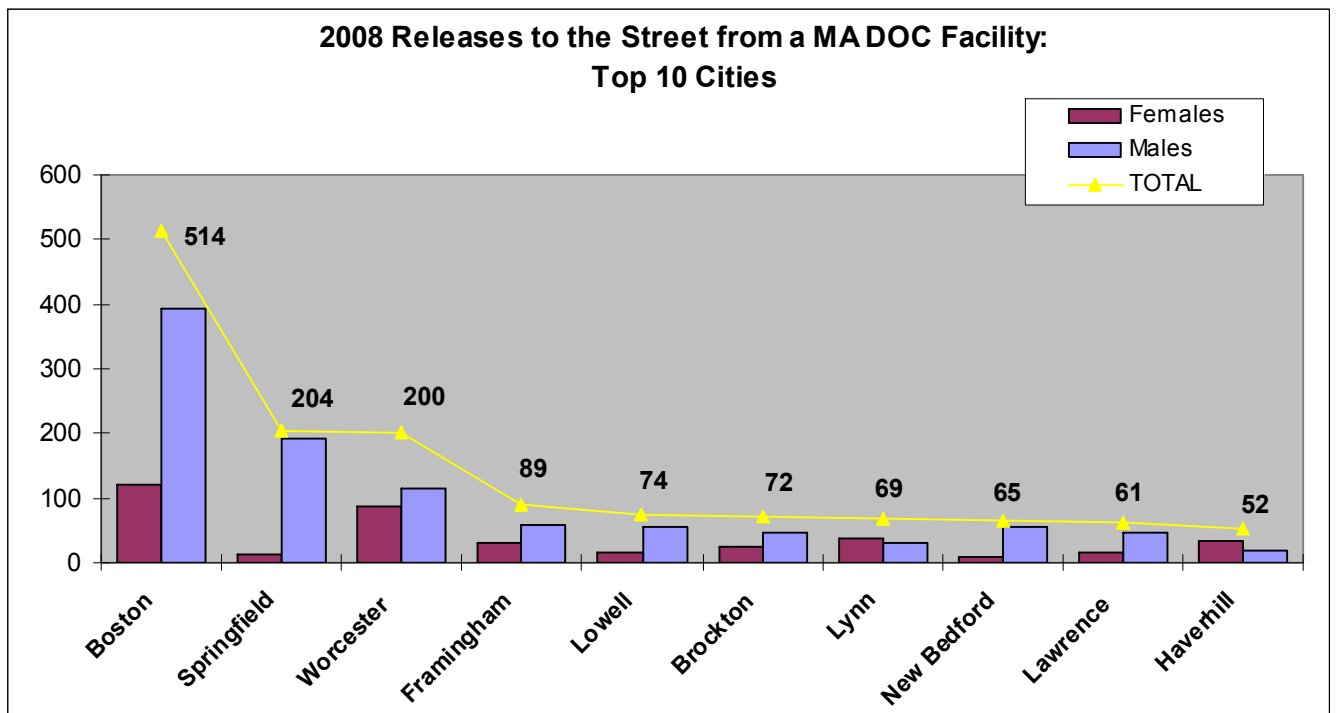


	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
<b>TOTAL (Releases to the Street)</b>	<b>597</b>	<b>677</b>	<b>700</b>	<b>745</b>
Minimum/Pre-Release	198	219	217	244
Medium Security	362	412	435	450
Maximum Security	37	46	48	51

