

Massachusetts Department Of Correction

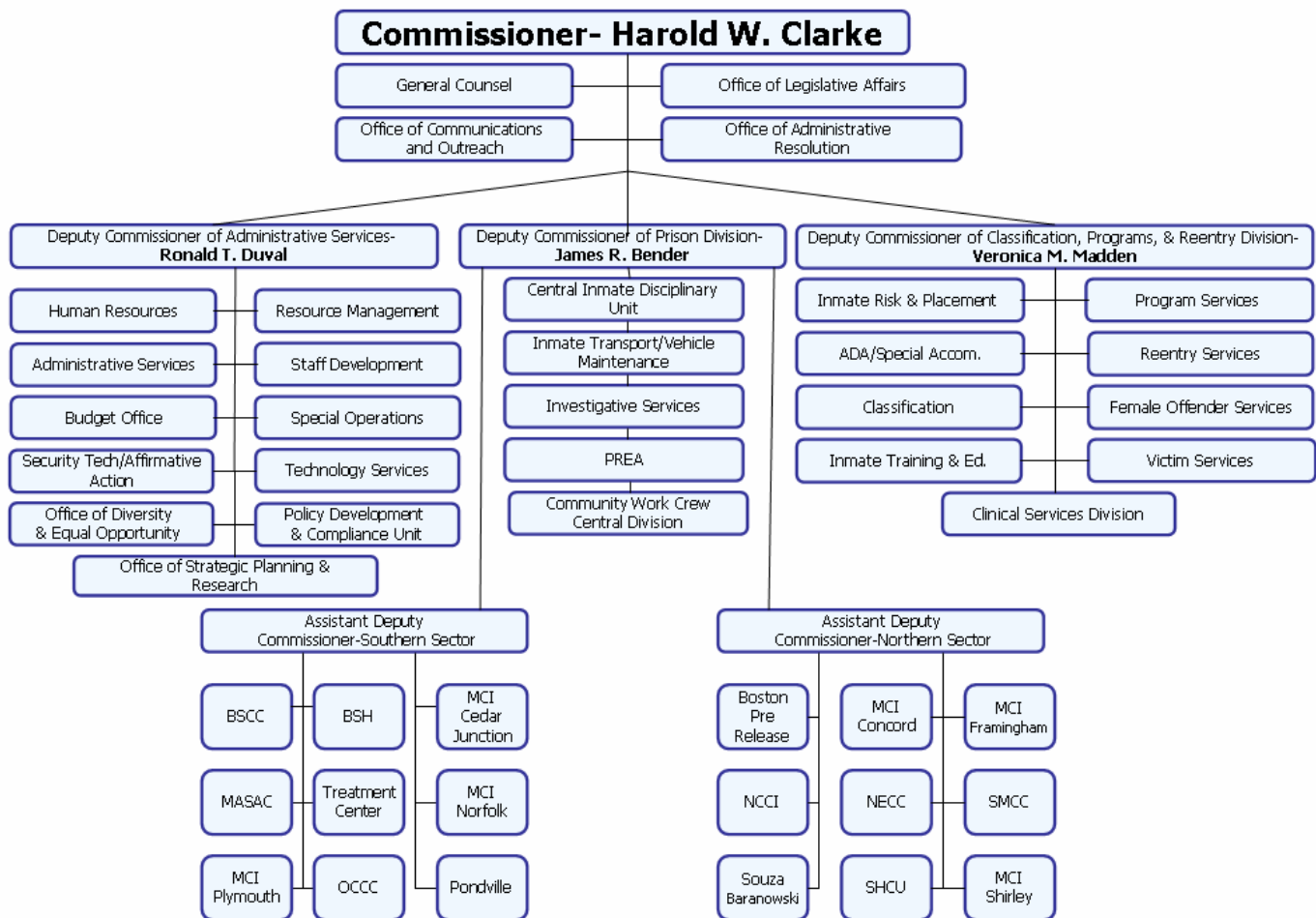
2009 Annual Report



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2009 DOC Organizational Chart





Message from Commissioner Harold W. Clarke

2009 was a year of significant change in the Massachusetts Department of Correction (DOC). The year 2009 saw mission changes in some of our major correctional facilities. The Souza Baranowski Correctional Center (SBCC) became the only maximum security prison and began double bunking approximately 235 cells. MCI Cedar Junction, a former maximum security facility, was designated as the state's male reception center and MCI Concord, the former male reception center was designated as a medium security prison.

The DOC held its first ever "Future Search Conference." Future Search is a planning meeting that helps organizations develop a vision and transform visions into action. The information garnered from the Future Search Conference helped to lay the groundwork for the Strategic Plan that was completed in 2010.

Strategic planning is the formal consideration of an organization's future course. The Department of Correction has promulgated a multi year strategic plan which will provide an overarching framework for the agency by formulating goals and transferring the goals into measurable objectives and key strategies. The Strategic Plan will serve as an operational tool for the Department to align and guide action plans with goals and objectives. The strategic plan was developed by a cross section of employees. It includes goals that are clearly defined, realistic and measurable. The components of the plan are:

Vision and mission statements;
Situational analysis;
Population trends and projections;
Goals, objectives, key strategies and performance measures.

The Deputy Commissioners are responsible for communicating the strategic plan to all staff and shall use the plan to set forth specific goals and objectives for their staff. These goals may be set via personnel performance rating systems, institutional or divisional performance measures, and Leadership, Management, Accountability and Performance (LMAP) discussions.

The Department of Correction Performance Measures Division was reorganized in June 2009 to allow for an increased effort in evaluating and developing performance measures that can be used to support our performance measures model of Leadership, Management, Accountability and Performance (LMAP), be included in the Department's first multi-year strategic plan, meet national reporting requirements set by the Association of State Correctional Administrators (ASCA) and establish a system of performance measures management. Performance measures measurement is the art and science of assessing how well an organization is achieving its goals. Over the past decade, several correctional systems have attempted to re-think how they monitor progress toward specific agency goals to ensure greater staff and agency accountability. As a result, performance measures management has grown in popularity because it allows managers to make data driven decisions. This growing trend is supported in current literature as it promotes accountability, improves service quality, reduces operational costs and maximizes safety. The Massachusetts DOC has embraced performance measures management to promote accountability.

A formal LMAP training component was developed in 2009 as well as a work book and resource materials. Over 100 staff members were trained in the LMAP model resulting in a number of LMAP topics formed and work groups identified. Meaningful LMAP discussions have taken place where sound remedies to agency problems have been identified, some implemented and shown to be effective and cost savings realized. The LMAP process can be quite powerful in improving performance and accountability through the use and analysis of data. LMAP has already produced benefits for the agency.

Massachusetts Department of Correction 2009 Accomplishments

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.

In the face of budget reductions, the Department was able to maintain the majority of the research based rehabilitation/education programs for the offender population in the areas of basic education, vocational education, substance abuse, and sex offender treatment, preparing offenders for their reentry to the community.

The DOC saved \$344,217.65 in early payment discounts by prioritizing and processing payments eligible for discounts within the contracted discount days. The department has been recognized by the State Comptroller as being the “lead agency” in the Commonwealth for taking advantage of the Early Payment Discount Program.

The Division of Food Services attained approximately \$900,000 in savings by taking advantage of “opportunity buys” of food product.

As a Department, the DOC recycled 566.6 tons of paper, cardboard and metals reflecting a savings of \$52,127.20. This savings is based on the cost/ton if these items were disposed of with solid waste at an average cost of \$92.00/ton. There was just under a 5% reduction in solid waste removal Department-wide. The amount of solid waste removed in FY 2009 (3,988.57 tons) vs. the solid waste removed in FY 2008 (4,182.48 tons).

Workers’ Compensation Unit

Developed and implemented a process to gain access to the Department of Industrial Accident’s online filing system, developed and trained all staff on the online filing process. This process would eliminate the need to send the Form 101’s certified mail, therefore, creating a savings in postage. In 2009 the IA unit processed 176 form 101’s.

In conjunction with the State Board of Retirement, established a process to request pre-fact finding hearings that would enable the Department of Correction to produce all of their evidence on Accidental Disability Retirement (ADR)/Ordinary Disability Retirement (ODR) applications prior to a final determination by the Board. This would guarantee the department an opportunity to be heard on key points of the case. As part of the process, the Department will also attend medical panel examinations on the individuals that the department has concerns with.

As a result of decreasing workers’ compensation expenditures from \$14.1 million in FY2005 to \$8.4 million in FY 2009, Director Kelly Correia received the Manuel Carballo Governor’s Award for Excellence in Public Service.

Administrative Prosecution Unit

In 2009, three Arbitration Awards and five Civil Service Commission decisions were issued concerning ten disciplined employees, in cases where the Prosecution Unit represented the DOC. In 70% of the cases, the DOC issued discipline was affirmed; and in 30% of the cases, the DOC issued discipline was modified. None of the awards/decisions completely overturned the DOC issued discipline. In addition, the Unit has worked with Unions to settle cases when appropriate.

Hearing Unit

Eliminated 97% of aged backlog of open discipline items.

Reduced processing expenses by approximately \$8,000 annually.
Reduced case disposition processing time by approximately 30 percent.
Reduced superintendent discipline turn-around time by more than 25 percent.
Completed Hearing Unit Procedure Manual.
Sustained highest rates of compliance with deadline-driven measurables.
Targeted distribution of discipline reports to reduce problems and 'after-the-fact' research monitoring suspension dates imposed and served.
Optimized team strengths in individual assignments of value-added education and intra-team training opportunities.

Special Operation Division

Installed 800 MHz digital two- way communication system at MCI Framingham and South Middlesex Correctional Center. The 450 MHz equipment turned in by MCI Framingham was redistributed to the remaining facilities who utilize the 450 MHz system.

Division of Resource Management

Began construction of five large photovoltaic system installations to generate electricity. The renewable energy systems were installed at the Waste Water Treatment Plants at Bridgewater, Concord and Norfolk, the Industries Roof at MCI Cedar Junction and at South Middlesex Correctional Center in Framingham. The five systems ranged from 64 kilowatts up to 112 kilowatts totaling over 430 kilowatts. These projects are part of the continuing efforts of the DOC to support our sustainable approach to infrastructure improvements and energy production and cost savings. Approximately 1470 megawatt hours of electricity are projected to be saved annually.

The DOC is continuing to work with Division of Capital Asset Management (DCAM) on the construction of two large commercial wind turbines. The project began nearly three years ago with the set up a meteorology recording tower in 2007. Subsequent analysis of the wind data supported an application to the Massachusetts Renewable Energy Trust and the DOC/DCAM project team was awarded a \$1.2 million construction grant. A review of bid submissions is currently underway.

Policy Development and Compliance Unit

During the Calendar year 2009 the following facilities received accreditation by ACA, or will be receiving their accreditation at the January 2010 conference in Tampa, Florida after having successful audits in 2009.

MCI Concord – Accredited Nashville August 2009
Division of Staff Development - Accredited Nashville August 2009
Boston Pre-Release - Accredited Nashville August 2009
Souza Baranoskwi Correctional Center - Accredited Nashville August 2009
Pondville Correctional Center – Accredited Nashville August 2009
MCI Norfolk – Successful audit, accredited January 2010
MCI Shirley – Successful audit, accredited January 2010
MCI Cedar Junction – Successful audit, accredited January 2010
Correctional Industries – Successful audit, accredited January 2010

Mission Changes: SBCC, MCI Cedar Junction, MCI Concord and MASAC (Minimum inmates) Based on the Department of Correction's mission change, Souza Baranowski Correctional Center (SBCC) has double bunked 235 cells and is now our primary maximum custody facility. MCI Cedar Junction is the Department's Reception Center and MCI Concord has transitioned from Reception to medium security. As a direct result of these changes, we have been able to dramatically increase the efficiency of our bed space.

Time for newly committed inmates to be classified and moved out of the Reception Center has been reduced to 45-60 days, a reduction of over 50%.

The wait lists for inmates transferring to maximum and medium security have been reduced by 98% and 94% respectively.

In April 2009, the security level for the Massachusetts Alcohol and Substance Abuse Center facility changed from Medium to Minimum security. In addition to continuing to house up to 90 persons civilly committed for treatment, the facility now has 70 critically needed minimum security beds.

In support of evidence-based Reentry planning, 49 pre-release and 82 minimum beds were added to better transition inmates to the community. To date in 2009, 1999 inmates have been released from minimum/prerelease custody.

Double Bunking: We had started the double bunking process in maximum security by moving segregation unit inmates throughout the system to SBCC on January 13, 2009; then on February 10, 2009 began moving general population inmates out of MCI Cedar Junction to SBCC and finished the last move on May 3, 2009.

Central Date Computation Unit

The Department began planning and development of the Central Date Computation Unit (CDCU) in 2007, and established offices for both males and females during 2008. With both offices up and running, during 2009 the unit was able to focus on its objective to complete a data quality review of the sentence orders and release date computation of every inmate incarcerated. Ultimately the unit will have the responsibility of all inmate date computation and will process all releases from custody for the agency.

During 2009, well over 6000 inmates were individually reviewed by highly trained staff. In May 2009, the unit completed data quality reviews on all inmates whose offenses occurred prior to the "Truth in Sentencing" Act of 1994 (except males serving a life sentence). This was the most time consuming task due to the complexities involved. In addition, the unit has completed data quality reviews of the entire population of eight facilities, and now processes all releases for those sites. We anticipated completing two more by the end of 2009. There were a total of approximately 1775 inmates, not including male inmates serving life sentence, remaining to be reviewed.

Internal operational procedures for the CDCU, as well external procedures on a variety of topics have been, or are being, drafted; many have been posted on the agency's Intranet for the CDCU and facilities to use as a guide. Training in date computation continues to be offered annually.

Reentry Plan

In pursuit of an effective reentry-focused correctional system, the DOC prepared and presented a performance measurement based presentation that illustrates the challenges faced and what the future might hold in the area of prisoner reentry. This laid a piece of the foundation for our work towards building a reentry-focused correctional system. The information compiled for this presentation demonstrated that the majority of offenders in the DOC have serious substance abuse problems, function educationally at less than a high school level, have long criminal histories, including at least one prior incarceration, and are in need of mental health and medical services. This translates to the need for a wide variety of treatment services and programs to prepare them for reentry into the community where they can obtain suitable housing and employment and thus lead a productive and crime-free life. The three-year recidivism rate for offenders released to the street from the DOC back in 1995 was 44%, which dropped to 39% by 1999 and has remained approximately 40% for offenders released until 2002. This Reentry Plan has been presented and discussed internally and externally to the Department, also serv-

ing as a guide for training within the DOC.

Future Search Conference

Future Search is a planning meeting that helps organizations reflect on their vision and transform visions into action. Recognizing that corrections reform is and should be a shared responsibility while also upholding the importance of dialogue with stakeholders, a Future Search conference was held in 2009 to, in some cases begin, and in other cases strengthen, the collaboration with parties that can contribute to public safety.

The conference, *A Partnership for Safer Communities: A Shared Responsibility*, provided an opportunity to think creatively across and beyond the criminal justice system about the treatment of inmates, prevention and community corrections. A diverse group of key stakeholders joined forces to identify what was needed in corrections, with the ultimate goal of improved public safety. The three day conference was co-sponsored by the Department of Correction, Massachusetts Parole Board and the Massachusetts Sheriffs. Representatives from diverse perspectives worked together to find areas of common ground. Six topic areas were seen as the foundation to future discussions and collaboration. Those six areas include: 1. Coordinated and integrated partnerships across agencies; 2. Improved public safety through sentencing reforms and alternatives to incarceration; 3. Improving the process of prisoner reentry into the community by providing diverse rehabilitative opportunities with community involvement; 4. Reaching out to the public at large to increase awareness, educate and engage advocates for public safety; 5. Change institutional culture in prisons and jails in the best interest of public safety to proactively maintain a culture that is a safe and healing environment for all stakeholders; and 6. Family involvement, without whom inmates are less likely to succeed in and out of prison. This process and the areas of agreement among participants serve as the cornerstone for the DOC Strategic Planning process.

Strategic Plan 2009 – 2015

The Department of Correction embarked on the task of creating its first multi-year strategic plan. This plan provides the framework for our goals, objectives, strategies and performance measures as we look to strengthen state government during fiscal uncertainties. In June, members of the Strategic Planning Committee were identified and with the assistance of many staff and stakeholders, completed the strategic plan, which is being formatted for final publication in December 2009.

Outreach and Engagement Initiatives

The DOC partnered with YouTube to develop a DOC Channel that highlights many of the programs that are offered throughout the DOC and that provide services to cities and towns. We began DOC TV to highlight some of the department's accomplishments to our 5,000 staff members. We partnered with MassMostWanted.org to try and garner tips from offenders that will help to identify offenders on the street.

May 2009 unveiled the Commissioner's Diversity Advisory Council (CDAC) to assist the Commissioner and the Office of Diversity and Equal Opportunity in maintaining the DOC's diversity objectives. CDAC's working model consists of three working teams concentrating in the area of Hiring and Promotion, Mentoring and Outreach/Recruitment and Policy. The Team's responsibility is to identify barriers and recommend solutions to the Commissioner on a quarterly basis.

Celebrated the 1st Annual Unity Day "Diversity is You" in November 2009. More than 250 individuals including DOC employees, their families, friends and our community partners interacted with the many cultures represented within the DOC. This event included exhibitors representing 30 countries from all the continents of the world, and song, dance and food from native countries.

Computers for Schools Program donated 100 computers to the Timilty Middle School in Roxbury. These computers were refurbished by inmates in a vocational program that teaches them valuable skills, recycles computers that were donated by agencies and business who had upgraded, and, most importantly, provided much needed technology for students.

COMPAS (Correctional Offender Management Profiling for Alternative Sanctions).

The Department initiated the full implementation of COMPAS, which supports reentry through the development of an automated inmate case management plan that follows the offender throughout his/her incarceration and eventual release into the community. Reentry is further supported by adopting a case management philosophy that stresses accountability by requiring the close collaboration between the inmate, Correctional Program Officers (CPO's), and service providers in the development and implementation of the inmate's case management plan. Since the implementation of COMPAS approximately 4,000 assessments have been completed.

Collaboration with the Department of Children and Families (DCF)

A first of its kind interagency collaboration between DCF and DOC was forged with memoranda of understanding generated and a June 2009 conference, "Family Connections for Incarcerated Parents." The initiative was designed to improve services for incarcerated parents and their children by educating staff and stakeholders about the mission and services of each agency. Interagency collaboration supports offender reentry and family reunification while positively affecting the quality of life for children of incarcerated parents. This permanent interagency workgroup continues to develop strategies, problem solve and cross train.

Volunteer Services

There are currently 1,476 permanent volunteers providing a variety of services to include faith-based, self-help, support groups, literacy, and cultural awareness programming. Volunteerism is an extremely cost-effective method to expand our existing evidence based programs, reduce inmate idleness and prepare offenders for their eventual release to the community. Since July 2007, over 25 volunteers have been recruited and trained to facilitate a series of structured evidence based, cognitive skills workshops. The volunteer facilitated workshops address issues such as Active Listening, Problem Solving, Setting Goals, Negotiating, and Assertive Communication. During FY 09, 320 inmates successfully completed a volunteer facilitated cognitive skills workshop. An additional 336 inmates completed a workshop during the first quarter of FY10.

Friends & Family Handbook

The DOC Communication workgroup developed strategies for improving the Department of Correction's responsiveness to the public through the development of a Family and Friends Handbook. This handbook serves as a valuable tool designed to enhance communication and understanding between the Department of Correction and the public, including visitors, families and other community members. The public learns about services we provide to offender population and reinforces agency rules. This handbook has been posted on the internet and has been made available in both English and Spanish. Additionally, all institutions have posted this handbook in their visiting areas, lobbies and inmate libraries. Feedback regarding the handbook has been positive.