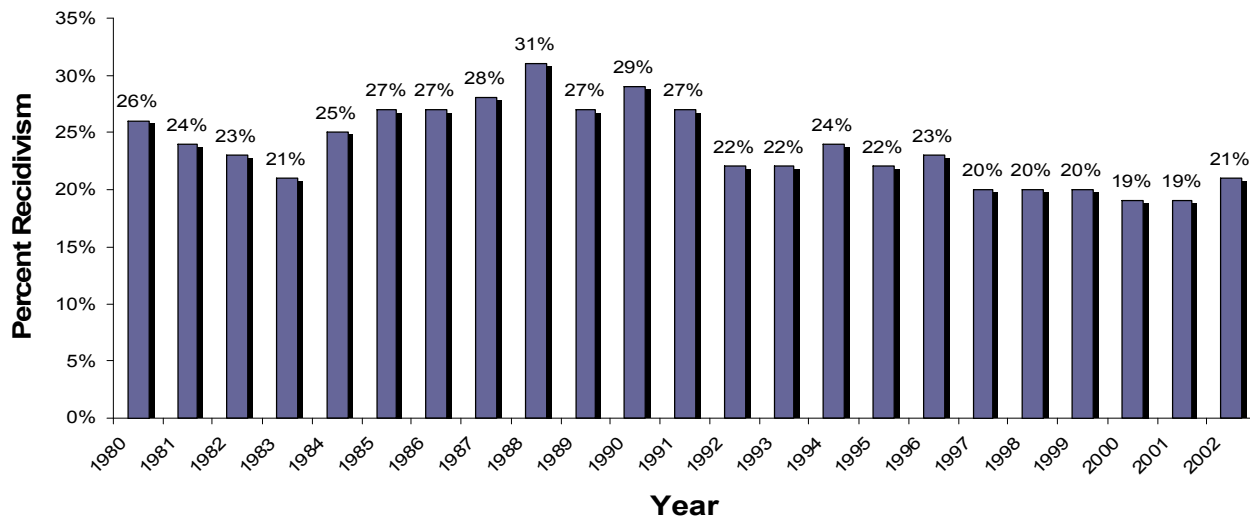
**2008 Releases to the Street:  
Post-Release Supervision Status**



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

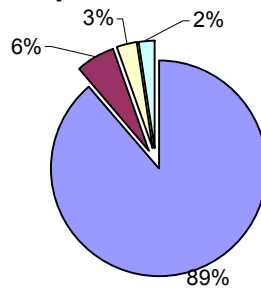


### Massachusetts Department of Correction One-Year Recidivism (re-incarceration) Rates 1980-2002



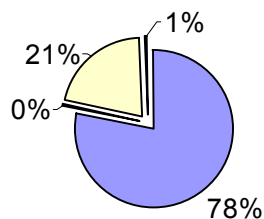
Data for 2000 is preliminary and based on January -July 2000 releases.  
Data for 2001 is preliminary.

### Male MA DOC Jurisdiction Population Profile: January 1, 2009



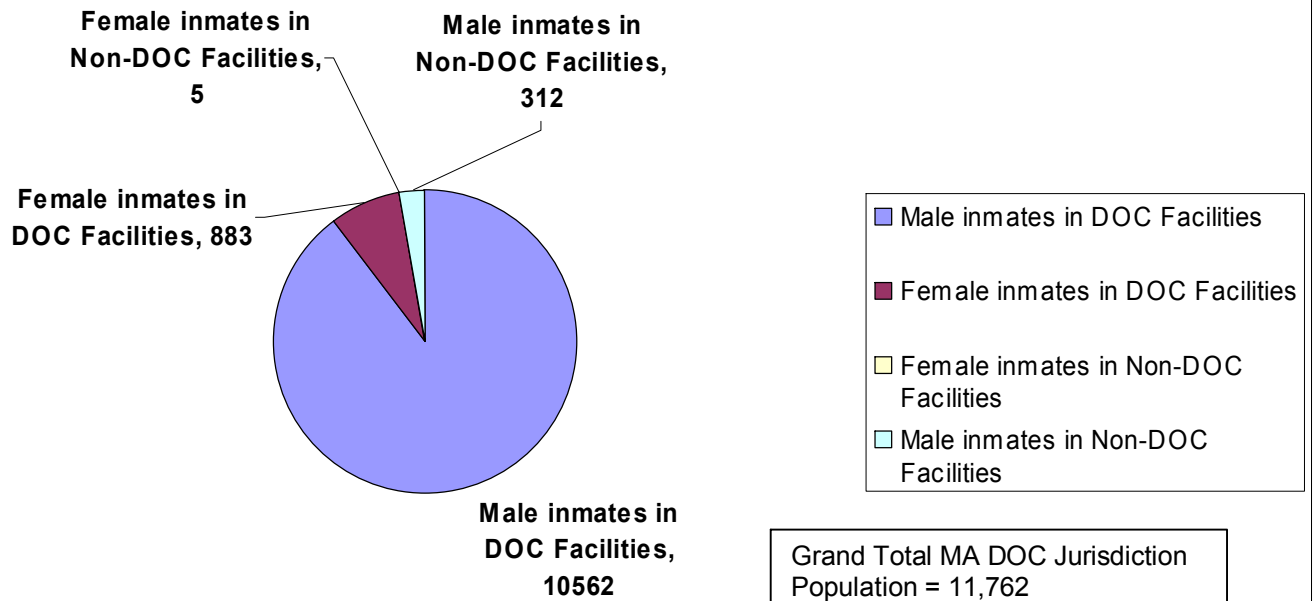
- Criminal Commitments DOC Facilities
- Civil Commitments DOC Facilities
- Awaiting Trial Detainees DOC Facilities
- DOC Inmates in NON-DOC Custody