Citizen Inquiry Process

In October 2009 the Office of Administrative Resolution implemented a new Family and Friends Resource link on the internet, which includes a Citizen Inquiry process to further enhance communication with the public about offenders in our care. This link is the result of recommendations made by the Communication Workgroup. The online inquiry process allows families and friends of inmates as well as other concerned citizens to ask questions about the Department of Correction and/or inquire about their loved ones easily. Responses to the public inquiry are prompt and enhance the agencies overall communication with the public. More information/resources will be added to this link the near future.



Division Features

Legal Division – Nancy White, General Counsel

The Department of Correction received several significant court decisions in 2009.

The Supreme Judicial Court (SJC) issued its opinion in Johnstone, petitioner, 453 Mass. 544 (2009), which affects the trial of sexually dangerous person (SDP) cases. The SJC held that in order for the Commonwealth to proceed to trial in either an initial civil commitment petition or an annual petition for discharge proceeding, the Commonwealth must have the opinion of one of the two statutorily mandated qualified examiners that the person is a SDP. This case resolved an open question in SDP proceedings as to whether the Commonwealth could proceed to trial in a case where each of the qualified examiners opined that the individual was not a SDP but the Commonwealth had expert evidence from another source (such as the District Attorney's probable cause expert or expert psychologist members of the Community Access Board, which is statutorily mandated, among other things, to annually evaluate the present sexual dangerousness of each SDP committed to the Treatment Center). Both before and after the Johnstone decision was issued, the SJC has held that if a qualified examiner opines that the person is a SDP, the Commonwealth is permitted to offer expert opinion from other sources.

Additionally, the Massachusetts Appeals Court affirmed a superior court decision in favor of correction officials, in which a SDP at the Massachusetts Treatment Center challenged the Department's practice of double-bunking SDPs. The SDP asserted that double-bunking violated his state and federal civil rights, and that he required a single cell because of a medical condition and his potential to be a victim of sexual assault. The Appeals Court held that double-bunking of sex offenders is not pro se unconstitutional, and noted that the SDP by his own admission had not been threatened or intimidated by cellmates. Nor had the SDP shown why his medical condition necessitated a single cell.

The Department's policy of segregating inmates

who refuse tuberculosis ("TB") tests was once again challenged, without success. The inmate claimed his due process and civil rights were violated when, upon his arrival at the Department's male reception center, he was informed that he was required to submit to a TB test (known as the PPD skin test) and that if he did not submit to the test, he would be given a disciplinary report and placed in segregation. Upon his refusal of the test, he was x-rayed and held in segregation, pending the results of the x-rays. The Court found that the case was controlled by Langton v. Commissioner of Correction, 34 Mass. App. Ct. 564, review denied, 416 Mass. 1101 (1993), which upheld mandatory TB testing of inmates as constitutional. In Langton, the Appeals Court determined that prison officials have the legal authority to require TB testing, that inmates have no constitutional right to refuse such testing and that the Department may lawfully implement mandatory TB testing programs. As part of the mandatory TB testing program, the Department has established disciplinary procedures, as well as possible segregation for inmates who refuse to submit to the PPD test. The judge noted that placement of an untested inmate in general population would result in exposing a potentially contagious inmate to the inmate population at large, the precise outcome the TB testing regulations are intended to prevent. Thus, the judge found that the inmate's placement in segregation, for a total of eight days, pending the X-ray results, was within constitutional parameters and was a necessary part of the Department's TB testing program.

On the labor and employment front, the Department was successful in overturning a Civil Service Commission decision, in which the Commission ordered a correction officer applicant placed at the top of the eligibility list for hire. The applicant had taken the Correction Officer's exam and had received a passing score. She then authorized the Department to conduct a criminal background check, which revealed that she had been charged with assault with a dangerous weapon (knife), operating under the influence of alcohol, operating negligently, vandalism of property, malicious de-

struction of property, and disturbing the peace. The Department bypassed the applicant because of her unsatisfactory criminal history. She subsequently filed a complaint with the Civil Service Commission, which found in her favor.

The Department sought judicial review of the decision in Suffolk Superior Court, which reversed the decision of the Civil Service Commission. The Court held that “the [Civil Service Commission’s] decision placing [the applicant] on the top of the eligibility list for the Correction Officer I position is erroneous as a matter of law and constitutes an abuse of its statutory power.” The Court reasoned that the Department bypassed the applicant because of her violent criminal record and not because of political favoritism or bias. The Department has the discretion to bypass potential employees with a criminal record because it is charged with ensuring the safety of its institutions. Thus, the Court noted that “it is permissible for the Department to review [criminal background information] and make a determination based on the record as to whether the applicant should be denied. The Department need not investigate the underlying circumstances of individual offenses in deciding whether the applicant is suitable.” The Court ultimately held that “the Department properly concluded that placing an applicant with a violent criminal record in a prison setting would put the safety and security of the prison and inmates at risk.”

The Department also received numerous favorable arbitration decisions, which upheld the terminations of Department employees under the following circumstances: failure to report contact with law enforcement and the court system concerning allegations of domestic violence; discharge of a firearm after consumption of alcohol and following a domestic dispute with a spouse, in an effort to intimidate or harm the spouse; submission of fraudulent sick notes concerning dental appointments; failure to follow emergency procedures, conduct rounds during a fire drill, or report confidential information received from an inmate while engaging in excessive familiarity with the inmate; and violation of the Department’s Professional Boundaries Policy for engaging in inappropriate interactions with an inmate’s family members.



Office of Outreach and Engagement— Christopher Fallon, Director

The Office of Outreach and Engagement 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 Outreach and Engagement includes the Public Affairs Office, the DOC Media Center, Web Site support and development.

The DOC mission change for several facilities to address overcrowding as well as to better utilize resources for the benefit of staff and inmates continued into 2009. To communicate the importance of these initiatives in improving reentry and, ultimately, promoting public safety, the Office of Outreach and Engagement developed a number of initiatives to increase awareness about the DOC mission change and how the agency focuses resources on reentry.

The Office created DOC TV and a YouTube site and posted over 20 videos it developed covering reentry initiatives such as the Building Trades Program at MCI Shirley, Community Work Crews, MCI Framingham Culinary Arts, Cosmetology and My Reading Coach, the Family Reunification Program at South Middlesex Correctional Center, and the Fatherhood Program. DOC Green Initiatives involving solar, wind and co-generation were also featured. The YouTube site, YouTube.com/macorrections, has received thousands of hits.

A Speakers Bureau was organized to introduce staff to local business and community groups. This was another opportunity for direct outreach to stakeholders.

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 in 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 continued to receive extensive media coverage, with debate over the Massachusetts Alcohol and Substance Abuse Center and the impact of budget constraints on operations in all facilities.

Media coverage was supportive of Reentry goals. A Boston Herald story highlighted the Old Colony Correctional Center Minimum Community Work Crew's work on restoring the Franklin Field Community Center in Boston. An MCI Shirley Minimum Work Crew rescue of an elderly woman in Lancaster received local and statewide media coverage. The Globe covered the Shaker Village restoration project which involved DOC Work Crews. DOC involvement in the Brooke House for a story on community reentry was the topic of a Boston Herald story. WCVB-TV Reporter Bianca de la Garza featured Girl Scouts beyond Bars at South Middlesex Correctional Center and the Culinary Arts Program at Northeastern Correctional Center. NEADS Prison Pup Partnership at the DOC continues to be a popular program with the media, and was covered in 2009 by WCVB-TV, FOX25, Corrections Today, Dog Fancy and WCVB-TV Chronicle.

The Office of Outreach and Engagement supported other agency initiatives, such as the development of an identity (logo, design, signage) for the first Unity Day event held by the Office of Diversity and Equal Opportunity as well as the Office's Minority and Women Owned Business Networking

event. Other design projects include the Family and Friends Handbook in English and Spanish for the Office of Administrative Resolution for family and friends of new and current inmates, the DOC Facility Facts Brochure that is distributed to stakeholders, the Vocation/Education Brochure for the Division of Inmate Training and Education, the posters for institutions announcing programs for inmates in education and vocations, safety tips and substance abuse. In addition, the Office developed the program for the Correctional Employee of the Year event held annually at the State House.

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

Office of Administrative Resolution Kristie Ladouceur, Acting Director

The Office of Administrative Resolution managed the investigation and resolution of approximately 9,238 inmate related inquiries and complaints including 6,514 grievances and 2,724 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.

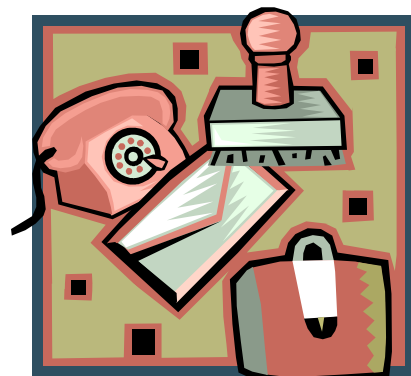
As a result of improvements in efficiency and resource management, cost savings were realized through the reduction of monetary settlements awarded to inmates for property loss or damage. Settlements have continued to steadily decrease from 2005 to 2009: \$12,603 (2005); \$9,375 (2006); \$6,815 (2007); \$6,399 (2008); \$5,471 (2009).

The Office of Administrative Resolution implemented an Informal Complaint Resolution process and related standard operating procedures to enhance communication between offenders and staff in a manner designed to resolve issues prior to the use of the formal grievance process. This new process encourages and reinforces the need for informal communication to resolve minor issues of

concern and should result in a decrease in the number of formal grievances being filed in the future.

The Communication Workgroup developed and completed the Family and Friends Handbook, which serves as a valuable tool designed to enhance communication and understanding between the Department of Correction and the public to include visitors, families and other community members. The public is educated about services the Department of Correction provides to the offender population and reinforces agency rules. This handbook is posted on the internet and has been made available in both English and Spanish. Additionally, all institutions have posted this handbook in their visiting areas, lobbies and inmate libraries.

In addition, as a result of recommendations made through the Communication Workgroup, the Office of Administrative Resolution implemented a new Family and Friends Resource link on the internet. This link includes a newly developed Citizen Inquiry process to further enhance communication with the public in regard to offenders in our care. The online inquiry process allows family and friends of inmates as well as other concerned citizens to ask questions about the Department of Correction and/or inquire about their incarcerated loved ones easily. Responses are prompt and enhance the agency's overall communication with the public. A separate database to record and track all online inquiries and responses has also been created to increase overall efficiency.



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.

Central Inmate Disciplinary Unit— Philip Silva, Director

The mission of the Central Inmate Disciplinary Unit is to enforce clear rules, consistently and with appropriate consequences designed to positively impact inmate behavior and model respect for fair and impartial administrative procedures. In 2009, the Unit assisted institutions in processing more than 21,000 inmate disciplinary matters.

An ongoing effort to reduce delays in disciplinary hearings was expanded from an initial focus on matters involving segregated confinement to include all pending inmate disciplinary matters. While challenges included an increasing inmate population, reduced staffing, and mission changes at a number of facilities, through the expanded use of videoconferencing, improvements in scheduling, and consistent practices, a foundation has been set for further significant reductions in processing delays regarding inmate discipline.

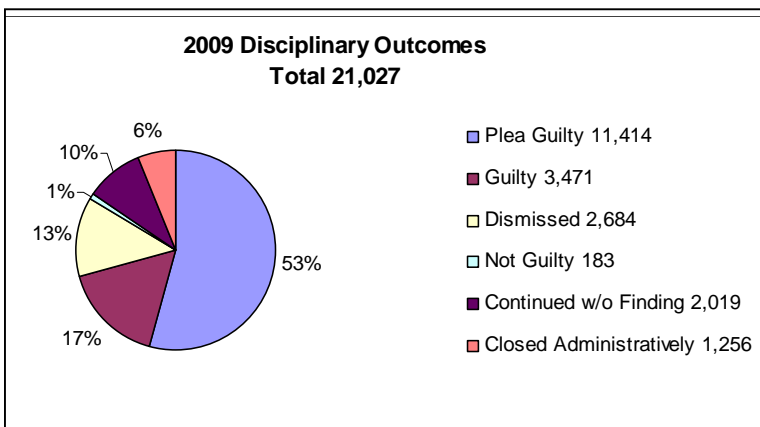
In addition, this year the Northern Sector of the Unit relocated its offices to the Shirley Complex to help meet the increased demand for hearing officers at those facilities.



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

Assistant Deputy Commissioner — Southern Sector, Luis Spencer

Assistant Deputy Commissioner — Northern Sector, Paul DiPaolo



Central Transportation Unit- Steven Silva, Director

The Central Transportation Unit (CTU) body shop has repaired approximately 80 vehicles with the CTU garage completing over 1,750 repairs to state vehicles. The Department purchased two box trucks and seven, one-ton dump trucks with plows and sanders to be used throughout the department. The DOC CTU staff have transported 7,996 inmates to various Courts throughout the Commonwealth and 7,264 inmates to various medical establishments. In addition, CTU staff transported 5,942 institutional transfers, 32 escorted trips and 258 inmates to various Regional Reentry Centers. 199 inmates were brought to their parole hearings and 278 level "A" (high security) inmate trips were completed. The total number of inmates transported by CTU staff was 21,969.

The Central Transportation Unit in conjunction with the Division of Research and Planning conducted an LMAP review of CTU operations, which resulted in significant changes to both Departmental Policy, Inmate Management System, and Medical Practices, resulting in significant savings to the Department.



Office of Investigative Services- Paul Oxford, Chief

The Office of Investigative Services had a busy 2009 with the newly implemented Criminal Prosecution Unit. The Unit began working with Norfolk County and is now expanding throughout the state. The unit was created for conducting criminal investigations and prosecutions to further ensure that the commission of criminal activities as they relate to correctional institutions are handled in accordance with all applicable state laws, local laws, and Department policies, and that a review is completed of all incidents following the commission of a felony without reasonable delay, unless there are exceptional circumstances for delaying such actions.

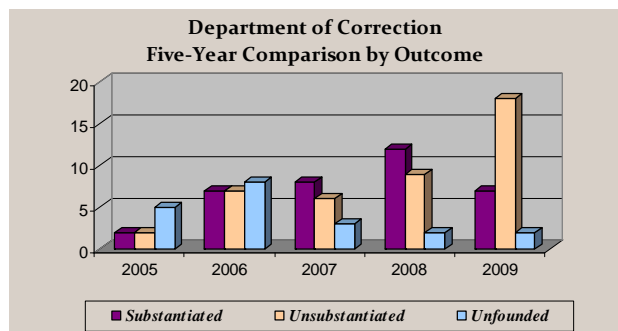
The Department's Internal Affairs Policy went through significant changes which were geared towards more effective and timely investigations. The numbers of investigations have decreased relating to inmate allegations compared to previous years. The Fugitive Apprehension Unit (FAU) had four escapes in 2009 with three of the four being apprehended in the calendar year and one in 2010. The FAU also apprehended an additional escapee in a cold case from 1990. The Central Intelligence Unit has been working continuously with other outside state and local law enforcement agencies by providing them with information and/or evidence for their investigations.

As always, the Office of Investigative Services continues to protect overall public safety by working jointly with local, state, and federal criminal justice and law enforcement partners.

Prison Rape Elimination Act- Paul L. DiPaolo, Assistant Deputy Commissioner/PREA Manager

Reports for the Prison Rape Elimination Act were initially submitted to the Bureau of Justice Statistics in 2004. However, there was no requirement for reporting incidents involving staff at that time.

Since 2005, the Department has been required to report all incidents—involving both groups (inmate on inmate, and staff and inmate). The following chart illustrates a significant drop in substantiated incidents over the past five years.



Community Work Crew Central Division - Robert Balfour, Director

The Community Work Crew Central Division provides a unique opportunity for offenders to return something positive to the community during their incarceration, while beginning to learn and/or renew the basic work ethic. At a time when cities and towns are struggling with resources, these crews have played an important role in performing work that, absent these crews, would not have been performed. The Division created a brochure to target local cities and towns, counties, state agencies and non-profit organizations struggling with their budget cuts. In 2009, there were 401 community work crews providing over 1.1 million work hours saving the Commonwealth over \$8.1 million.

The Community Work Crew Central Division took part in a collaborative effort to reopen a Mattapan Teen Center. For over eight years, the basement of a Franklin Field apartment block had been collecting water, mold and dust - a victim of budget cuts. Boston Police Captain James Claiborne, Commander of District B-3, decided to renovate the teen center. The purpose of reopening the center was two-fold, (1) to give the kids a place to go, and (2) to reduce the crime rate in the area. The crews worked tirelessly for months alongside Boston Police Officer Tom Griffiths, who is a licensed builder, and was instrumental in the renovations. This collaboration saved the city around \$50,000 and in these cash strapped times this project would likely not have been high on the priority list. This

effort emphasizes the Community Work Crew Central Division's mission.

The Community Work Crew Central Division has been coordinating work crew projects statewide in partnership with the Department of Conservation and Recreation (DCR). DCR is one of the largest state parks systems in the country. Its 450,000 acres are made up of forests, parks, greenways, historic sites and landscapes, seashores, lakes, ponds, reservoirs and watersheds.

The collaboration between DOC and DCR utilizing inmate crews has helped DCR maintain and clean its parks, beaches, and other facilities such as the Esplanade and Islands. The services performed consist of, but is not limited to: general unskilled labor, litter pick up/park cleanup, general painting, landscaping and maintenance, snow removal, setting up for special events and weather related emergencies. Thirty inmates participated and successfully completed an OSHA 10 hour course in Occupational Safety and Health training.

Community Work crews are an essential component of the Department's reentry efforts.

The Central Division continued the recycling initiative with impressive statistics: (see table below)

| | Boston Marathon | Komen Race for the Cure | The Jimmy Fund | BAA ½ Marathon | Head of the Charles Regatta | TOTAL |
|--------------------------------------|----------------------------|------------------------------------|---------------------------|---------------------------|--|-------------------|
| Cardboard | 3929 lbs | 150 lbs | 912 lbs | 625 lbs | 4779 lbs | 10,395 lbs |
| Plastic | 844 lbs | 76 lbs | 625 lbs | 30 lbs | 209 lbs | 1,784 lbs |
| Empty plastic bags (foil) | 290 lbs | 18 lbs | N/A | 30 lbs | N/A | 338 lbs |
| Mixed paper | N/A | N/A | N/A | N/A | 232 lbs | 232 lbs |

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 continues promoting the “go green” initiative by suppressing pay advices. To date we are at 28.9 % paperless for payroll advice distributions.

Human Resources (HR) Payroll served as Subject Matter Experts on the Human Resources Correctional Management System (HR/CMS) V9 Upgrade Project. We provided input, information and feedback ensuring that the DOC's requirements as a major stakeholder were articulated. Due to participation this has enhanced our overall EOPSS needs in HRCMS. HR staff were trained as Train the Trainers for all EOPSS agencies.

Due to ongoing changes with health insurance, the Benefits department has expanded to ensure that staff are aware of upcoming changes to co-pays, fees, and benefits eligibility.

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



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

Personnel Unit – Alexandra McInnis, Director

Working closely with the Office of Diversity, a department-wide Internship Program was launched. This program was established with the release of the 226 Internship Policy. Guidelines and instructions were published and divisions/facilities now have the opportunity to request interns. As part of this launch, colleges and universities were contacted to establish relationships encouraging their students to participate in the program, to which we have received a tremendous response.

The Personnel Unit processed 917 applicants for the Correction Officer title, utilizing both open and protected class civil certification lists in compliance with Executive Order 478. The successful completion of this screening process culminated with the start of the 307th Recruit Training Class. Additionally, many internal and external postings and hiring packages have been processed, filling critically needed vacancies.

Personnel staff have been involved in the training for the HR/CMS version 9.0 upgrade, assisting with delivering as well as receiving training on the numerous changes to the system. The group responded to numerous information requests, requiring many reports to be prepared and documents to be copied, catalogued and sent out.

The review of classification specifications was completed with the assistance of Personnel staff. Meetings with Subject Matter Experts from specific job titles were conducted to obtain their input and feedback on the language in the specifications. HRD will use this information and input to update the classification specifications.

Workers' Compensation Unit- Kelley Correia, Director

This unit developed and implemented a process to gain access to the Department of Industrial Accident's (DIA) online filing system and developed and trained all staff on the online filing process. This process eliminated the need to send the Form 101's by certified mail, saving the cost of postage.

In conjunction with the State Board of Retirement, this unit established a process to request pre-fact finding hearings that would enable the Department of Correction to produce all of their evidence on Accidental Disability Retirement (ADR)/Ordinary Disability Retirement (ODR) applications prior to a final determination by the Board. This guarantees the department an opportunity to be heard on key points of the case. As part of the process, the Department will also attend medical panel examinations on the individuals that the department has concerns with.

With the assistance of the Industrial Accident (IA) Legal Division and through aggressive case management, thorough investigations and the dedication of countless hours pursuing all leads, the unit received five positive hearings results, which resulted in the employees either withdrawing their claims or being denied by a judge. We also received two positive Reviewing Board opinions of cases that were appealed to that level.

The Workers' Compensation Director presented at a Health Care Finance Committee Hearing on the Department of Industrial Accidents Board Rates.

As a result of decreasing workers' compensation expenditures from \$14.1 million in FY2005 to \$8.4 million in FY 2009, Ms. Correia received the Manuel Carballo Governor's Award for Excellence in Public Service.

Policy and Procedure Unit – Richard Greene, Director

The 201 Selection and Hiring Policy was reviewed and updated. This was the first time in years that this policy went through such extensive changes. Many forms were changed as well as new ideas adopted. Once the policy was signed off, training was provided to the managers and supervisors that would sit on hiring panels. This training was conducted in conjunction with the Office of Diversity and Equal Opportunity.

We developed a video that shows Correction Officer and Correctional Program Officer applicants what the Physical Abilities Test is all about. The video has been placed on a video loop to show applicants when they come in to sign the Civil Service lists. This video is also on our Internet Recruitment page.

In conjunction with the Office of Technology and Information Services, we developed an electronic Exit Interview form. The electronic form allows the employees to enter information by themselves without a supervisor present and also allows the DOC to run reports on the various reasons why employees either resign or retire.

We worked with the Commonwealth Human Resources Division (HRD) on civil service exams for the Correction Officer and Correctional Program Officer series. Permanent CO III 's and permanent CPO D's provided feedback as Subject Matter Experts with regard to exam content.

The Unit updated and issued the Essential Emergency Personnel list for the Department of Correction. This list indicates the employees who are designated as emergency personnel, due to the critical nature of the job they perform. When a State of Emergency is declared by the Governor, these employees need to report to their assigned worksite as scheduled.

We continued to assist and provide information to the U.S. Department of Justice and Attorney General's Office regarding the lawsuit on discrimination against females on the Physical Abilities Test.

The Unit worked with Superintendents to update and revise their Management Questionnaire (MQ), or job description.

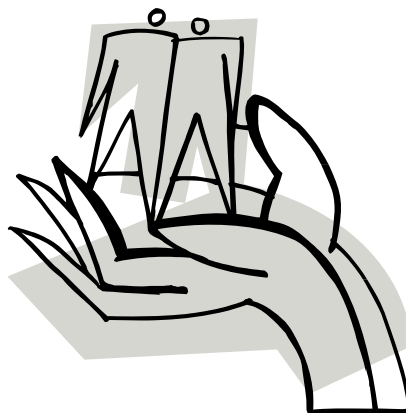
Employee Assistance Services – Esther Gonsalves

The Employee Assistance Services Unit provides 24-hour accessibility for crisis intervention and substance abuse for DOC employees and their family members. The Unit is staffed with correctional employees who have a number of years of experience in various facilities of the department.

In 2009, the Employee Assistance Services Unit responded to 822 calls for assistance, which does not include follow-up calls with clients. The Unit responded to seven critical incidents at institutions, conducted trainings, attended trainings, and made trips to treatment centers. The Unit also provided assistance in obtaining benefits for survivors of deceased employees.

Three members of the Employee Assistance Services Unit continued training and professional development towards becoming certified by the Employees Assistance Professionals Association. This is an important component to increasing resources and services to staff and their family members.

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



Labor Relations – Jeffrey Bolger, Director

2009 has been a busy year for the Labor Relations Unit. While there has been a drop in the number of discipline appeals to the Civil Service Commission, there has been a significant increase in the number of discipline appeals and grievances filed for Arbitration.

A number of important arbitration decisions were received in 2009. In one decision, the Arbitrator upheld the DOC giving Veterans preference for time off on Memorial Day. Another decision involved a class action working out of classification grievance. The Arbitrator adopted the Department's reading that the contractual language "a period of 30 days" means 30 consecutive working days, even though that word is not included in the contract. The Arbitrator noted that the Union's interpretation would leave management with an open-ended, unpredictable obligation, and noted that there was nothing in the contract language, past practice or bargaining history to support the creation of a one-year accrual period. In a third decision, the Arbitrator held that the Union's right to information under Article 5 of the CBA was limited to the information listed in the Article.

The Massachusetts Correction Officers Federated Union (MCOFU) and the DOC entered into a cost savings Memorandum of Agreement which avoided the proposed layoff of Recreational Officers.

The MCOFU and the DOC entered into a Memorandum of Understanding regarding the compensation of employees who are required to care for and train K-9's during off duty hours.

To the right is a breakdown for 2009 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.

2009 Civil Service (CS)

CS Hearings Held: 46

Total Decisions issued: 30

CS Decisions issued on discipline appeals: 22

Dismissals: 15

Overturned: 5

Modified: 2

CS Decisions issued on other appeals: 8

Dismissals: 3

Overturned: 3

Modified: 2

Total CS Appeals Settled: 6

Total CS Appeals withdrawn: 13

Total CS case decisions pending: 31

2009 Grievances

Grievances filed: 316

Grievances Consolidated for Hearing: 12

Grievances double filed: 4

Grievances Union put on hold: 1

Grievances withdrawn: 5

Grievance balance after consolidations and double filings; awaiting union; withdrawals: 294

Grievances heard: 289

Grievances denied: 284

Grievances Upheld: 4

Grievance response pending review: 1

Grievances Settled: 5

Administrative Hearings Unit – Jennifer Gaffney, Director

The Administrative Hearings Unit initiated a *Leading and Effecting Change Project* during 2009 to implement processes which result in reduced costs and expedited processes. Accomplishments included:

- Through prioritizing and collaboration, 97% of backlog of open discipline items was eliminated.
- The team significantly reduced processing expenses by eliminating internal/external mailing. Paper was replaced with scanned copies thus reducing the need for envelopes, labels and mailing costs. Certified mail of discipline letters were significantly reduced by employing facility staff to serve employees directly. Certified mail is now used only for detached employees.
- Case disposition processing time was reduced by approximately 30% by enforcing deadlines and reducing continuances through the enforcement of good cause standards.
- The Administrative Hearings Unit Procedure Manual was completed.

Discipline Resulting from Commissioner's Hearings (CH)

| | | | |
|-------------------|-----|------------------|-----|
| CH Held | 136 | | |
| Reprimand | 4 | Reprimand | 267 |
| 1 day Suspension | 20 | 1 day Suspension | 110 |
| 2 day Suspension | 8 | 2 day Suspension | 16 |
| 3 day Suspension | 17 | 3 day Suspension | 33 |
| 5 day Suspension | 13 | | |
| 20 day Suspension | 3 | | |
| Termination | 38 | | |

Discipline Resulting from Superintendents

Prosecution Unit – Amy Hughes, Counsel

The Prosecution Unit works to hold employees accountable when they fail to abide by the Department's rules, regulations, and policies, which are designed to promote the safe, effective operation of the Department's institutions. To accomplish this task, the Unit reviews requests for Commissioner's hearings, and prosecutes cases administratively as well as on appeal to the Civil Service Commission or Arbitration. The Unit also works with Unions to settle cases when appropriate.

In 2009, seven Arbitration Awards and six Civil Service Commission decisions were issued concerning 15 disciplined employees in cases where the Prosecution Unit represented the Department. Although the Department issued discipline was modified in several of these cases, only one Arbitration Award completely overturned the discipline issued by the Department. None of the decisions issued by the Civil Service Commission completely overturned the Department issued discipline.

Of particular note, an arbitrator upheld the termination of an employee for engaging in domestic violence, lying about it, and smoking off duty. Significantly, the arbitrator held the employee accountable for a domestic violence incident despite the fact that criminal charges against the employee were dismissed. In another case, the Civil Service Commission upheld the termination of an officer who made inappropriate comments in reference to mentally ill inmates. Finally, the Civil Service Commission upheld suspensions and final warnings issued to officers who submitted false reports and lied during the course of an investigation into a staff assault on an inmate.

Office of Diversity and Equal Opportunity – Monserrate Quinones, Director

The Office of Diversity and Equal Opportunity drew the attention of 337 minorities for employment consideration at 26 high profile job fairs, of which eight of the most suitable candidates were referred for department vacancies. During calendar year 2009 the DOC hired 29 minorities, 31 women and one person who self-identified as a person with a disability. The DOC promoted 17 minorities, 46 women, four persons with a disability and three Vietnam Era Veterans. Reasonable accommodations were approved for 16 employees and four additional employees self-identified as disabled.

Meet to Resolve Program The Office of Diversity piloted the METORS (Meet to Resolve) Program, an informal employee conflict resolution program designed to facilitate collaboration among employees using cross-cultural understanding to promote an inclusive culture respectful of diversity in the workplace.

Commissioner's Diversity Advisory Council The Office of Diversity launched the Commissioner's Diversity Advisory Council (CDAC), created to assist the Commissioner and the Office of Diversity and Equal Opportunity in maintaining DOC diversity objectives.

Hiring and Selection Policy The Office of Diversity in partnership with DHR trained 176 DOC employees on a revised hiring and selection policy that also includes guidance to hiring panels to consider an applicant's ability to speak a second language.

Business Partnerships The Office of Diversity promoted the DOC's commitment to the Massachusetts Supplier Diversity Program by sponsoring the 1st Annual Minority and Women-Owned Businesses Vendor Networking Event that connected 350 attendees with 58 Minority/Women Owned Business exhibitors from across the state.

Job Shadow Program The Office of Diversity developed a Job Shadow program in partnership with Massachusetts and Rhode Island college career centers and area high schools.

Employee Diversity Survey The Office of Diversity inaugurated the 1st DOC Diversity Survey sponsored by the Commissioner's Diversity Advisory Council. Approximately 1400 employees responded to pro-

vide further understanding around the work of access and opportunity and in the creation of a healing work environment.

Civil Service Awareness The Office of Diversity designed the "Civil Service Awareness" campaign to inform the public on what to expect during the Civil Service Exam, DOC Training Academy, Physical Ability Test (PAT) and the day to day experiences of a Correction Officer.

1st Annual Unity Day The Office of Diversity celebrated the 1st Annual Unity Day "Diversity is You" event. More than 250 individuals, including DOC employees, their families, friends and our community partners, interacted with the many cultures represented within the DOC.

Management Diversity Training The Office of Diversity redesigned the bi-annual "Diversity Training for Managers" to include e-learning, instructor led forums and webex tools for recognizing the advantages of valuing the strength in our differences.

College Internship Program The Office of Diversity in response to an overwhelming interest of area college students partnered with DHR and revived policy 103-DOC-226 College Internship Program, that includes multi-tracked career internships related to information technology, legislation, communications as well as criminal justice, just to name some.

Staff Development The Office of Diversity presented informational training "Workplace Results and the Role of the Office of Diversity" during the DOC Massachusetts Commission Against Discrimination in-house trainings to provide awareness of the services of our office.

Help Desk Service The Office of Diversity expanded visibility of our programs and services to all DOC employees, contractors, and/or vendors with a "Help Desk" service on the intranet/internet. The "Help Desk" also serves as a tool for advocacy and referral and to date has served over 300 inquiries.

National Hispanic Heritage Month The Office of Diversity partnered with the Massachusetts National Guard Federal Diversity Team in honor of National Hispanic Heritage Month with a Hispanic Cultural Recognition Event.

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, departmental 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 2009

- Saved \$344,217.65 in early payment discounts by prioritizing and processing payments eligible for discounts within the contracted discount days. The department has been recognized by the State Comptroller as being the “lead agency” in the Commonwealth for taking advantage of the Early Payment Discount Program.
- In January 2009 a new contract was entered into with Community Resources for Justice for the provision of 20 new reentry beds in a residential program within the city of Boston.
- Replaced the antiquated 450 MHz radio systems at MCI Framingham and South Middlesex Correctional Center with a new 800 MHz radio system. This installation was a step forward for the department to attain its goal to have complete interoperable communications with other public safety agencies and a step forward in our goal to migrate from an outdated 450 MHz radio network to new state of the art 800 MHz radio communications department-wide. This procurement was accomplished after the department was granted \$780,000 in IT Bond funding for this project.
- The Division of Food Services attained approximately \$900,000 in savings by taking advantage of “opportunity buys” of food product.
- During 2009 the department continued with its 5 year plan to replace aging department infrastructure equipment with new equipment. Due to the Commonwealth’s ongoing fiscal crisis, the amount of capital funds made available for year 2 of this replacement program was reduced from what was made available during the preceding year. This much needed funding is still being put to good use to replace aging institutional infrastructure, including food services equipment, snow removal equipment, security equipment and other equipment necessary to safely operate a correctional facility.
- The Department continued its conversion of institutional inmate law libraries from print material to an electronic format. This project is being done utilizing inmate benefit funds and it will ultimately result in savings to the operational costs to maintain these law libraries, as the need to purchase “print materials” will be eliminated once all sites are converted. To date, law libraries at 10 sites have been automated.
- Reduced calling rates family members and friends of inmates who receive telephone calls from the individuals incarcerated in our State correctional institutions. Maintaining contact with families and friends is an important component for successful reentry into the community. The department continues to strive to keep its calling rates for inmate telephone calls a level that does not place an unreasonable burden on the families and friends of inmates.
- Completed 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 early 2009. These master antenna upgrades were done at no cost to the department’s operating budget and with no negative effect to institution climate.
- Institutional audit reports were issued on a monthly basis documenting policy compliance to expenditures of inmate and employee benefit funds at all facilities.
- Implemented a pilot program at South Middlesex Correctional Center utilizing electronic kiosks (3) to be used by inmates for electronic commissary ordering and secure mail service. This pilot program is being funded by our provider of commissary services, Keefe Commissary Network. This pilot program is being monitored and shall be evaluated for

increased rollup within the department.

- As a component of the Affirmative Market Program, during 2009 the Department totaled \$4,153,089 in expenditures with Minority and Women Owned Business Enterprises (M/WBE's), exceeding an established 2009 agency benchmark in accordance with Executive Order 390.
- Managed the utilization of \$12,588,916 of American Recovery and Reinvestment Act (ARRA) funding allocated to the Department to fund our contracts for medical, dental, and mental health services to the incarcerated population in the state prison system for May and June 2009, resulting in 528.47 (FTE's) reported as jobs retained on the Massachusetts Recovery and Reinvestment Office's ARRA Quarterly Reporting Database.
- Revenues attained from recycling totaled \$13,991.10 during 2009. These revenues were used to purchase new equipment for our transfer stations, maintain existing equipment used in recycling and to 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, 2009 was a challenging year for the Department of Correction. The agency's operating budget was impacted by budget cuts, a 4.69% decrease from the maintenance request of 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 were many challenges and achievements during the past year. In addition the Department was faced with 9C cuts in October totaling \$6.7M or an additional 1.24% reduction.

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 maintain the majority of the research based rehabilitation/education programs for the offender population in the areas of basic education, vocational education, substance abuse, and sex offender treatment preparing offenders for their reentry to the community.

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 164 Correction Officer positions in FY2009 in order to help offset the 220 lost due to attrition. This ability to backfill security positions assisted in not only decreasing the overtime cost for the department but has created a safer environment for both the staff and offenders.



MassCor Industries – James F. Karr, Director

MassCor Industries has been through some significant transitions in calendar year 2009. 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 new and rebuild existing partnerships with all institutions, state agencies, and MassCor customers. The following accomplishments transpired in 2009:

One significant accomplishment is that MassCor was reaccredited in October 2009 and deemed 100% compliant to the American Correctional Association (ACA) Standards.

The NCCI Optical lab continues to add new equipment for the lab including a new Gerber Lens Generator GTL that allows MassCor to handle current production requirements and increase efficiencies for this operation. MassCor can better serve our customers with on-time delivery and enables MassCor to contract with other state agencies to provide optical services. MassCor's offender workforce can be trained on the newest technology in the optical profession. The Industrial Instructors at NCCI Gardner are facilitating the testing of offenders working in the Optical Shop to gain a certification from the American Board of Opticianry, a nationally recognized organization. This test reveals competency in the optical field and overall knowledge of optics. The offenders taking this exam will receive a certification from the American Board of Opticianry (ABO) which will allow offenders to show their qualifications and work history to potential employers. As a result of the initial testing, four out of the five individuals that participated have received certificates in Advanced Optics from the ABO.

The Old Colony Correctional Center print shop has implemented a Design Area. Three new computer systems were networked to create new offender jobs in graphic design and typesetting. This will result in a workforce trained on the most current technology in today's marketplace allowing for expansion of services provided to customers.

MassCor has added at MCI Framingham Flag Shop, two new single head embroidery machines and new software systems tied to a new digitizing network.

This allows for state-of-the-art production, application sharing, and better communication throughout the embroidery operation. A soft sided footlocker was added this year to the operation in Framingham as well as to the production line in the MCI Shirley Sewing Shop.

Website development is currently underway to provide a new way to market our products and sell to more private entities. Specific contracted customers can access their specific customized area within the site to view information and place orders.

MassCor has recently reopened the Janitorial Shop and is finalizing pricing and gearing up stock levels to successfully market to the Department of Correction and other agencies. It is expected that this will be a very profitable shop and that offenders will learn a valuable trade and skill set for successful re-entry.

MassCor Headquarters has designed a new tool crib to formalize control over materials and tools for distribution to various Industries sites to allow compliance to ACA standards.

Space studies have been conducted to identify additional space for Industries expansion allowing MassCor to increase production capacity and open new shops. This will be a key factor in the viability of future operations and allow MassCor to increase the offender workforce and provide additional training. Increasing training for offenders will present a mechanism for a skilled workforce, a better understanding of best practices, and a safer work environment.

With growth and improvements in our programs, MassCor was able to hire and train additional offenders, allowing us to reach our goals within reentry.

Division of Staff Development – William Dupre, Director

In 2009, the Department of Correction enhanced its commitment to the vision of building a learning organization through staff development. Many training initiatives throughout the past year focused on the leadership, management and supervisory competencies at all levels of the workforce supporting the practices of a learning culture. A learning culture creates an environment where learning is stimulated to support individual employees, work teams and the Department to learn and grow to new levels of performance.

The Division began the year with the enhancement of the Recruit Training Program (RTP) to a 12-week program that fosters an environment that cultivates a learning organization aligned with the agencies vision, mission and core values. The program provides a solid foundation of good correctional practices that supports a balanced system of conditions of confinement, successful reintegration and serves public safety to its fullest potential. The RTP is a performance – based design where the standards of success are identified by achieving proficient performance levels through a continuum of assessments targeting the essential duties and competencies of a correctional professional.

Additionally, the Division designed, developed and implemented a 40-hour Drill Instructor Development Program. The foundation of the program is the practices and principles of the Leadership Challenge, Drill Instructor competency development, and the coaching and mentoring philosophy and practices of the Field Training Program. Fifteen staff members from across the Department were certified as Drill Instructors.

In 2009, the Recruit Training Program (RTP) completed one class graduating a total of 163 recruits (148 Correction Officers, 12 Correction Program Officers; three Industrial Instructors). 24 New Employee Orientation programs were offered with 232 staff successfully completing the program. 1528 employees completed a modified In-service Training Program which concluded on May 1, 2009. Due to fiscal constraints the program was modified

on November 3, 2008 to reflect 16 hours of regional training with the remaining 24 hours completed at the facilities. The program was ultimately suspended as of May 2009.