### Female MA DOC Jurisdiction Population Profile: January 1, 2009

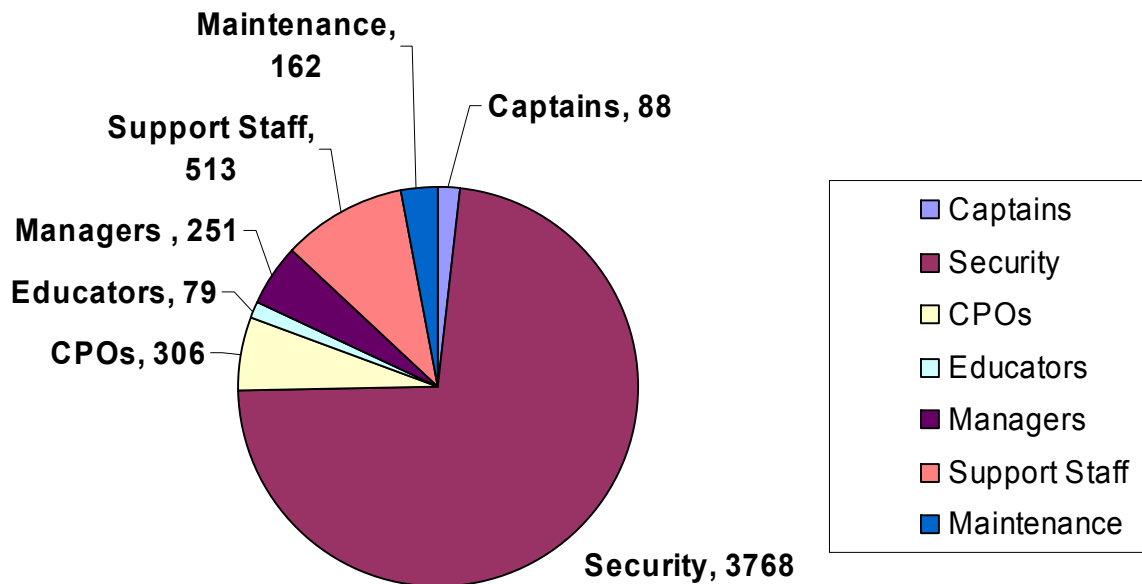


- Criminal Commitments DOC Facilities
- Civil Commitments DOC Facilities
- Awaiting Trial Detainees DOC Facilities
- DOC Inmates in NON-DOC Custody