A Department Training Advisory Committee (DTAC) composed of a cross-section of department personnel was convened in January to analyze the various components of In-service Training. Three challenge areas were reviewed using various data sources to include employee surveys designed to compile feedback from the workforce: Standards and Structure; Quality and Relevance; and Training Delivery were identified for short and long-term improvements. Proposed recommendations for the TY'10 In-service Training Plan include additional methods of delivery related to Field Training and E-Learning strategies. The proposed plan was completed in the summer of 2009. However, due to continued fiscal constraints the Department suspended the In-service Training program scheduled to commence in September.

As of February 2009, 65 new correction officers completed the Field Training Program at five facilities across the Department: MCI Framingham, North Central Correctional Institution, MCI Shirley, Souza Baranowski Correctional Center and MCI Cedar Junction. An additional 116 staff were certified as Field Training Officers throughout the course of the year.

The Division commenced the final pilot of the program in October at nine institutions: MCI Cedar Junction, Souza Baranowski Correctional Center, MCI Concord, MCI Framingham, MCI Norfolk, Lemuel Shattuck Hospital, MCI Shirley, Pondville Correctional Center and South Middlesex Correctional Center. The program expansion also included the participation of the graduating correction program officers in the program.

With continued dedication and commitment to the Department's vision and mission throughout 2009, the "Furthering Reentry through Targeted Initiatives" training plan was developed and imple-

mented. Subsequently, an internal Reentry Training Advisory Committee was convened in November 2009 to review current practices, generate collaborative ideas, and build consensus around proposed recommendations.

In collaboration with the Reentry and Program Services Division, the Division supported multiple training initiatives including: Reentry Housing Resource Forums; DOC and Department of Children and Families (DCF) parenting initiative; Reentry What Is It and Why is It Important?; Enhancing Reentry Through Collaboration Workshop; COMPAS (risk/needs); E-Learning Modules (IMS Reentry screens); and Modified Therapeutic Community.

In addition, Enhancing Reentry through Dialogue and Discussion "Brown Bag" forums were facilitated at various institutions utilizing the Reentry - White Paper. The Division has been an integral part of the roll-out of the COMPAS training necessary to implement the offender risk needs assessment.

The Division remained committed to building training capacity throughout the organization by way of instructor competency development. Throughout the course of 2009, 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.

The New Supervisor Program was developed and delivered to 168 newly promoted Sergeants between February and June 2009, with 161 successfully completing the program. The curriculum utilized the Five Leadership Challenge Practices as the anchoring content to compliment the competency development relative to the "Role of a Supervisor." An evaluation process was designed to electronically capture the quality of training received.

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. Several training initiatives were hosted throughout 2009, with over 80 Senior/Middle Managers participating in a multi-phase Correctional Leadership/Management Program hosted by the National Institute of Corrections.

To date, the Division has worked in collaboration with internal and external stakeholders in support of the agency's mission to promote successful offender reentry and public safety through targeted training initiatives. We look forward to the upcoming training year as we work to move from traditional corrections to a balanced system that supports the conditions of confinement, successful reintegration and serves public safety to its fullest potential.



Division of Resource Management— Jeffrey Quick, Director

MCI Bridgewater Complex – Water Distribution System

As a result of an Administrative Consent Order from the Department of Environmental Protection (DEP), in 2009 a more thorough investigation was conducted for the entire MCI Bridgewater Water Distribution System. As a result of this investigation and corrective action, it appears the Department will be able to receive a significant reduction in the complex's annual water usage rate for an extended period of time.

Utility and GIS Mapping

With new Global Positioning System (GPS) equipment and Graphic Information Systems (GIS) software, the Division of Resource Management (DRM) office is now equipped to field survey and update institutional plans more efficiently and accurately. The Division can now produce quality large scale aerial photography for all of the correctional institutions as well as upgrade many of the older outdated utility plans.

DOC Archive Project

In 2009, the DRM office, in-house, conducted major upgrades to its Archive Library. Improvements include physical upgrades and protection to the plan storage area, better scanning techniques and improvements to the labeling and cataloging process for the thousands of institutional plans on file at the DRM Concord Office.

MCI Plymouth Water Pollution Control Facility (WPCF)

The DOC acquired a new WPCF at MCI Plymouth. The \$2.2 million project will substantially be completed in March 2010. The facility will service the expanded inmate population at MCI Plymouth as well as a new on-site laundry facility. The state-of-the-art WPCF takes the place of the aged septic system that is slated for decommissioning.

MCI Concord Water Pollution Control Facility

The WPCF serving the MCI Concord prison and the Northeastern Correctional Center received a major upgrade for much of its operational equip-

ment. This upgrade allows for more efficient process operational control as well as decreased power consumption. In-house DRM staff oversaw the project from design to construction completion.

MCI Norfolk Water Pollution Control Facility (WPCF)

A final design was submitted and approved for a major \$7.5 million upgrade project to the existing Norfolk / Cedar Junction Water Pollution Control Facility. Major upgrades include eliminating the existing failing Package Treatment Units (PTU) and changing over to a more state of the art Biological Membrane Filtration Plant. Once complete this will be one of the state's larger Bio-Membrane Wastewater Plants.

Norfolk / Cedar Junction Emergency Sewer Repair

The main sewer line from the Norfolk / CJ correctional complex that accommodates all of the wastewater from the four institutions (400,000 gallons per day) started to show evidence of catastrophic failure. With cooperation from the facilities and the Division of Capital Asset Management (DCAM) office, the DOC was able to avoid a security and environmental crisis by quickly installing a temporary emergency line. Once this line was installed the DRM office was able to design and construct a more suitable permanent sewer line.

DOC Auger Monsters, Muffin Monsters and Grease Traps

DRM initiated and oversaw the repair of several department Auger Monsters, Muffin Monsters and the installation of several strategically placed grease traps. These include units at North Central Correctional Institution, MCI Concord, MCI Norfolk, Cedar Junction and the Bridgewater Correctional Complex (BCC). All pro-active measures undertaken for efficient and effective removal of solid waste and grease from the waste stream benefits not only the wastewater plants but the institutions as well by helping to eliminate emergency call-ins and the high costs associated with them.

Electricity PMT – saved Commonwealth \$10M

Participated in the statewide procurement of elec-

tricity through World Energy reverse auction resulting in \$10M savings statewide.

Old Colony Correctional Center Steam Line Replacement

Replaced 2700 feet of high pressure steam and pumped condensate piping resulting in a reduction of over 25,000 gallons of make up water at the power plant.

Shirley Arsenic Treatment

Installed new arsenic and lead treatment skids and buildings and tied in all systems to return complex to well water.

Photo Voltaic (PV) Install and Commissioning

Successfully commissioned five large PV sites DOC-wide (CJ Industries Roof, Norfolk/Walpole Correctional Complex WPCF, MCI Concord WPCF, SMCC lawn and at the BCC cross roads of OCCC and MASAC. Also worked with DCAM to get approval on a second set of PVs projects.

Power Plant Integration

Successfully integrated Power Plant operations into the Division of Resource Management.

Core Services Out-Building and Budget Integration

Having assumed control over the Core Services personnel, DRM also integrated the budgets and maintenance activities at all the "out-buildings" within the complex.

MCI Framingham Old Max

Renovated the second Floor of the Old Max in MCI Framingham for a Behavioral Management Unit.

MCI CJ 9-Block

Renovated 9-Block in MCI Cedar Junction for a Behavioral Management Unit.

NCCI Turbines Contract

Fully vetted six responses to the Wind Turbine RFPs by DCAM and awarded contract in principle to JK Scalan for two 80m wind turbines which will net meter up to 80% of the power produced by the turbines in addition to providing power for NCCI.

Enterprise Energy Management System

Participated in a Project Management Team (PMT) for statewide Enterprise Energy Management System (EEMS), Phase I, initiated by the Division of Energy Resources. This project will sub-meter most large buildings at the DOC and Fitchburg State College. This is the first stage of a large initiative to gain greater control over energy usage in all state owned buildings.

IDS Sub Metering NCCI

Similar to EEMS, DCAM initiated an effort for NCCI specifically to sub-meter all major buildings.

ACA Presentation

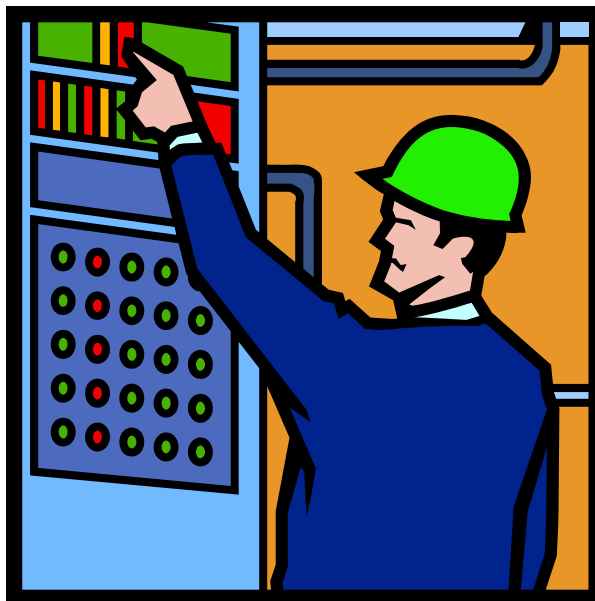
Attended the 139th Congress of Corrections in August 2009 (ACA) and presented Renewable/ Alternative Energy trends in Corrections.

Demand Response Switchover

Coordinated the CPower Database conversion for our Demand Response efforts. Each site had to be upgraded from a modem and software standpoint.

Operational Services Division FAC64 PMT

Successfully completed the preparation of the security systems service and materials contract for the state.



Technology Services and Security Division – Maria Michalski, Chief Information Officer

On February 19, 2009, Governor Deval Patrick signed Executive Order 510 - Enhancing the Efficiency and Effectiveness of the Executive Department's Information Technology Systems which changed the reporting structure of the Technology Services and Security Division to the Executive Office of Public Safety along with other public safety IT organizations. Executive Order 510 included the appointment of a Secretariat CIO who will work with all Agency CIO's to create a consolidation plan that will address how IT services will be managed or consolidated at the Secretariat level. The new IT organization, called the Office of Technology and Information Services (OTIS), will be responsible for supporting the help desk, desktop, network, database and application development, and web services needs of all public safety agencies. In order to meet these objectives, OTIS has selected a centralized Help Desk tool and has documented agency-specific processes that will assist in creating and enhancing service levels. Other accomplishments that should be noted are:

Critical network needs have been identified and OTIS staff have upgraded several areas of the DOC network, including enhanced security features on various hardware devices.

Installation of video conferencing at two more DOC institutions to address the need of reducing travel and overtime costs.

Pilot of the Open Office software suite at two DOC institutions to address the need to decrease IT licensing costs and the need for common software versions.

Assisted with the mission change at MCI Cedar Junction by working with ICE for the installation of a new fingerprint system as well as making necessary modifications to the Inmate Management System to account for the transition of reception center operations from MCI Concord to MCI Cedar Junction.

Pilot of an e-learning system in collaboration with

the Division of Staff Development to address the Department's need to reduce costs associated with training.

Expansion of Intranet capabilities for training, through the development and publication of various training topics, including but not limited to: Executive Order 504, Conflict of Interest Law, and Diversity.

Design and implementation of the Family & Friends section of the DOC internet page to meet the Department's goal of improving the communication between staff and external stakeholders, to include the family and friends of inmates, who want more information regarding the incarceration and reentry process.



Special Operations Division – Steven P. Ayala, Director

The Special Operations Division successfully completed and passed the Policy Development and Compliance Unit annual audit in March 2009. The “new” Armory located at MCI Cedar Junction has been completed and is currently operational. The “Ammunition Bunker” located at NCCI Gardner has been closed and is no longer being used by this Division.

A Sigpro 2340 firearm transition course was offered in May 2010 for those that never attended or failed to certify during the 2009 course.

A bid is currently out for the removal of all brass casings.

A bid is currently out for the .38 ammunition and equipment (holsters, speed loaders, etc.) that are no longer being used by the Department.

Special Operations Response Units

The Special Operations Response Units (TRT and SRT) provided support for two recruit training classes (RTC 306 and RTC 307), to include OC Pepper spray as well as CS during chemical agent familiarization training as departmental policies recently have incorporated the use of OC as a tool when attempting to gain voluntary compliance of disruptive inmates. This also includes weapons qualifications, defensive tactics and extraction team concepts.

The Special Operations Response Units (SRT and TRT) continue with the annual training of tactical shooter and handgun retention courses to all staff who are issued 24 hour firearms, as well as those who require annual and biannual certifications of the MKIV OC Pepper Spray projector and Monadnock Expandable Baton. These courses are offered to the Central Transportation Unit, High Risk Transportation Unit and the Office of Investigative Services, with a total of approximately 140 staff members.

The Special Operations Response Units (SRT and TRT) assisted the Division of Staff Development in creating a lesson plan for the implementation of specialized training for approximately 75 supervisors at SBCC in the execution of two Inmate Cell Extractions.

The Special Operations Response Units (SRT and TRT) have been assigned to the Souza Baranowski Correctional Center since February 23, 2009 to provide security for both the 7-3 and 3-11 Shifts, as a result of the recent changes in the facility’s mission.

The Special Operations Response Team along with the Special Operations Division moved the remaining 120 inmates from MCI Cedar Junction to the Souza Baranowski Correctional Center.

The Special Operations Response Team conducted two institutional searches according to the DOC 561 Search procedures of the Souza Baranowski Correctional Center.

The Special Operations Response Unit assisted in the search for DOC Volunteer Richard Nethercut in Concord, Massachusetts along with the Canine Unit and other law enforcement agencies.

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 2010. The Use of Force Pilot Program will first be introduced at the Bridgewater Complex.

Canine

The Canine Unit provided 63 mutual aid requests to area police departments for narcotic searches, i.e. cars, tracking, felony subjects, lost persons, warrants, etc. We provided 17 area high school narcotic searches throughout Massachusetts. The Canine Unit conducted approximately 190 narcotic searches throughout the Department of Correction.

Canines were also on routine patrols throughout the Department of Correction.

Communication

MCI Framingham and Northeastern Correctional Center were provided with the New Radio 800 MHz. System

Rebanding of the 800 MHz. Radio System to include all vehicles, bases and portables (approximately 2,000) radios.

Office of Strategic Planning and Research- Rhiana Kohl, Ph.D, Executive Director

The Office of Strategic Planning and Research encompasses the design and implementation of the Department's planning initiatives, particularly the identification of goals, objectives, and key strategies aligned with our vision and mission statements. The Executive Director convened an interdisciplinary cross-section of DOC staff to develop the Department's first multi-year strategic plan. This process included working with a multitude of DOC colleagues and engaging in active exercises to identify overarching goals for the Department and associated objectives, strategies and performance measures. This process culminated in a final draft of the five year plan in the fall 2009. Informative presentations on the contents and applications of the DOC's Strategic Plan were conducted and planned for the rollout in 2010.

Much of what was included in the strategic planning process and final plan was derived from the findings of our first Future Search conference held earlier in the year, February 2009. This three day event involved planning meetings with key stakeholders in corrections reflecting on our vision and transforming those shared visions into action. The conference, *"A Partnership for Safer Communities: A Shared Responsibility,"* was co-sponsored by the Department of Correction, Massachusetts Parole Board, and Massachusetts Sheriffs. Representatives from diverse perspectives participated, including, but not limited to, ex-offenders, legislators, victim advocates, inmate advocates, correction officers and line staff, probation, health and human services, volunteers, sheriffs, DOC administrators, workforce development staff, and many more. Six areas of common ground identified were: coordinated and integrated partnerships across agencies; improved public safety through sentencing reforms and alternatives to incarceration; improving the process of prison reentry into the community by providing diverse rehabilitative opportunities with community involvement; reaching out to the public at-large to increase awareness; educate and engage advocates for public safety; change institutional culture in prisons and jails in the best interest of public safety to proactively maintain a culture that is safe and a healing environment for all stake-

holders; and family involvement, without whom inmates are less likely to succeed in and out of prison. As noted, these areas of agreement served as a cornerstone for the DOC Strategic Planning process.

Within the Office of Strategic Planning and Research are the Performance Measures Division, Grants Management Unit and Research & Planning Division. Managers in each Division participated in leadership development offered by the National Institute of Corrections, while many staff members utilized the training opportunities also based on the Leadership Challenge provided by the DOC Training Academy. Finally, the work and contributions of DOC staff to the Commonwealth's Division of Capital Asset Management's (DCAM) Corrections Master Study was concluded in spring 2009 and is awaiting a final plan and recommendations.

Research and Planning Division

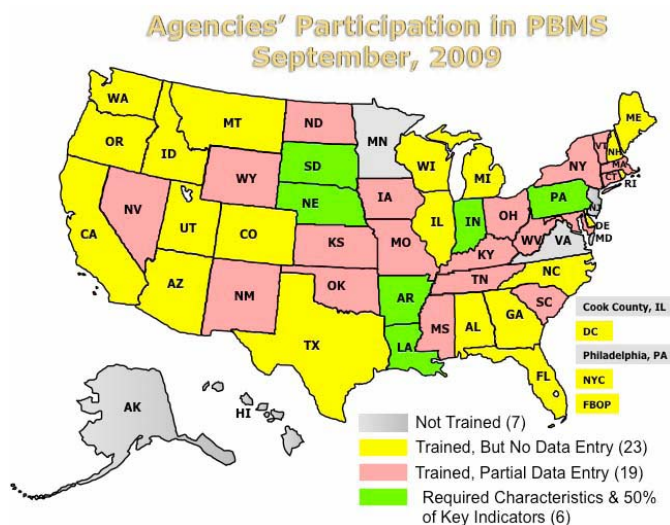
The Research and Planning Division develops and provides an array of statistical information, trend analyses, reviews of research literature and evaluations, including numerous weekly, quarterly and annual reports, which guide planning, management decisions, policy development, legislation and operational prison services. DOC research staff are dedicated to the timely production of objective, reliable, and relevant findings that can be readily applied to work in corrections and the criminal justice community. During 2009 the Research Division responded to over 500 unique requests for information. Also, during 2009, in collaboration with the national recognized leader in prison forecasting, JFA Institute, population projections were completed for the ten years from 2009 through 2019 for the DOC jurisdictional population. These projections were incorporated into the five year strategic planning process and continue to require much monitoring and analysis updates.

Performance Measures Division- Diane Silva, Director

The Performance Measures Division was reorganized in 2009 to allow for an increased effort in evaluating and developing performance measures that can be used to support our performance measures model of Leadership, Management, Accountability and Performance (LMAP), be included in the Department's first multi-year strategic plan, meet national reporting requirements set by the Association of State Correctional Administrators (ASCA) and establish a system of performance measures management. Performance measurement is the art and science of assessing how well an organization is achieving its goals. Over the past decade, several correctional systems have attempted to re-think how they monitor progress toward specific agency goals to ensure greater staff and agency accountability. As a result, performance measures management has grown in popularity because it allows managers to make data driven decisions. This growing trend is supported in current literature as it promotes accountability, improves service quality, reduces operational costs and maximizes safety.

LMAP is a forum through which the process of using performance measures and data driven decision-making is conducted. These forums are open discussions where key agency practices and initiatives are candidly evaluated and monitored. LMAP is a tool that promotes the sharing of current information to achieve better results. The purpose of conducting LMAP forums is to create a mechanism for discussion about agency, institutional or divisional initiatives and priorities. These forums focus on results and challenge the effectiveness of programs using timely and accurate data to make decisions. Action plans are presented to a multi-disciplined group of departmental employees designed to improve performance. The Performance Measures Division developed a formal LMAP training component along with an accompanying workbook and resource materials for staff to use in preparation of LMAP discussions. Over 100 staff members were trained in the LMAP model in 2009.

One of the division's primary responsibilities is to collect and report data to a national performance based measures database for correctional agencies. The Association of State Correctional Administrators (ASCA) seeks to improve correctional services through the exchange of uniform performance based data by expanding on the implementation of the Performance Based Measures System (PBMS). ASCA has created consistent and meaningful measures and key indicators in addition to a mechanism to collect and share this information. In 2009, new internal reporting protocols were created to support this effort and increase the accuracy of data collected. Additionally, full compliance with meeting the national reporting requirements was aggressively pursued.



Grants Management Unit- Natalya Pushkina, Grants Manager

The Grants Management Unit continues to collaborate with a wide array of DOC divisions, institutions and external partners in pursuit of a multitude of grant and funding sources, primarily from federal agencies. By pro-actively identifying grant opportunities and matching them with departmental needs and interests, the grant management unit has effectively established a solid foundation of coordinated effort to pursue such opportunities in a timely and productive manner. In 2009, the grants manager wrote and disseminated over 60 different summaries of solicitations from federal, state, and private grantors whereby the DOC was eligible to apply directly, partner with another entity, or benefit from being aware of existing funds for others. Upon deciding to pursue a grant, the grants manager coordinated all aspects of the grant application/acquisition and grant administration/maintenance processes. The Grants Unit also provided research, contract management, and budget assistance on grant applications as well as organization of content matter on many applications.

Applications for grant funding submitted through the DOC Grants Management Unit in 2009 included:

- State Criminal Alien Assistance Program (SCAAP) grant application to Bureau of Justice Assistance (BJA), which resulted in a \$5,474,201 award.
- EOPSS Residential and Substance Abuse Treatment (RSAT) grant which resulted in a \$32,000 award. The Grants Unit supports the DOC Reentry Division, which administers this program, by organizing progress and financial reports as well as their submission to the BJA.

The DOC was the lead agency in coordinating multiple agencies, writing and submitting applications for two separate nationally competitive grants, which were subsequently not awarded: Second Chance Act (SCA) Grant program to BJA and the Transition from Prison to the Community (TPC) Initiative to the National Institute of Corrections (NIC). In addition, we applied for Homeland Security

Assistance for State Agencies and Authorities FY2009 Homeland Security Grant Program to EOPSS.

In 2009, the grants manager also acted as a liaison and worked closely with external partners such as local, state, federal and other agencies. Beginning in February 2009 the Interagency Criminal Justice Collaborative weekly conference call was established between the DOC, Department of Mental Health (DMH), Department of Public Health (DPH) and the University of Massachusetts (UMASS) where the role of the Grants Manager is to provide information, expertise, and technical support during all phases of the grant process. Originally this collaborative conference call was started to pursue BJA's Justice and Mental Health Collaboration Program Grant that required a joint application by a unit of state government responsible for criminal justice activities (DOC) and a mental health agency (DMH) with the agencies as equal partners. The collaborative effort resulted in the grant award for the program benefiting incarcerated women with co-occurring disorders being released from MCI Framingham and South Middlesex Correctional Center. Successful work on that grant application also promoted better communication between agencies and the decision was made to continue with the conference call, adding the Department of Youth Services (DYS). As a result, UMASS, DMH, DOC, DPH and County Sheriffs have applied for and UMASS (as the lead agency) received an American Recovery and Reinvestment Act Challenge Grant from the National Institute of Health: Evaluating Effectiveness of a Statewide Public Mental Health Re-entry Program from Harmonized Databases, which equally involves all partners and provides funds for an unprecedented data sharing network and study of the DMH/DOC Forensic Transition Team. The DOC Grants Management Unit continues to actively participate in this collaboration, pursue similar endeavors with other partners and continue efforts to educate staff and promote grant activities within DOC.

Deputy Commissioner - 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 and the Health Services Division

This office also has a special oversight relationship with the three facilities for civil commitments at Bridgewater State Hospital, Massachusetts Alcohol and Substance Abuse Center and the Massachusetts 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.



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

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.

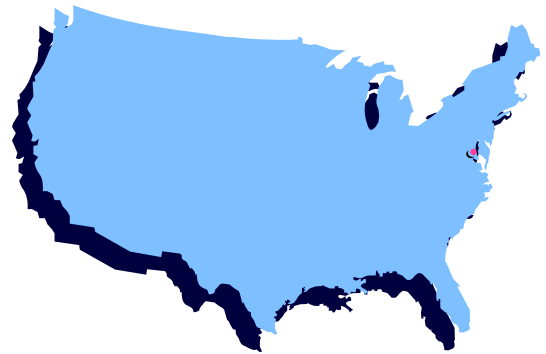
Transfer Unit- Lori Cresey, Deputy Director

In an effort to utilize our bed space in a more efficient manner, the mission of several facilities changed this year. Souza Baranowski Correctional Center (SBCC) has double bunked 450 cells and is now our primary maximum custody facility. MCI Cedar Junction is the Department's Reception Center and MCI Concord has transitioned from Reception to medium security.

A direct result of these changes have been at year's end: newly committed inmates are being classified and moved out of the Reception Center within 45 to 60 days compared to four to six months in 2008; the wait lists for maximum and medium security have been reduced by 93% and 96% respectively. Inmates in segregation are on average being transferred within days of approval rather than weeks.

In addition to changes at maximum and medium security, the Department continues to increase the number of opportunities for inmates to transition into the community through minimum and pre-release security. In April 2009, the security level for the Massachusetts Alcohol and Substance Abuse Center facility changed from medium to minimum security. In addition to continuing to house 30-day substance abuse civil commitments, the facility now has 70 minimum security beds.

The number of community corrections beds were increased by adding 49 pre-release security beds and 72 minimum security beds in 2009 including 20 reentry pre-release beds for male offenders by means of a contract at Brooke House in Boston. We continue to work with other jurisdictions in pursuit of additional beds that will increase the number of integrated community reentry beds available. The number of inmates that transferred to pre-release in 2009 increased by 26% compared to 2008.



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

In an effort to enhance the Reentry partnership with Hampden County, the criteria which allows for DOC inmates to be classified to Hampden County, was extended from six months to release to one year to release in order to allow for a greater opportunity to prepare for their release and reentry purposes. In March 2009, DOC staff provided additional classification and objective point based training to Hampden County staff.

Efforts continue to create a collaborative process to enhance the partnerships with Hampshire County, and Plymouth County Correctional Facility. Several meetings have taken place relative to the placement of inmates at those facilities for reentry purposes.

In May 2009, the Massachusetts DOC finalized an Interstate Corrections Compact Agreement with the State of Montana to provide access to much needed out of state transfer capacity.

Central Date Computation Unit— Janice Hebert, Director

The development of the Central Date Computation Unit (CDCU) in 2007 resulted in established offices for both males and females during 2008, allowing the unit in 2009 to focus on its objective to complete a data quality review of the sentence orders and release date computation of every inmate incarcerated. Ultimately the unit will have the responsibility of all inmate date computation and will process all releases from custody for the agency.

In 2009 focus has remained on the completion of the certification process and well over 6000 inmates were individually reviewed by highly trained staff. In May 2009 the unit completed data quality reviews on all inmates whose offenses occurred prior to the “Truth in Sentencing” Act of 1994 (except males serving a life sentence). This was the most time consuming task due to the complexities involved. In addition, the unit has completed data quality reviews of the entire population of eight facilities, and now processes all releases for those sites.



Central Records Unit— Patricia O’Malley, Manager

The agency's reorganization during 2008 of the Central Records Unit (CRU) to the Classification Division has been highly successful. It now supports the DOC by maintaining the records of recently released inmates on site for five years following release, a significant change from the archival process that was occurring. This is a more efficient and economical way to maintain the records, as this five year period is the most typical period for recidivism.

The Central Records Unit is also beginning to take on a leadership role in directing the facility records managers in the topic areas of CORI dissemination, file maintenance, and record management. The director, in concert with the Legal Division of the DOC, will be providing formal training on CORI, record management and archiving, and handling subpoenas.

Victim Services Unit– Erin Gaffney, Director

The DOC Victim Service Unit (VSU) continues to collaborate with the Executive Office of Public Safety and Security and the Criminal History Systems Board (CHSB) to implement a web based victim notification system. An audit conducted by CHSB reflects that for 2009 the DOC continued to be in total compliance with the proper use of the current victim notification process.

For the past year, our statistics reveal that over 7,229 notifications to victims were made by the VSU. In addition, the computer based information and notification system (VINE) was refined to include additional notification events and this has proven successful. Over the past year 374,238 searches were performed by members of the public to locate an inmate in our custody using the web. Additionally, 23,008 phone calls were made to locate an inmate using this service. Further, 561 phone or email notifications were made to victims related to an inmate's movement or release. These statistics serve to highlight that as a unit within the DOC dedicated to serving victims, the VSU can devote the time and effort necessary to effect timely notifications to a large number of victims, while employing the knowledge and experience they have as corrections professionals to educate and advise victims regarding the intricacies of the agency.

Working in conjunction with the legal division, the VSU enhanced our services to include assisting victims at court during the civil commitment process. The year ahead promises further enhancements in the area of the inmate victim awareness program and electronic and/or automated notifications.

Division of Female Offender Services – Michelle Donaher, Director

The Department finalized the Female Offender Strategic Plan in July 2009. The plan is a response to the findings and the 102 recommendations put forth by the Dedicated External Female Offender Review Panel of August 1, 2005 as part of the GCCR.

Approximately 71% of the recommendations have been implemented while 7% require some additional funding, capital planning and/or legislation for completion. The remaining 22% extend beyond the scope of the Department or are shared with external stakeholders.

Some of these major areas involve housing women in their respective counties, not housing civil commitments at MCI Framingham and capital planning. These areas and the 7% which require additional resources were addressed in reports and plans internal and external to the agency. These critical areas initiatives are to be pursued through inclusion in the new DOC Strategic Planning process.

The Department furthered its efforts to promote family preservation deepening its relationship with the Department of Children and Families (DCF). Cross training began with DCF area directors and social workers as they had a firsthand look at the unique circumstances experienced by the women and the unique and varied program opportunities that are available at the female facilities. DCF also began providing "in-reach" sessions to the women at MCI Framingham and plan to extend these sessions to the women at South Middlesex Correctional Center (SMCC). In these sessions women learn about the responsibility, duties and operations of the DCF agency and its mission to promote family stabilization and child welfare.

Division of Inmate Training and Education – Carolyn Vicari, Director

While the Education Division has made significant gains in increasing attendance in academic and vocational training classes in 2009, it was also instrumental in changing the educational mission of Souza Baranowski Correctional Center as well as transferring our reception/assessment center from MCI Concord to MCI Cedar Junction. The following are three of the most notable projects completed in 2009.

Instruction and serving began in the Culinary Arts Program at MCI Framingham in 2009. Classes have been successful in preparing the women to pass the ServSafe certification and for jobs in the food service industry when they are released. Skills acquired in this vocational program include cooking, serving, dining room management and safe food handling. This joins other culinary arts training programs at Northeastern Correctional Center, North Central Correctional Institution in Gardner, MCI Norfolk, Old Colony Correctional Center in Bridgewater, MCI Shirley and Souza Baranowski Correctional Center in Shirley, which provide important reentry employment skills and opportunities.

A reading lab featuring “My Reading Coach”(MRC) and “Fluent Reading Trainer” (FLRT) software programs was established at MCI Framingham in January 2009. Developed by reading specialists and speech pathologists, MRC is based on cognitive learning theory and utilizes a one-on-one virtual teaching assistant which diagnoses each student’s weaknesses and automatically prescribes the appropriate lessons. The instruction includes comprehension, fluency, vocabulary, grammar, and phonics remediation. In addition to documented reading and language gains, impressive developments in persistence, organizational and multi-tasking abilities, computer literacy, confidence, enthusiasm and self-advocacy were observed

In 2009, 499 GED tests were administered with a pass rate of 62%. Due to the mission change at the assessment/classification center at MCI Concord and MCI Cedar Junction, coupled with the present staffing situation, the number of GED tests administered in 2009 is slightly lower.

To accommodate the additional inmate population at maximum security Souza Baranowski Correctional Center in Shirley after the transfer of the maximum security inmates from MCI Cedar Junction, the Education Division temporarily re-located several academic teachers to meet the immediate additional programming needs. Additional staff were subsequently hired.

The Prisoner Reentry Initiative (PRI) grant concluded during 2009. This two-year US Dept. of Justice grant was awarded to the MA DOC to provide reentry services to assist releasing offenders with job readiness to reduce recidivism. The target population included non-violent offenders returning to the greater Boston area. The DOC partnered with SPAN, Inc., recipient of the US Dept. of Labor’s grant, who would provide these eligible program participants with continued case management, mentoring, and other transitional services. In total, 1,015 referrals were made by PRI staff to SPAN, to be offered case management and region support as they returned to the community.

The Braille Transcription Program is expanding at Old Colony Correctional Center to accommodate six additional inmate jobs.

Other Division statistics for 2009:

- In 2009, 1,784 TABE assessments were administered: 1,429 at the male Reception Center (MCI Concord/MCI Cedar Junction) and 355 at the female Reception Center at MCI Framingham
- In reading, the average for males assessed was at an 8.7 level and at an 8.9 level for the females assessed
- In math, the average for males assessed was at an 6.5 level and at an 6.8 level for the females assessed
- Average number of inmates participating in academic education per month in 2009 was 2,077
- Average number of inmates participating in vocational education per month in 2009 was 667

- Number of wheelchairs repaired in the Wheels for the World program since the program was resurrected in 2007: 817 of which 270 were restored in 2009.

College Programming: Eight facilities have an associate degree program funded with a grant from the U.S. Department of Education entitled *Workplace and Community Transition Training for Incarcerated Youth Offenders*. These programs began as a result of the Massachusetts DOC Education Division being asked to participate in a “Six State Study” funded by an Institute of Education Services grant to the Correctional Education Association. The study will pair those students taking post-secondary courses over a broadcast network to those taking post-secondary courses via other delivery modes.

Three institutions have a bachelor degree program delivered and funded by Boston University. Students eligible to enter this program have an opportunity to earn a degree in Liberal Studies. Institution participants are MCI Norfolk, MCI Framingham, and South Middlesex Correctional Center in Framingham.

Library Services:

Lexis: We are in the process of moving from print to electronic delivery of law library materials. This project will include every facility (except the Lemuel Shattuck Correctional Unit) and will, when complete, make the same resources available to all inmates in the DOC. At present, Pondville Correctional Center, Bay State Correctional Center, MC Norfolk, Old Colony Correctional Center (Medium and Minimum), Bridgewater State Hospital, Massachusetts Treatment Center, MASAC, Souza Baranowski Correctional Center, MCI Shirley (Medium and Minimum), MCI Concord and Northeastern Correctional Center have transitioned to the Lexis system. MCI Framingham and South Middlesex Correctional Center are in the planning stage. Remaining institutions will be connected during the next calendar year.

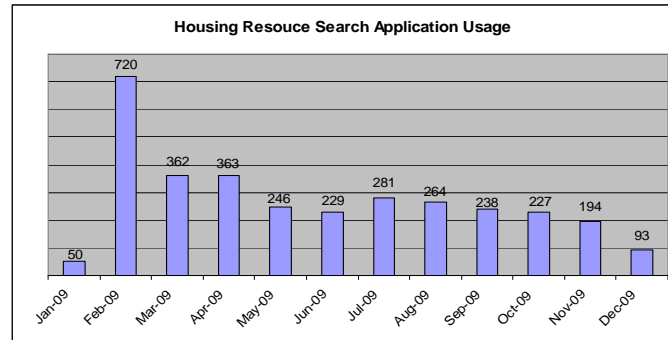


Reentry and Program Services Division – Christopher Mitchell, Director

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 early 2009, a comprehensive review of the Department's residential substance abuse treatment program was completed and a proposal developed to increase utilization and program capacity, improve completion rates and expand general population programming. The revised program model was implemented across the Department beginning in May 2009. The revised program was reduced from eight to six months and incorporated rolling admissions. The program combines the elements of a therapeutic community's social learning approach with an advanced cognitive behavioral curriculum supported by twelve step fellowships. It is estimated that program utilization will increase by 150 admissions annually once the revised program design has been fully implemented.

In February 2009, the Department sponsored two separate full day Housing Resource Forums. Approximately 225 staff representing the Department, Parole and various community based service providers participated in the forums. The forums were designed to introduce the recently created Housing Resource Search application. The Housing Resource Search Application is an easily accessible, searchable data base utilized by staff to secure post residential programs for releasing offenders. The database includes over 172 residential programs and a feedback feature that ensures the information is current and accurate. The forums also incorporated several workshops including the referral process, relationship building with community based service providers, motivating and engaging offenders in the reentry process and the Reentry Housing Program.



In early 2009, the Department developed a comprehensive Robust Reentry Plan designed to identify gaps in our current reentry continuum and request corresponding resources. In March 2009, the focus of the Governor's Anti-Crime Council meeting was the presentation of the Department's Robust Reentry Plan. The feedback from the Council was overwhelmingly positive. The Robust Reentry Plan presentation has also been used to educate Department staff and various external stakeholders across the Commonwealth.

An interagency workgroup comprised of representatives from the Department of Correction and Department of Children and Family Services (DCF) was established to develop a training initiative entitled "Family Connections for Incarcerated Parents." The training initiative was designed to improve services for incarcerated parents and their children by educating staff about the vision, mission and core values of each agency and services available to their respective populations. In June 2009, over 200 staff from both agencies attended the "Family Connections for Incarcerated Parents" training initiative. A training plan has been developed to further enhance communication and more clearly define roles and responsibilities while continuing to strengthen the existing partnership. In December 2009 a video of the Department's Responsible Fatherhood Program was created to further educate DCF staff on the role the Department has taken in teaching offenders to be responsible parents.

In June 2009, over 100 external stakeholders attended a Reentry Informational session hosted by the Department at Northeastern Correctional Center. The informational session was designed to provide participants with an overview of the Department's reentry continuum while promoting the exchange of ideas and enhancing existing collaborations. The session included an overview of our assessment process (COMPAS), inmate classification system, programs, academic and vocational education, medical and mental health services and institutional discharge planning process. Approximately 100 participants including legislators, sheriffs and other external stakeholders attended this event.

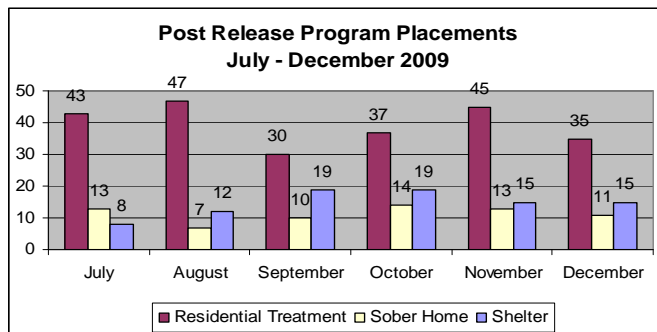
In July 2009, a 76 bed residential substance abuse treatment unit and Responsible Fatherhood program was established at MCI Concord. The establishment of these programs provided inmates access to critical programming as MCI Concord shifted its mission from a reception center to a general population medium security facility.

In 2009, the Department continued to work toward developing and maintaining an inter-agency collaborative approach toward discharge planning that focused on linking releasing offenders to community based resources. This collaborative approach resulted in 21% (305) of the 1,440 releasing offenders from July - December 2009 being placed in a Residential Treatment Program or Sober Home. In that same period, only 6% (88) of releasing offenders were placed in a shelter.

In October 2009 a two-sided brochure was developed to provide stakeholders with statistical information and brief descriptions of all institutions within the Massachusetts Department of Correction. The brochure provides a brief description of each institution to include security level, mission and other facility facts. It also includes program participation data, inmate population vs. institution capacity, statistics related to race, age, gender, sentence length and total number of admissions and discharges.