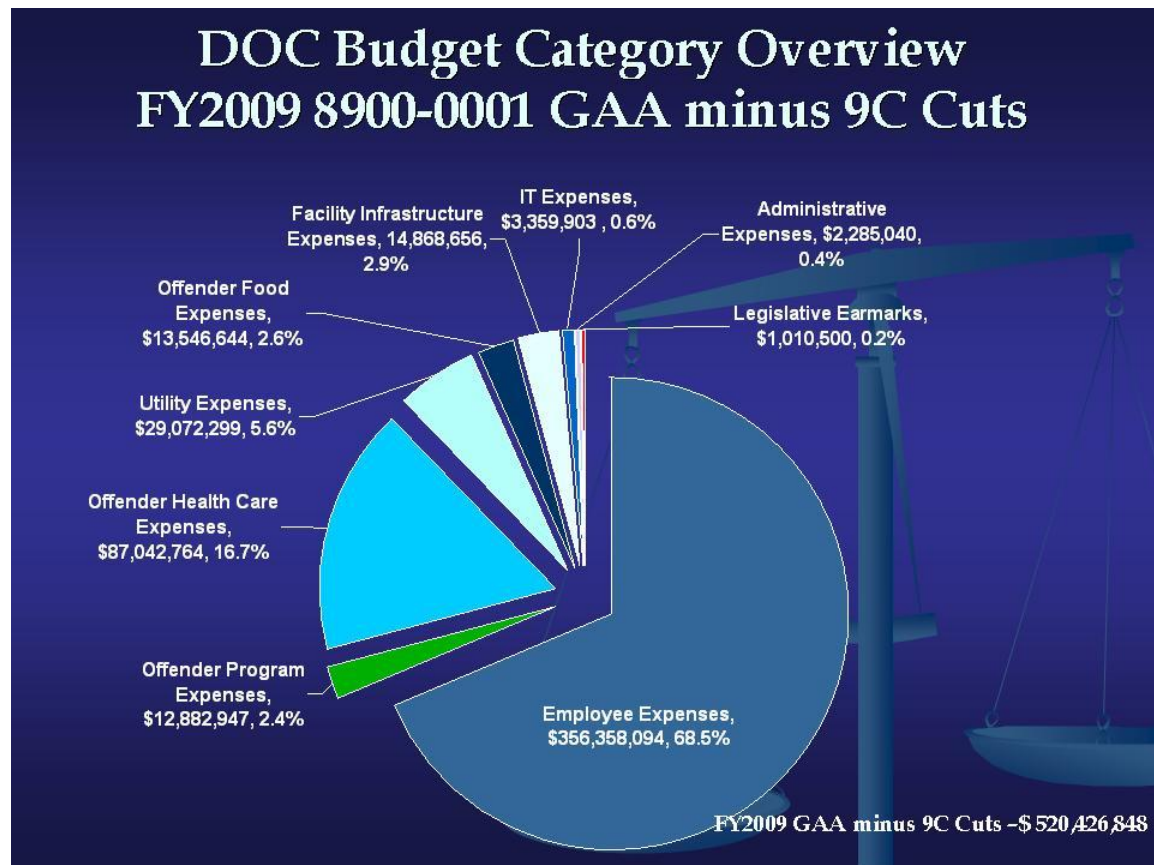
## Offender Population At a Glance



## DOC Staffing Overview



Figures as of 12-27-2008  
Total of 5,167 FTE's





**DEPARTMENT OF CORRECTION  
HEADQUARTERS RECYCLING IN POUNDS  
FY 2009**

Category	7/31/08	8/31/08	9/30/08	10/31/08	11/24/08	12/31/08	1/31/2009	2/28/2009	3/30/2009	4/30/2009	5/27/2009	6/29/2009	Total pounds	Tonnage
Shredded white paper	360	419	235	212	111	101	277	344	173	304	309	239	3084	1.542
Colored paper/envelopes	21	52	26	40	22	27	70	31	18	27	7	9	350	0.175
Magazines/newspapers	85	113	69	46	114	34	136	65	58	29	160	93	1002	0.501
White paper	177	157	133	35	60	29	148	65	246	113	20	11	1194	0.597
<b>Total</b>	<b>643</b>	<b>741</b>	<b>463</b>	<b>333</b>	<b>307</b>	<b>191</b>	<b>631</b>	<b>505</b>	<b>495</b>	<b>473</b>	<b>496</b>	<b>352</b>	<b>5630</b>	<b>2.815</b>
Recycled printer cartridges		23	22	0	23	0	34	0	0	18	22	86	Total Cartridge Pounds 228	456