In 2009, the Department implemented the COMPAS (Correctional Offender Management Profiling for Alternative Sanctions) offender risk and needs assessment. The implementation of COMPAS supports reentry through the development of an integrated inmate case management plan that follows the offender throughout his/her incarceration and eventual release into the community.

In December 2009, a policy was created to establish guidelines governing the management of Inmate Self Improvement Groups at all Department institutions. Inmate Self Improvement Groups are structured inmate coordinated groups designed to reduce inmate idleness and enhance reentry by providing offenders with a forum to develop interpersonal communication, problem solving and basic life skills.



Health Services Division –

Terre K. Marshall, Assistant Deputy Commissioner, Clinical Services

In 2009, MassHealth and the Department continued to partner to ensure releasing offenders were provided with medical coverage upon release. This partnership creates a continuum of care that allows for a smoother transition to the community. Medical and mental health appointments may be set up prior to release creating continuity for the offender that reduces risk and contributes to the safety of communities. In 2009, approximately 74% of offenders released with MassHealth coverage.

Grant for Female Offenders

In 2009 the Department, through the Health Services and Strategic Planning and Research Divisions, participated in what has been named the "Weekly Interagency Criminal Justice Conference Call" with representatives from other state agencies such as the Departments of Public Health and Mental Health, Department of Youth Services, University of Massachusetts Medical School, and UMass-Boston regarding issues of mutual interest with particular emphasis on service grants to expand existing care networks. The primary focus of these conference calls has been to identify and pursue grant opportunities that can support activities that are at the core of our respective agency missions. In late 2009 one of our joint grant proposals was accepted by the Bureau of Justice Assistance, providing funding for all participants in the amount of \$200,000 for two years to provide re-entry case management and peer support services to female offenders with co-occurring mental health and substance abuse disorders just prior to discharge from MCI Framingham and South Middlesex Correctional Center and post-release in the greater Boston community. Another grant award is funding an evaluation of the Department of Mental Health's Forensic Transition Team program that provides services to DMH-eligible male and female offenders who are being released from the Department and from the county correctional facilities to the community.

Meeting the Challenge of Reduced Fiscal Resources in 2009

The Massachusetts Department of Correction con-

tinues to fulfill its constitutional responsibility of providing access to adequate healthcare to its 11,500 inmates and of serving as a provider of last resort for public health and mental health care through purchasing these services from contractual providers.

The Department's healthcare budget has three main components: the provision of medical services to all inmates except for those at Bridgewater State Hospital; the provision of mental health services to all inmates except for those at Bridgewater State Hospital; and the provision of medical and mental health services to all inmates at Bridgewater State Hospital. Since 2007 medical and dental services have been provided by the University of Massachusetts Medical School's Commonwealth Medicine Correctional Health Program (known as UMCH). Mental health services at all sites and the medical and mental services at Bridgewater State Hospital have been provided by MHM Correctional Services, Inc. (MHM).

With the national economy in its worst condition in many years, during 2009 Governor Patrick was forced to implement a series of 9c cuts and budget reductions that affected many executive branch agencies. These budget reductions also affected the Department of Correction. The most significant impact within the Department involved its Health Services Division's contracts with UMCH and MHM resulting in a reduction to both medical and mental health essential services provided to inmates.

Effective February 1, 2009, the UMCH budget for medical services in the prisons was cut by \$1,249,958 and MHM by \$1,284,727 for mental health services in the prisons and services at Bridgewater State Hospital. An additional \$95,445 was then cut from the MHM budget effective September, 1 2009. The annualized impact for fiscal year 2009 was \$7,834,013

Meeting the Challenge of the H1N1 Influenza Pandemic

All continents were affected by the H1N1 influenza pandemic in 2009. This influenza affected the United States in the spring of 2009 and then again in the fall and early winter of the year as well. In response to this pandemic, the Department and its healthcare providers developed a pandemic response plan which included as centerpieces educational and preventive measures. This plan was implemented in the late summer and early fall of 2010 with mass vaccinations of staff with the seasonal influenza vaccine and of vulnerable inmates with the pneumococcal vaccine. Staff, inmate, and visitor education was provided regularly through multiple media with materials that were provided by the Centers for Disease Control and Prevention, the Massachusetts Department of Public Health, and the Department of Correction and its contractual healthcare providers. These topics included the signs and symptoms of H1N1 and influenza-like illnesses; importance of hand hygiene; proper sneezing/coughing etiquette; refraining from working or visiting if one had the signs and symptoms of influenza-like symptoms; and the importance of receiving the H1N1 vaccination once it became available. The program also provided for emergency staffing and management for ill inmates in the event of a severe outbreak of disease in one or more facilities and a comprehensive and timely illness surveillance program.

The Department's efforts in planning for and responding to the H1N1 pandemic were successful. There were no staff or inmate deaths associated with the pandemic and a very low rate of morbidity. No institutions were "closed" or had their normal operations affected by the pandemic. Only 116 inmates or 0.01% of the inmate population was identified as developing probable H1N1 or an influenza-like illness and only 22 staff or 0.004% of staff were similarly identified.

A Major Quality Improvement Initiative

A major quality improvement initiative was launched in 2009. Prior to 2009 Health Services Division staff routinely audited medical records as

part of an effort to determine contractual compliance by the medical services provider. The focus of these medical chart reviews changed in 2009 with an orientation that was directed to quality improvement rather than strict contract compliance. Division staff worked with UMCH staff to develop audit tools, which were based upon community clinical guidelines for chronic diseases, which included asthma, chronic pain, diabetes, high blood cholesterol, hypertension, and seizure disorders as well as male and female intake assessments. By the end of the year all sites were audited using these tools; recommendations for improvement were identified; action plans to address these recommendations were developed and implemented; and follow-up audits were conducted to determine the effectiveness of the improvement plans. As a result of these audits, systemic problems have been identified and remedied and measurable improvement in patient care has occurred.

Assisting in the Mission Change Process

Throughout 2009 division Staff worked closely in collaboration with site administration to insure that inmates' mental health needs were being carefully monitored and treated as the core mission of three prison facilities was transformed. With MCI Cedar Junction becoming the reception center for the entire system in June 2009, our division staff utilized the opportunity to improve the mental health assessment and evaluation process for newly admitted inmates and detainees. The transformation of the admission process has resulted in the majority of inmates being evaluated by qualified mental health professionals within 24 hours of admission, as compared to several days following an admission. The changes made to the admission process have further resulted in inmates' mental health needs being identified and treated in a more efficient manner, thereby decreasing the overall incidence of mental health crises and episodes of self-injury among newly admitted inmates and detainees. With Souza Baranowski Correctional Center becoming our system's sole maximum-security prison, our division staff worked closely with vendor mental health staff to plan for the physical transfer of inmates, insuring mental health staff were present to conduct admission assessments

and to provide crisis coverage during the days of transition. In addition, in April 2009 division staff assisted in preparing mental health staff to appropriately respond to the expected increase in the incidence of mental health crises and overall acuity level, resulting from re-locating a substantial number of maximum-security inmates from Cedar Junction to SBCC. On-site training and consultation was provided to SBCC staff and focused on identifying and responding appropriately to crisis situations and resulted in a smooth transition overall.

Implementation of Policy Governing Inter-facility Case Conferences and the Promotion of Specialized Behavioral Treatment Plans

With the expansion of the mental health program in 2008, specialized units were created including the Secure Treatment Program (STP) at SBCC and Residential Treatment Units at NCCI and SBCC for inmates with acute mental health needs. In 2009, policy was developed to systematically identify specific cases where inter-facility collaboration and consultation would enhance treatment interventions and highlight discharge planning needs for inmates with combined significant mental health and behavioral issues. Often, these particular inmates present as difficult to manage and efforts to manage them are resource intensive. As a result, throughout much of 2009, several inter-facility case conferences were held for behaviorally challenging inmates and in turn, specialized behavioral treatment plans were created and implemented with positive results including less incidence of self-injury and enhanced treatment efficacy.

Promotion of Group Psychotherapy at MCI Cedar Junction, MCI Framingham, NCCI and MCI Concord

Throughout 2009, several new mental health programs were developed in an effort to expand mental health services in the midst of budgetary cuts. Such programming was developed through the collaborative efforts of Division staff and mental health contractual staff. For the first time since inception, group psychotherapy is now offered to inmates housed in the Departmental Disciplinary

Unit (DDU) at MCI Cedar Junction. Psychotherapy groups are also offered to inmates housed in the segregation unit and focus on teaching inmates techniques to decrease their proclivity to act out violently and to reduce stress. The programs offered to segregated inmates are voluntary and have been well attended and have yielded positive treatment outcomes. MCI Concord, NCCI and MC Framingham have also significantly expanded their group mental health programming with mental health staff at MCI F facilitating several mandatory adjustment groups for newly incarcerated female offenders assessed as in need of mental health treatment upon admission.

Specialized Suicide Prevention Training

In September 2009 specialized suicide prevention day-long training was provided for all contractual mental health providers following extensive planning efforts of division staff. Goals of the training included a thorough review of the most current research literature as it relates to risk factors for suicide in prison, an in depth instruction regarding how to conduct suicide risk assessments with inmates and how to document clinical interactions with potentially suicidal offenders.

Development of Quality Assurance Auditing Tools for Mental Health Treatment

In May 2009 division staff worked to revise the mental health auditing tools to focus on improving the overall quality of mental health services being provided to offenders throughout the system. In addition to monitoring for contractual compliance by process driven indicators, the revised auditing tools were designed to insure that target symptoms of mental illness are clearly identified and are used by clinicians to develop objective and measurable treatment goals with reasonable time frames established for meeting identified goals. All 18 prison sites were audited by division staff throughout the summer of 2009. Audit reports were generated detailing deficiencies and corrective action plans were developed and implemented by the contractual mental health providers in December 2009.

County Correctional Facility Audit Report 2009

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 Corrections, a written response to the audit report within a period of 60 days. The response shall include a plan of action and target date for completion for each standard noted as being out of compliance.

| | Compliance | Non-Compliance | Non-Applicable | Not Assessed |
|--------------|-------------------|-----------------------|-----------------------|---------------------|
| Total | 548 | 83 | 3 | 2 |

The statistical data and common themes for each cycle assessed in 2009 are outlined on the following pages.

Initial Cycle One Standards

The following facilities were audited during this cycle:

1. Essex County Women in Transition Pre-Release Center
2. Essex County Correctional Alternative Center
3. Suffolk County House of Correction
4. Suffolk County Jail
5. Essex County Correctional Facility
6. Worcester County Jail and House of Correction
7. Bristol County House of Correction
8. Bristol County Jail
9. Western Massachusetts Correction Alcohol Center
10. Hampden County Jail and House of Correction
11. Hampden County Pre-Release/Minimum Center
12. Western Massachusetts Regional Women's Correctional Center
13. Dukes County House of Correction and Jail

Commonalities between facilities for non-compliance findings:

- 924.13: Control of Tools, and Culinary and Medical Equipment
- 932.01: Health Policy and Authority
- 932.02: Space and Health Supplies
- 932.03: Health Care Personnel
- 932.06: Admission Medical Screening (Required)
- 932.08: Unimpeded Access to Health Care (Required)
- 932.10: General Health Care Services
- 932.11: Emergency Health Care (Required)
- 932.12: Dental Care Services
- 932.13: Mental Health Services
- 932.14: Inmate Transfers
- 932.15: Proper Management of Pharmaceuticals (Required)

Initial Cycle One Standards -Commonalities between facilities for non-compliance findings (continued):

932.16: Distributing Medications
 932.18: Medical Records
 940.01: Admission and Orientation
 942.01: Classification Plan
 942.02: Criteria Used
 942.03: Minimum Requirements in Classification (Required)
 942.04: Procedure for Classification
 942.05: Appeal of Classification Decision
 942.06: Staff Responsibilities
 944.03: Compliance with Regulations (Required)
 973.01: Compliance With Life Safety Codes Required)
 973.02: Emergency Evacuation Plans (Required)
 973.03: Fire Prevention Regulations (Required)
 973.04: Fire Safety Officer (Required)
 973.05: Fire Alarm System (Required)
 973.06: Fire Retardant Furnishings and Materials (Required)
 973.07: Prompt Release Procedures (Required)
 973.09: Emergency Power
 973.10: Control, Use and Storage of Dangerous Materials (Required)
 974.01: General
 974.04: Inspection Plans (Required)
 974.08: Personal Hygiene
 974.11: Water Supply (Required)

Final Cycle One Standards

| | Compliance | Non-Compliance | Non-Applicable |
|--------------|-------------------|-----------------------|-----------------------|
| Total | 431 | 7 | 3 |

The following facilities were audited during this cycle:

1. Hampshire Jail and House of Correction
2. Plymouth County Correctional Facility
3. Barnstable County Correctional Facility
4. Middlesex County House of Correction
5. Middlesex County Jail
6. Franklin County Jail and House of Correction
7. Norfolk County Correctional Center
8. Essex County Correctional Alternative Center
9. Essex County Women in Transition Pre-Release Center

Commonalities between facilities for non-compliance findings:

932.13: Mental Health Services
 942.03: Minimum Requirements in Classification (Required)
 942.04: Procedure for Classification
 973.01: Compliance With Life Safety Codes (Required)
 974.08: Personal Hygiene

Initial Cycle Two Standards

| | Compliance | Non-Compliance | Non-Applicable |
|--------------|-------------------|-----------------------|-----------------------|
| Total | 298 | 30 | 6 |

The following facilities were audited during this cycle:

1. Plymouth County Correctional Center
2. Hampshire County Jail and House of Correction
3. Middlesex County Jail
4. Middlesex County House of Correction
5. Barnstable County Correctional Facility
6. Norfolk County Correctional Center
7. Franklin County Jail and House of Correction

Commonalities between facilities for non-compliance findings:

- 910.03: Organizational Structure
- 910.04: Policy and Procedures Manual
- 910.06: Requests for Information and Media Access
- 911.04: Inventory Control
- 911.05: Financial Audit
- 914.02: Selection and Hiring
- 914.03: Personnel Actions
- 924.01: Physical Security Measures
- 924.02: Security and Control Management
- 924.03: Post Orders
- 924.04: Disorder Management (Required)
- 924.05: Inmate Movement
- 924.06: Searches
- 924.07: Firearms, Ammunition, and Chemical Agents (Required)
- 924.08: Disorder Control and Communication Equipment
- 924.09: Use of Force (Required)
- 934.02: Grievance Procedures (Required)

Initial Cycle Four Standards

| | Compliance | Non-Compliance | Non-Applicable | Not Assessed |
|--------------|-------------------|-----------------------|-----------------------|---------------------|
| Total | 46 | 2 | 0 | 1 |

The following facilities were audited during this cycle:

1. Berkshire Jail and House of Correction
2. Dukes County

Commonalities between facilities for non-compliance findings:

- 920.09: Community Release Housing
- 936.02: Academic and Vocational Education

Final Cycle Four Standards

| | Compliance | Non-Compliance | Non-Applicable | Not Assessed |
|--------------|-------------------|-----------------------|-----------------------|---------------------|
| Total | 575 | 46 | 51 | 14 |

The following facilities were audited during this cycle:

1. Suffolk County Jail
2. Suffolk County House of Correction
3. Essex County Correctional Facility
4. Essex County Women in Transition Pre-Release Center
5. Essex County Correctional Alternative Center
6. Bristol County House of Correction
7. Worcester County Jail and House of Correction
8. Bristol County Jail
9. Western Massachusetts Correction Alcohol Center
10. Hampden County Pre-Release/Minimum Center
11. Hampden County Jail and House of Correction
12. Dukes County House of Correction and Jail
13. Western Massachusetts Regional Women's Correctional Center
14. Berkshire Jail and House of Correction

Commonalties between facilities for non-compliance findings:

- 920.02: Building Code Regulations (Required)
- 920.03: Fire Safety Code Regulations (Required)
- 920.04: Facility Perimeter
- 920.06: Control Center
- 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
- 920.15: Visiting Area
- 920.19: Provisions for Handicapped Persons
- 920.21: Preventive Maintenance Provisions
- 926.01: Requirements
- 926.02: Management and Inspection of Special Management Units
- 926.04: Programs and Services for Inmates in Segregation
- 936.02: Academic and Vocational Education
- 936.04: Library Services

DOC Facilities

Annual Report 2009



Bay State Correctional Center Michael Corsini, Superintendent

During 2009, Bay State Correctional Center (BSCC) completed the new Health Services Unit Medical/Mental Health Wing which has significantly improved medical services at this facility. There are more exam rooms which allow for more providers to see more patients more frequently. Our primary physician can now see patients every day rather than having to schedule around other physicians (i.e., optometrist, podiatrist, etc..) due to the lack of exam rooms.

Medical staff report that the atmosphere in the medical wing has improved staff and inmate morale as it “feels like a real medical office.” The area is clean, bright and more secure.

The Medication Distribution Room has been relocated closer to the new medical wing. This too has improved security as medication is no longer being distributed directly adjacent to the chow hall.

A Secure Inmate Waiting Area was constructed adjacent to the Medical Wing, again providing for improved security.

Boston Pre-Release Center Tanja Gray, Superintendent



The year 2009 was one of change for staff and inmates at Boston Pre-Release Center. In January, the facility welcomed both a new Superintendent and Deputy and expanded its operation.

The Department contracted 20 re-entry beds with Criminal Resources for Justice at Brooke House, and in January 2009, Boston Pre-Release Center began classifying appropriate inmates to Brooke House. By the middle of March 2009 all beds were full. BPRC continues to have a positive and successful relationship with the Brooke House, providing oversight and addressing issues and concerns involving the operation.

Beginning April 1, 2009, BPRC began accepting additional inmates thereby expanding our census from 175 to 200 inmates. These 25 additional beds are inmates classified to pre-release status.

The Re-Accreditation ACA Audit was conducted on April 29 and 30, 2009 with a favorable passing score of 99.5%.

Boston Pre-Release Center increased Program Related Activity (PRA) opportunities for inmates by establishing new relationships with community services. Inmates who are program compliant, within 90 days to wrap up or have a parole reserve date who are releasing to the Dorchester/Roxbury area, may attend a new Reintegration Program offered at STEP/ROX focusing on addiction counseling and housing assistance. The STRIVE Program is also available to assist inmates with employment and training opportunities.



Parole statistics continued to rise with a 33% increase in paroles over same quarter last year. Boston Pre-Release maintains an 88% parole approval rate for all inmates seen.

Boston Pre-Release Center hosted an OSHA training offered by the Office of Community Work Crew Central Division in conjunction with Education. The training was extended to BPRC inmates and staff, and other community agencies.

New Partnerships were established with the Department of Revenue who began to offer monthly informational sessions to inmates with child support issues. The Massachusetts Community Outreach Initiative (MCOI) of Boston also began offering services to inmates upon referral. MCOI is a community based non-profit organization helping currently and formerly incarcerated youth and adults embrace a life of possibilities and promise. MCOI offers educational and community resources to help bridge the transition from incarceration to community re-entry.

Boston Pre-Release Staff participated in "National Night Out" at Franklin Park Zoo, hosted by the Boston Police Department

In spite of the marginal inmate employment rate this past year, over 50 new employers were identified for participation in the work release program.

Bridgewater State Hospital

Karin Bergeron, Superintendent

BSH received re-accreditation from The Joint Commission (formerly referred to as JCAHO) in August 9, 2009.

The Safety Committee, while researching methods to improve medication safety, discovered a biometrics identification system that would substantially improve patient identification and reduce medication errors. This system was presented to the Executive Leadership Team, and it was recommended that the system undergo a pilot period of testing at BSH.

A phase transitional program was developed and piloted in B Bldg. This program permitted the staff in B Bldg. to have greater flexibility in housing admission patients. With the increasing admission numbers this flexibility should increase the safety of staff and patients and reduce the amount of seclusion utilized. Following the pilot program, the system was fully implemented.

MCI Cedar Junction

Peter St. Amand, Superintendent

As a result of the Department of Correction Mission Change, MCI Cedar Junction became the Department's Male Reception Center effective June 1, 2009. All new court commitments, parole and probation violators are now received at



MCI Cedar Junction and are classified in accordance with the classification policy, 103 CMR 420.

Extensive changes took place in order to achieve this mission. Maintenance staff took on major projects in preparation for the mission change, to include the New Man section being converted into a booking and admissions area. This required retrofitting new holding cells and providing a medical exam area as well as interview areas. The Deputy of Programs area was demolished and was renovated into a new Contact Visiting Room. Numerous phone and data lines were installed throughout the institution, as well as electrical outlets in the day rooms.

The Unit Team spearheaded the mission change. Inmates were systematically transferred out of the facility over a four month period, starting in February 2009. The Unit Team consolidated blocks and major cleaning/painting and refurbishment of the housing units took place. Post orders were updated to encompass the mission change. Major institutional changes in cell decorum, standing count, inmate IDs were accomplished. The facility now houses a 72 man permanent work force unit, which consists of medium security inmates approved through the classification system.

The Record Department began its preparation for the mission change in the fall of 2008. There was an initial site visit at MCI Concord to observe operations of a Reception Center; and in April 2009, the Records Manager, along with the Records Supervisor and the Criminal Records Processing Unit CPO, completed a site visit and cross training day at MCI Concord to prepare for the transition to a Reception Center.

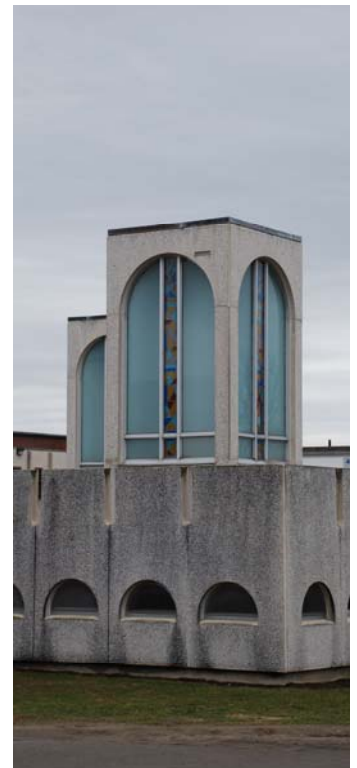
In January 2009 regularly scheduled meetings began with the medical and mental health staff. This transition also went smoothly.

MCI Cedar Junction transitioned from a maximum security facility to the Department's maximum security Reception Center. On February 2, 2009, the first group of MCI Cedar Junction inmates were transferred out of the facility and on May 3, 2009, 90 inmates were transferred to Souza Baranowski Correctional Center. These transfers went exceptionally well with a great deal of teamwork between Department of Correction staff, UMASS Correctional Health Services and Mental Health Staff.

MCI Concord

Peter Pepe, Superintendent

On June 1, 2009, MCI Concord's mission was changed from the Reception Center to a regular Medium Security facility. In order to accomplish the goal, several internal changes were made throughout the institution, including updating the physical plant, increasing inmate programs and job opportunities and providing a more visitor friendly environment for inmate visitors.



MCI Concord made significant changes with the physical plant to accommodate a more permanent population of inmates. Updates to the electrical outlets in the units totaling 500 cells were completed. Program space has been created to accommodate more programming.

In August 2009, MCI Concord implemented a Correctional Recovery Program in C-Building, which is a 96 man unit. Maintenance staff and inmate workers cleaned and painted the walls and readied program rooms in the C-Building basement. This allows for a therapeutic community to be in a self contained living and program space.

MCI Concord has implemented several other programs to include Health Awareness, Responsible Fatherhood, Creative Writing, Beacon Program, Poetry Writing, Landscaping, Iconography and Building & Trades.

Work assignments have been increased to accommodate the permanent inmate population. MCI Concord implemented a new visiting schedule to accommodate more time for inmates to visit with friends and families.

MCI Concord continued to work with Concord Prison Outreach to provide volunteer run programs to include Alternatives to Violence Program, literacy tutoring, AA 12 Steps, AA Big Book, SMART Recovery, Emotional Awareness, book discussion, Read to Me Father, Creative Writing and Father's Group.

MCI Concord continues to have a positive relationship and receive assistance with outside local agencies including the Concord Fire Department and Ambulance, Massachusetts State Police and Concord Police.

MCI Framingham

Lynn Bissonnette, Superintendent

During 2009:

A joint meeting of Department of Mental Health and MCI Framingham staff established enhanced communications between the agencies regarding the 18A referral process, information sharing and inmate reentry.

The North Point Group met with key staff at MCI Framingham and headquarters to begin to develop a female offender COMPAS Instrument.

Mt. Wachusett six part study grant entitled, Developing a Program of Postsecondary Academic Instruction Over the Corrections Learning Network, started delivering college courses. This is in addition to the long term Boston University program.

The Inmate Visiting Trailer was moved from the South Middlesex Correctional Center grounds to MCI Framingham. A procedure for its use is being drafted.



Spectrum's First Step Program's criteria were changed to shorten the length of each cycle. At year's end, Spectrum's Steps to Recovery Program's criteria were changed. The number of inmates completing these programs has increased. The waitlist for the First Step Program has been eliminated, and the Steps to Recovery waitlist is small.

The first bi-annual meeting with the Department of Children and Families was held at MCI Framingham. This process is expected to enhance communication between our agencies.

On April 6-7, 2009 NCCHC reaccreditation audit of MCI Framingham's Health Services Department was conducted. The survey team recommended reaccreditation.

Lemuel Shattuck Hospital Correctional Unit

James T. Walsh, Superintendent

During 2009, the security on the 8 North Unit was greatly improved with the construction of a secure bathroom and shower area for inmates who exhibit disruptive or behavioral risks to the staff and orderly running of the Unit. Included in this construction was a handicap accessible shower area. Additionally, the third floor Hematology/Oncology Infusion Suite's public bathroom received security improvements with the addition of security screens covering the windows.

During April, the Lemuel Shattuck Hospital Correctional Unit assumed the duty of providing security coverage for all state inmates admitted to the Lemuel Shattuck Hospital Intensive Care Unit, resulting in a significant cost savings for outside hospital coverage by the department.

Approximately 10,149 inmates were processed, admitted and discharged through the DOC Holding Area for the year ending 2009. All of these inmates were seen at LSH for various medical appointments and procedures. On the 8 North Unit, 650 inmates were admitted for medical treatment during the calendar year.

The Lemuel Shattuck Hospital and the DOC Administration developed a new Medical Orientation Brochure for new doctors and interns outlining procedures they will encounter and security concerns dealing with inmates/patients being treated in a secure facility.

Additional efforts resulted in the creation of a permanent file for the collection and recording of all inmate medical appointments cancelled, refused by inmate, postponed or missed due to transportation issues or other occurrences. This file will be used to identify trends in the disruption of the medical service delivery system and aid in determining the corrective action needed to improve the delivery of medical services.





MA Alcohol and Substance Abuse Center

Susan Martin, Superintendent

Due to the capacity and operational needs of the department, the decision was made to add a minimum-security inmate population to MASAC. The facility continued to maintain up to 100 civil commitments, who are housed in the Alpha and Delta Units. The minimum-security inmates are housed in the Bravo and Charlie Units. The facility began receiving the minimum-security inmate population in mid-April, 2009.

The introduction of this population required physical plant changes, office moves, additional responsibilities for staff, procedural changes and training. The following action was taken in preparation for this new population.

- a. In the past, numerous departmental policies were not applicable to the facility due to the fact that the facility housed civil commitments. However, the introduction of the minimum-security population now makes these policy requirements applicable (classification, booking/admissions, visits, work assignments, KOP medication, disciplinary, etc). Procedures were drafted and continue to be revised in order to remain in compliance with policy requirements. Additionally, arrangements were made through the Technology Services Division to have IMS screens added to the profiles of staff in order to meet policy requirements.
- b. Post orders were drafted and/or revised to reflect the additional responsibilities for the populations served. New post orders include visiting room officers.
- c. For the first time since 2002, the facility began conducting visiting periods. Three time periods were established each week. Additionally, vending and debitek card machines were procured and are available for visitors to purchase food items to be shared during their visits.
- d. Housing units had to be reconfigured to ensure the separation of the two populations. As noted earlier, all civil commitments were moved to the Alpha and Delta Units. Bravo unit was furnished with 47 beds, wall units and lockers, and Charlie unit was furnished with 23 of the same furnishings. The other half of the Charlie Unit is utilized for an indoor recreation area.
- e. The daily schedule of activities now includes separate meal times, medication lines, sick call, and programs. The facility conducts controlled movement for the civil commitments and as required per policy, conducts accountability checks throughout each shift for the minimum-security inmates.
- f. The administration immediately reached out and asked for assistance from the Program Services Division and Director of Volunteer Services.

Additionally, the classification staff completed a review of each inmate's folder in order to identify the program needs of this population. Minimum inmates began attending education classes at OCCC and other programs at MASAC by the year's end.

- g. Funds were obtained to establish a work assignment program. The facility has 39 paid positions, all of which were filled immediately. The assignments include kitchen, barber, recreation assistant, runner, and maintenance. This allows for half of the population to earn good time and to be working on a daily basis.
- h. The facility also began a program titled, "Thinking for a Change." This program is attended by a pre-picked group of 14 inmates who are within one year of their release. These inmates are eligible to earn good time for participation. The program started in May, and a waiting list has already been established for the next session.
- i. Contact was made with Old Colony Correctional Center's educational staff regarding the possibility of allowing MASAC inmates to attend educational programs at the OCCC minimum or having the educational staff offer classes at MASAC. Inmates were able to attend educational classes beginning in the fall of 2009. It should be noted that one inmate was able to take the last portion of his GED test in May through the cooperation of both facilities.
- j. Training has been offered to security and classification staff in the areas of classification and disciplinary proceedings. Staff throughout the department and other facilities has been instrumental in educating the MASAC staff, and they continue to be a resource as issues arise.

Massachusetts Treatment Center

Robert F. Murphy, Superintendent

A Video Conferencing System was installed in the conference area of the visiting room and has had a significant positive impact on operation and security. This has saved on staff resources and vehicle maintenance. Law Library work stations were installed in the Library. Staff and Inmate Clerks received the Lexis Law Library Training. Date Computation completed their certification in Mit-timi. Renovations were completed into the institution control centers. A total renovation was completed in one of the modular unit bathrooms due to the deterioration of the shower stalls. A conversion of a laundry room to a medical exam room in the modular unit for state inmates was completed for on-site medical care. A number of major roof leaks were repaired utilizing in-house staff and resources. An information session was held at the facility for community providers. Representatives from the Lawrence Re-entry Center conducted a presentation for inmates within six months of release.





North Central Correctional Institution

James J. Saba, Superintendent

The NCCI Health Services Division required additional room to meet the storage demands for inmate medical records. In response, NCCI Maintenance Staff constructed a new room by dividing other, under utilized space. This satisfactorily increased the amount of work space needed by the HSU team.

NCCI successfully responded to the growing need to collaborate with the Massachusetts Sex Offender Registry Board (SORB) classification process so that NCCI sex offenders are properly processed prior to release. The volume of documents forwarded to NCCI to be served to inmates stabilized. Hearings by SORB staff and outside attorneys to determine the risk level of releasing sex offenders were regularly scheduled. This generated significant additional work and follow-up by the NCCI's Sex Offender Coordinator and Operations Department.

The NCCI Records Department was tasked with conducting a case record and sentence computation audit of every "non-certified" inmate record at the facility by order of release date. This project was completed with a high degree of accuracy through careful planning and monitoring.

The Correctional Recovery Academy underwent a significant structural change. The length of the program was shortened to six months from eight months. Most significant though was the changeover in format reflected in the new program title, Modified Therapeutic Community. There is a rolling admission process to make more effective use of the contracted 76 spots. The requirements participants needed to successfully complete the program were also significantly increased.

The LOCUST Community Work Crew provided surrounding communities with labor for a number of public projects. Our single inmate work crew provided an estimated \$61,200 in free labor to complete projects that would otherwise have gone undone.

To further the Reentry Initiative, NCCI sought to improve the visiting experience. One effort that drew a positive response was the extensive renovation done to the NCCI Visiting Processing area. By making the waiting and rest room areas more comfortable and convenient for visitors and their children, we've made the visiting program a more worthwhile experience for the citizens who come to NCCI.

The Department successfully implemented a new system, referred to as COMPAS, to assess the program needs of our inmate population.

NCCI continues to work with NEADS staff to improve the training techniques of the service dogs.

NCCI sought to continue to make a positive impact in our host community of Gardner. A number of community services were completed. This included:

- Hosting a Senior Thanksgiving Luncheon for approximately 45 local residents provided and funded by NCCI management staff.
- Donating over 1,000 pounds of produce grown by NCCI inmates to local food banks and charities.
- Raising 600 pheasants in partnership with local sportsman groups
- Training dogs for the disabled in partnership with the NEADS program.

The DOC entered into a partnership with MassMostWanted.org to televise some of the “most wanted” suspects in Massachusetts. As a result, NCCI plays these DVD’s on a routine basis on a dedicated channel within the facility.

NCCI improved internal security by installing a fence around the inmate garden. This allows us to better isolate and contain inmates in the event of a disturbance.

NCCI improved the efficiency and security of the inmate medication line system. This was accomplished by relocating the medication distribution room and medication line to the basement of Thompson Hall. In addition to increased operational efficiency, we reduced congestion in the Thompson Hall lobby and HSU and provided more storage space for medical supplies. This project was completed on November 9, 2009

In an ongoing effort to reduce PREA related activity, cameras were installed in the inmate library.

The HSU implemented the Electronic MAR’s system, which improved efficiency of nursing staff.

With the increase in inmate population with Gender Identity Disorder (GID), more training was implemented for staff. NCCI now houses six GID inmates – one half of all those in the DOC. To adapt to this new mission, MHM and DOC presented training of all disciplines on GID that included education regarding the history of GID, treatment protocols and specialized issues these inmates present in a male prison population.

To stem the abuse of prescribed narcotics by inmates, HSU staff is working with NCCI IPS officers to monitor the activities of those inmates so their medical management can be properly addressed. This has succeeded in reducing the number of inmates improperly placed on narcotics.

A 60-meter (160-foot) tower completed collecting data in 2008 with satisfactory results for the potential use of wind as an alternative energy source. The tower was subsequently dismantled and plans have been approved for the installation of two wind turbines. The goal is to have them completed before the end of 2011.

Bids for the wind turbine project have closed. Other projects being considered in the package are: changing the power plant to gas instead of oil and bringing the electrical access up the access road rather than through the swamp.

NCCI sought to both improve the security and quality of the visiting program for our minimum security inmates. To accomplish this we remodeled our Assembly Building, installed proper furnishings and vending machines, and transitioned visits from inside the minimum unit (Locust Building) to the Assembly Building. Feed back from visitors has been positive on how this succeeded in improving their visiting experience. The introduction of contraband appears to have been reduced.

Northeastern Correctional Center

Paul Ruane, Superintendent

Northeastern Correctional Center (NECC) continues to pride itself on strong community relations. This year we hosted the first annual Diversity Vendor Open House, inviting minority and women small business owners to network with the DOC. NECC continued to support the Commissioner's Diversity Advisory Counsel by also hosting the Department's first "Unity Day" celebrating the culture and diversity of our staff.

NECC has maintained its positive relationship with Concord Prison Outreach, who provide volunteer programs such as NA/AA and most recently, assisted us with a Garden Greenhouse program where inmates can learn horticulture skills. We are providing community work crews to clean Revere Beach, the Massachusetts State Police Horse Barn, Mass. Highway, Habitat for Humanity projects, and the Fourth of July Celebration, to name a few.

Positive reintegration is a priority for the staff and inmates, as well as our internal and external stakeholders. Preparation for re-entry begins the moment the inmate is admitted to NECC. Inmates are expected to work and are given opportunities to learn skills, participate on work crews, and progress towards work release. Notably, the NEADS program continues to be successful as inmates train dogs to assist and be companions to Veterans and the disabled. Some residents of "the Farm" also maintain plots in the inmate garden, supplying organic vegetables to the inmate kitchen in the late summer. NECC continues to support the Department's Recycling Initiatives.

NECC fosters good relations with inmate families through our Family Day as well as with the local community by co-sponsoring a toy giveaway with the Rotary Club. NECC also makes food donations to the needy around the holidays. It is our goal to teach inmates their value to the community and for them to recognize that they also have a stake in this neighborhood and their own community upon their re-entry.



MCI Norfolk

Gary Roden, Superintendent

Health Services Unit at MCI Norfolk re-instituted Primary Care Provider model which promotes consistency with patient care and greater efficiency due to provider knowledge of patient.

Extended provider coverage during evening and weekends. This is expected to cut down on Emergency Room trips and expands utilization of limited clinical exam space and increases number of scheduled appointments for inmates.

Health Services Unit Infirmary was changed to an Assisted Daily Living (ADL) Unit in February 2009.

The Health Services Unit (HSU) second floor security cells were equipped with push button security faucets. In addition, windows, doors, and vents had welding work completed to ready the rooms with suicide prevention measures. In addition, four cells in the Special Management Unit were also updated with suicide prevention measures.

Collaborative multi-disciplinary actions taken (staff education and supervision, post order changes, unit postings, etc.) relative to "zero-tolerance policy" for missed medical appointments by inmates. This resulted in reduction in number of "no shows" from 75 in January 2009 to zero no shows in June 2009.

The noontime medication time was eliminated on April 20, 2009 and replaced with daily KOP time to allow for greater access to KOP, shorter medication lines and reduced traffic in the Health Services Unit Out-patient department.

Developed an employee forum in May 2009, where a group of identified individuals representing various disciplines of staff meet monthly to discuss areas of concern with the goal of improving working conditions.

MCI Norfolk improved upon the institution's inmate re-entry initiatives through the implementation of the following new endeavors:

In conjunction with U-Mass Medical, developed and conducted a monthly series of "Health Awareness Seminars." The first seminar began in March 2009.

Developed a section of the institution's general library as a re-entry resource center. This was completed by September 2009.

ACA Reaccreditation Audit took place from September 21, 2009 – September 23, 2009. MCI-Norfolk received its reaccreditation of ACA with a score of 100% on the mandatory standards and 98.4% on the non-mandatory standards.

The Environmental Health and Safety Officer and the Fire Safety Officer further noted that significant work was completed with regards to repairs/replacement



of smoke and heat detectors as well as fire alarm panel issues. These problems were addressed in the Supply, CSD, Industries, Voc-Ed, 8 Block, Gymnasium and Probation buildings.

All the sprinkler heads in the maintenance building which were over 50 years old were replaced, bringing this area into compliance with local fire regulations.

In August 2009 COMPAS (Criminal Offender Management Profiling for Alternative Sanctions) was implemented at MCI Norfolk. The assessment process will initially focus on inmates releasing within one year and will expand to the entire population. Education Staff received training in September 2009 on COMPAS.

As a result of budgetary shortfalls, UMASS Medical eliminated the positions of the Health Services Administrator and Director of Nursing in September 2009. Management of health care is now covered by a Clinical Administrator and a Regional Administrator (covering both MCI Norfolk and MCI Cedar Junction).

On September 26th and 27th, MCI Norfolk held its first Intensive Weekend for the Jericho Circle Men's Discussion Group. Security Staff, Treatment Staff and Volunteers worked very well together to make this a very successful weekend.

A Volunteer Appreciation Dinner was hosted at MCI Norfolk on September 28, 2009 and was attended by approximately 60 volunteers, as well as several Executive Staff members.

The National Education for Assistance Dog Services (NEADS) Program expanded the number of dogs from three to seven dogs. Interviews were held to add handlers to accommodate this increase. The program currently has seven primary handlers and four alternate handlers. One golden retriever (Sutton) graduated during this reporting period.

The National Commission on Correctional Health Care (NCCHC) audit took place October 30, 2009 through November 1, 2009. At the completion of the audit MCI Norfolk was recommended for accreditation.