Milford Bottle and Can Recycling				
Began 4/13/09	April	May	June	
Bottles -.0576 ounces	223	569	501	
<b>Total Bottle Weight in pounds</b>	<b>12.84</b>	<b>32.77</b>	<b>28.86</b>	
# 10 Cans 9 ounces	16	62	95	
# 5 Cans - 5 ounces	5	67	38	
<b>Total Can Weight in Pounds</b>	<b>16.9</b>	<b>89.3</b>	<b>104.5</b>	
<b>Total Pounds Bottles &amp; Cans</b>	<b>29.74</b>	<b>122.07</b>	<b>133.36</b>	
<b>Tonnage</b>	<b>0.0148</b>	<b>7</b>	<b>0.06</b>	<b>0.07</b>

Transportation Recycling	
Waste Oil	Gallons
17-Mar	250
30-Jun	300
<b>Total Gallons</b>	<b>550</b>
Tires	Tonnage
127 car	1.33
11 truck	
200 car	2
<b>Total Tons</b>	<b>3.33</b>

Shredding Project	
1 box = 30lbs	
Boxes	
SECC	2140
Total Boxes	2140
<b>Total Pounds</b>	<b>64200</b>
<b>Tonnage</b>	<b>32.1</b>



## Annual Report 2008

### 2008 Performance Recognition Awards Recipients

#### Individual Awards

Andrew Bakinowski, Construction Supervisor – Resource Management  
Thomas Ficco, IPS Sergeant – MCI Norfolk  
Christopher Fallon, Captain -MCI Cedar Junction  
David Lauziere, Industrial Instructor – MCI Concord  
Carol Mici, Asst. Dep. Commissioner – Central Headquarters  
Michael McCann, Lieutenant – Sousa Baranowski CC  
Michael Domingos, Correction Officer – MCI Norfolk  
Larry Weiner, Mental Health Substance Abuse Coordinator – Health Services Division

#### Group Award

Seclusion and Restraint Committee / Bridgewater State Hospital

#### DOC Employees

Karin Bergeron- Superintendent  
Mark Reilly- Captain  
Lisa Mitchell- Deputy Superintendent

#### Contract Employees

Susan Lantagne- Hospital Administrator  
Dr. Robert Diener- Medical Director  
Rhonda Cantelli- Director of Nursing  
Mourning Fox- L.I.C.S.W.  
Patty DavenportMello- Registered Nurse  
Sharon McCann- QI/Administrator  
Daniel Comiskey- Deputy Hospital Administrator  
Kathy D'Innoconzo- L.I.C.S.W.  
Paul Caratazzola- L.I.C.S.W./ Deputy Hospital Administrator

### 2008 Beyond Excellence Award Recipients

Central Headquarters Employee of the Year – Lawrence Boudreau, Sergeant, Division of Staff Development  
Bay State Correctional Center Employee of the Year – Francis Murray, Correction Officer I  
Boston Pre-Release Center Employee of the Year – Antone Almeida, Correction Officer I  
Bridgewater State Hospital Employee of the Year – Scott Lariviere, Sergeant  
MCI Cedar Junction Employee of the Year – James Rezendes, Lieutenant  
MCI Concord Employee of the Year – Edward Goodwin, Correction Officer I  
MCI Framingham Employee of the Year – John Ryan, Industrial Instructor I  
MCI Norfolk Employee of the Year – Gerry Savoie, Industrial Instructor III  
MCI Plymouth Employee of the Year – Karen Horn, Correctional Program Officer A/B  
MCI Shirley Employee of the Year – Glenn McDaniel, Correction Officer I  
Massachusetts Alcohol and Substance Abuse Center Employee of the Year – Andrew Stott, Sergeant  
Massachusetts Treatment Center Employee of the Year – Lori Polson, Correction Officer I  
North Central Correctional Institution Employee of the Year – Kenneth Sena, Lieutenant  
Northeastern Correctional Center Employee of the Year – Cathy House, Correctional Program Officer A/B  
Old Colony Correctional Center Employee of the Year – Dennis Butler, Sergeant  
Pondville Correctional Center Employee of the Year – Timothy Sheedy, Records , Correctional Program Officer C  
Lemuel Shattuck Hospital Correctional Unit Employee of the Year – Dimitrios Kalogeropoulos, Correction Officer I

South Middlesex Correctional Center Employee of the Year – Daniel MacDonald, Correctional Program Officer C  
Souza Baranowski Correctional Center Employee of the Year – Michael McCann, Lieutenant

Professional Excellence Award:- Lawrence Weiner, Mental Health/Substance Abuse Coordinator, Health Services Division  
Professional Excellence Award: Care and Custody – MCI Cedar Junction IPS Team  
Lieutenant Jeffrey Padula, Sergeant Jeffrey Smith, Sergeant John Dankievitch, Correction Officer Robert Horton, Correction Officer Christopher Leblanc, Correction Officer Jason Earls, Correction Officer Shawn Park, Correction Officer Michael Berardinelli, Correction Officer John Capodilupo, Correction Officer Matthew Roderigues  
Professional Excellence Award: Volunteer – Timothy Blancke, Northeastern Correctional Center  
Professional Excellence Award: Office/Clerical – Paul Broskie, Division of Human Resources  
Professional Excellence Award: Support Services –Lisa Sampson, Deputy Director, Research and Planning Division  
Professional Excellence Award: Technical/Maintenance – Daniel Monsen, Industrial Instructor III, NECC  
Professional Excellence Award: Contract Health Care – Lorene Melvin, Health Services Administrator, MCI Concord  
Special Recognition Award: Joseph Ribeiro Award of Valor – MCI-Norfolk Fire Responders  
Lieutenant James Roberts, Lieutenant Ronald Bissonnette, Lieutenant Brian Collins, Lieutenant Michael Gambale, Sergeant John Houle, Correction Officer Adam Vazquez, Correction Officer David Read, Correction Officer Michael Domingos, Correction Officer Patterson Lemay, Correction Officer Robert Palanza  
Special Recognition Award: Charles Gaughan Award – Department of Correction Stress Unit  
Director Richard Gould, Sergeant Dennis Sullivan, Sergeant Steven Miranda, Sergeant Mary Kent, Correction Officer Tobey Belton, Correction Officer Jeffrey Cammuso  
Special Recognition Award: Commissioner’s Citation – John Larson, Industrial Instructor III, NECC  
Special Recognition Award: Commissioner’s Citation – Arthur Brewer, M.D., Medical Director, UMASS Medical School Correctional Health Program  
Special Recognition Award: Humanitarian Award – Ann-Marie Picone, Administrative Assistant, BSH  
Special Recognition Award: Humanitarian Award – Sam Lu, LAN Manager, Technology Services  
Special Recognition Award: Distinguished Service Award – Alan Iampietro, Correctional Program Officer D, MCI Plymouth

Innovations in Public Safety Partnership Award – Massachusetts National Guard

Special Recognition Award: Deputy Superintendent of the Year – Alvin Notice, MCI Shirley  
Special Recognition Award: Superintendent of the Year – Peter St. Amand, MCI Cedar Junction

Thank you to everyone who contributed to the 2008 Annual Report.

## Annual Report 2008

Editor-in-Chief  
Christopher Fallon

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