The first Veterans Recognition was held on November 9, 2009 in the Visiting Center. The guest speaker was a Lieutenant Colonel from the Administration Office of the Massachusetts Army Reserve National Guard. All MCI Norfolk Veterans who attended, or who are still serving our country were acknowledged.

Overtime use has been reduced by careful review of rosters and evaluation of security operations; 37,756.61 hours from October 2007-September 2008 and 23,581.9 hours from October 2008-September 2009, a reduction of 14,174.71 hours of overtime.

The facility search plan was enhanced by increasing the frequency of searches inside the facility as well as at facility entry points beyond what is required by departmental policy.

Watch cells in the HSU and SMU received additional modifications to the hinges, sinks, and vents to make them more suicide resistant.

Implemented the use of a sick time tracking database which has significantly increased productivity and accountability of staff use of sick time. When compared with the same period of January-September between 2008 and 2009, we have shown a decrease of 5,571 hours of sick time use. This is due in part to the strict adherence to the sick time policy and Collective Bargaining Agreement.

We have also increased our holiday giving this year through donations to the community of Norfolk (Norfolk Food Bank, Santa Foundation, Norfolk Together fund) by 33%. We also have made it a practice of sending donations to charities in memory of employees' family members who have passed away instead of flowers. In the past year we have donated more than \$1,500 to charities.

Worked with UMASS administration in developing and instituting the medical grievance process, decreasing medical grievances thus far by 50%.

Implemented the Inmate Welding Vocational Program.

Implemented Field Training Officer Program October 2009.

The Correction Recovery Academy (CRA) modified its curriculum effective December 7, 2009. Its curriculum is now modeled after therapeutic communities outside of prisons. The program was shortened from eight months to six months. Extensive training of staff and inmates was made available prior to the change. At this time the transition has gone very smoothly.

Old Colony Correctional Center Steven O'Brien, Superintendent

In 2009, the decision was made to develop a plan for a mission change at Old Colony Correctional Center that would take place in early 2010. The facility was designated as a mental health center for those inmates in need of mental health treatment but not in need of hospitalization. Plans were developed for implementation in early 2010 to open a maximum custody Residential Treatment Unit for maximum-security inmates identified as requiring a therapeutic milieu. Programming was developed to expand the therapies offered in the medium security Residential Treatment Unit to better suit the needs of the population. During 2010 open mental health cases that are diagnosed with serious mental illness but not in need of a Residential Treatment Unit will also be transferred to OCCC.

OCCC hosted Governor Deval Patrick who met with staff and inmates as part of the on-going efforts to focus on improved re-entry initiatives for inmates.

Additionally, OCCC moved toward the completion of two major capital outlay projects to include the installation of a new fire alarm system and new steam lines. Both of these projects had been underway for over three years and were critical in the continued operation of a safe facility.





MCI Plymouth

Michael G. Grant, Superintendent

MCI Plymouth is continuing its efforts in reentry and community partnerships. We are still reviewing inmate reentry issues via the Institutional Reentry Committee and by informing inmates of resources in the community via the quarterly Reentry Presentations. Our most recent Reentry Presentation was a success with approximately 30 inmates attending the session and gaining valuable information and resources.

MCI Plymouth will be holding its second in the series of "Brown Bag Forums" on the COMPAS program and its evaluation tools. This will help to further educate staff in our reentry initiatives.

We are in the process of introducing the Modified Therapeutic Community model replacing the CRA model. Staff will be trained in the model

Additionally, MCI Plymouth is attempting to reduce the amount of idleness with additional programming. We are in the process of introducing the cognitive based program, Active Listening. This program will be ongoing and eventually we will introduce other types of cognitive based programming.

MCI Plymouth is anticipating an increase in the bed count once the Waste Water Treatment facility is completed. The Waste Water Treatment project is now in the final stages of corrective punch list items. Since August 2009, MCI Plymouth has worked collaboratively with the construction company, the engineering company and DCAM to insure smooth project operations. The Project's warranty date was April 20, 2010 and the Department of Resource Management has hired staff to operate this plant.

As a result of this plant going on line, MCI Plymouth may be considered for a pre-release component to the facility. In anticipation of the additional beds and the possibility of pre-release, staff will be reaching out to stakeholders and local community businesses, educating them about the Department of Correction and MCI Plymouth's role in successfully implementing a pre-release program. We anticipate that in the future, staff will be engaging in the business community, educating them on our mission, as they have done with Community Relations Board Meetings at MCI Plymouth.

Regarding community partnerships, MCI Plymouth made, donated and delivered eight Table Top Gardens to the Greater Plymouth Food Warehouse for a new community gardening program. Staff and inmates redesigned picnic tables into portable gardens. These portable gardens were donated to both Plymouth and Marshfield Head Start programs and Reach Inc. serving developmentally disabled adults. MCI Plymouth also made smaller versions of the tables for preschoolers for Reach Inc. in both Plymouth and Marshfield.

Finally, MCI Plymouth continues to provide work crew assistance to Otis Air Force Base, Camp Edwards, UMASS Cranberry Experimental Station, the town of Carver, Carver Public Schools and the Division of Conservation and Recreation.

Pondville Correctional Center

Michael Thompson, Superintendent

During calendar year 2009 Pondville Correctional Center continued to enhance its capacity to prepare offenders for successful reentry. As has been the case in recent years, we have relied heavily on the dedication of our valued staff and volunteers to help us deliver the programs and services, and to create the kind of environment that supports successful reentry. During this past year we have added a computer lab in which a volunteer instructs inmates in basic computer skills. We expanded our partnership with the Jericho Circle to include a post-release component whereby released/paroled offenders are encouraged to maintain membership in a circle through which they may obtain valuable support from fellow members of the circle. In September 2009, we conducted our first session of "Coming Home," a reentry oriented informational session for family and friends of inmates approaching release that serves as the second phase of our Family Orientation and Reunification Program. The Norwood Career Center delivered five cycles of their 5-day Job Search Workshop to approximately 80 inmates. We continued to rely on cognitive skills instruction as one of our most consistent and visible programs as volunteers delivered a total of 52 hours of instruction to 170 inmates.

In March and May 2009, Pondville underwent a reaccreditation audit by teams of auditors from the National Commission on Correctional Health Care and the American Correctional Association, respectively. The facility was reaccredited by both professional organizations as we scored 100% compliance with the prescribed standards during both audits.

The facility continued to serve as a "training ground" for recent graduates of the Department's Recruit Training Program as Correctional Program Officers assigned here routinely seek transfer to other Department facilities to obtain more favorable work schedules. While here, they obtain the type of training and mentoring that make them valued employees at their new facilities. We participated in the Staff Development Division's Field Training Program as five of our staff were trained as Field Training Officers to mentor the incoming group of seven newly graduated Correctional Program Officers who began their careers at Pondville in September 2009. We are proud of our staff's continued commitment to quality training and mentoring.





MCI Shirley

Duane J. MacEachern, Superintendent

Reentry continues to be a priority at MCI Shirley over the last year. The Reentry staff continues to act as housing specialists to assist with securing suitable housing for MCI Shirley's most difficult placements.

The Medium visiting room was redesigned to improve traffic flow into the building and help with accountability of visitors as they enter.

The medication line in the Health Service in the Medium was relocated in order to construct two windows instead of one for a better flow and more expedient services to the inmates.

The canteen area was relocated and installed canopies so the inmates waiting in line would not be out in the weather.

The newly implemented Therapeutic Community has been well received and reflects a positive adjustment by staff and inmates. Two more classrooms were built and added for the increase in services.

MCI Shirley installed reverse osmosis water units to save on the purchase of bottled water which to date has saved us \$6,000

MCI Shirley has made some major improvements in recycling which has increased our recycling numbers by 15%.

MCI Shirley was designated as a regional site for mattress recycling for all Northern sector facilities.

MCI Shirley held two Volunteer orientations to better educate the volunteers when they enter the facilities and deal with the inmates. This orientation was well received by all who participated.

The Minimum facility increased programming for inmates, including additional cycles of Relapse Prevention, Violence Reduction and Thinking for a Change programs in addition to partnering with volunteers and Division of Program Services to offer cycles in Cognitive Based programming.

In 2009 the Minimum facility opened another unit for 50 inmates. The Minimum inmates also helped in the renovation of the MODULAR A building to increase the count, which brings the Minimum count to 310 inmates.

The Minimum facility initiated the garden program with volunteers and secured grant funding to refurbish the green houses that were on the grounds.

The Minimum facility increased Community Work Crews by adding one Central Division Crew for a total of two Central Division Crews. These crews have

assisted in events including the Boston Marathon, 4th of July clean up and daily assistance to local communities.

The Minimum inmates provided Community Work Crews to the town of Shirley for painting/drywall/floor tiling for new the Senior Center. MCI Shirley was recognized at the Grand Opening on May 14, 2010. We also provided crew for the ongoing restoration of the Senior Center in Lancaster. The expected completion of this project is fall 2010.

The Minimum inmates renovated a building on the grounds for use by the Department of Correction Employee Assistance Program staff.

South Middlesex Correctional Center Kelly Ryan, Superintendent

In January 2010, a partnership was established between South Middlesex Correctional Center and the Worcester Office of Community Corrections. In keeping with the Department's re-entry initiative, the Office of Community Correction's Mission Statement compliments that of the DOC as it states:

"Our mission is the establishment of intermediate sanctions programs which offer a continuum of sanctions and services for Probation, Sheriffs, Parole and the Department of Correction. This interagency and community collaboration supports public safety."

Inmates are screened for their eligibility/suitability for pre-release status at SMCC. If approved via the classification process, and if sentenced out of Worcester County, inmates may begin this program. Inmates are taken to the program three days a week by SMCC staff and are at the Worcester Office of Community Corrections from 8-4. Two of the days consist of various programs, which are determined by an assessment done by the staff in Worcester. Programs offered include: substance abuse treatment, educational classes, life skills classes and job development services. Additionally, one day a week is devoted to doing community service projects. Supervision is provided by staff from the Worcester Sheriff's Office. Participation is not limited to just inmates sentenced out of Worcester County but those so sentenced are screened first.

Both staff from the Worcester Office of Community Corrections and SMCC staff are enthusiastic about the partnership as the philosophies of both agencies are similar in their goal of providing services that lead to greater opportunities for inmates to achieve successful re-entry upon their release. The guiding philosophy of Community Corrections Centers include such principles as:

"Offenders have the ability to change negative lifestyles."
"Offenders can remain in the community while public safety is safeguarded."
"Accountability and treatment equal pro-social behavior."





This collaboration is another way in which SMCC continues to provide programming opportunities which build on the foundation laid while at SMCC and also provides a means to continue that programming as inmates transition back into the community.

Souza Baranowski Correctional Center

Thomas Dickhaut, Superintendent

Souza Baranowski Correctional Center successfully implemented the first phase of the Department of Correction's mission change by double bunking approximately 235 cells during the 2009 year. We continue to double bunk inmates based on the operation needs of the institution and specific considerations are made when determining proper housing.

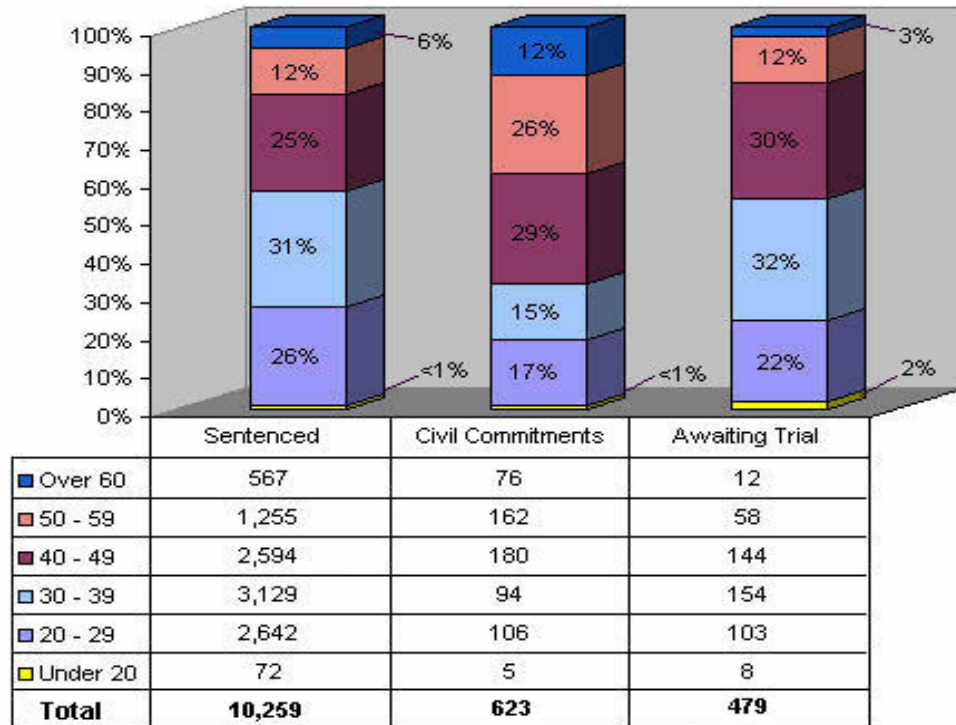
The Secure Treatment Program (STP) continues to enhance mental health treatment of inmates currently diagnosed with serious mental illness who can't conform to societal and/or institutional standards of conduct.

Souza Baranowski is participating with NIC Management Development for the Future (MDF) Training program on the "Family First" project to create a more family friendly facility by educating inmate family members with the ultimate goal of encouraging family participation in the inmate's reentry to the communities.

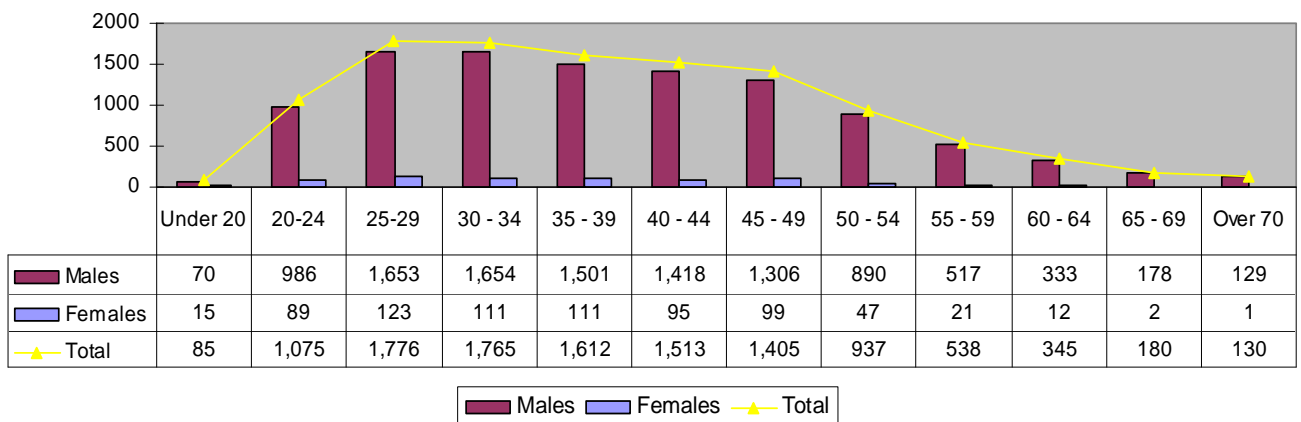
Souza Baranowski has increased cognitive skills programming for the inmates by expanding Spectrum programs into the evening hours, thus allowing an increase in meaningful out of cell time for the inmate population with the intent of reducing the recidivism rate.

2009 DOC Overview – Charts and Graphs

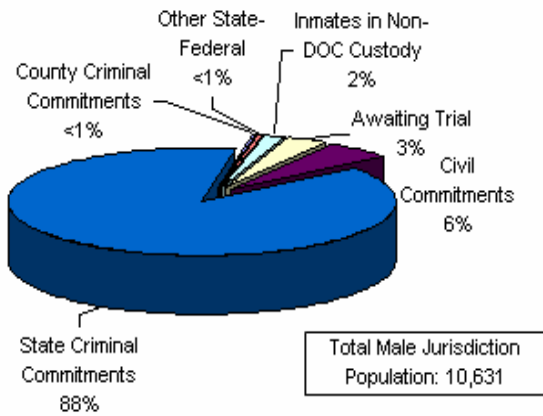
**Massachusetts Department of Correction Jurisdiction Population:
Age by Commitment Type on January 1, 2010**



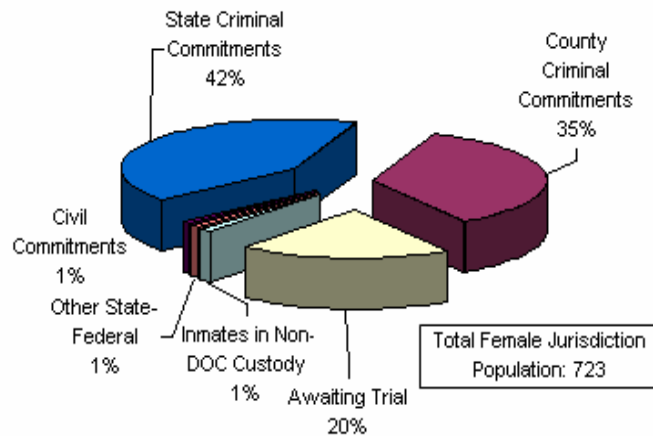
**Massachusetts Department of Correction Jurisdiction Population:
Age on January 1, 2010**



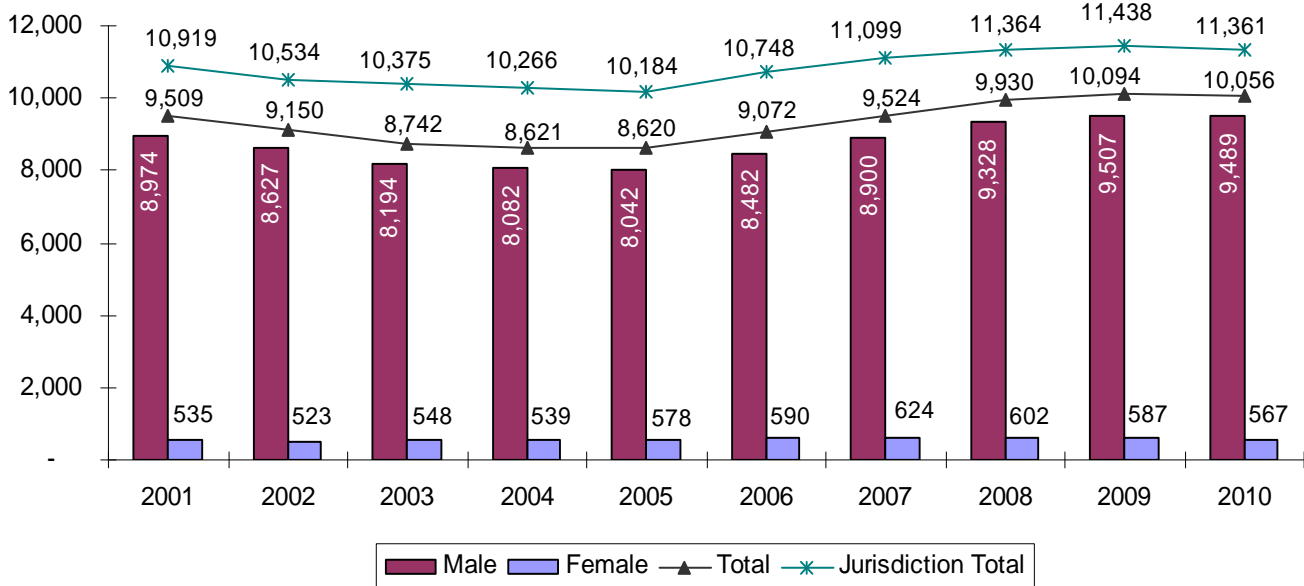
Male Massachusetts Department of Correction Jurisdiction Population on January 1, 2010



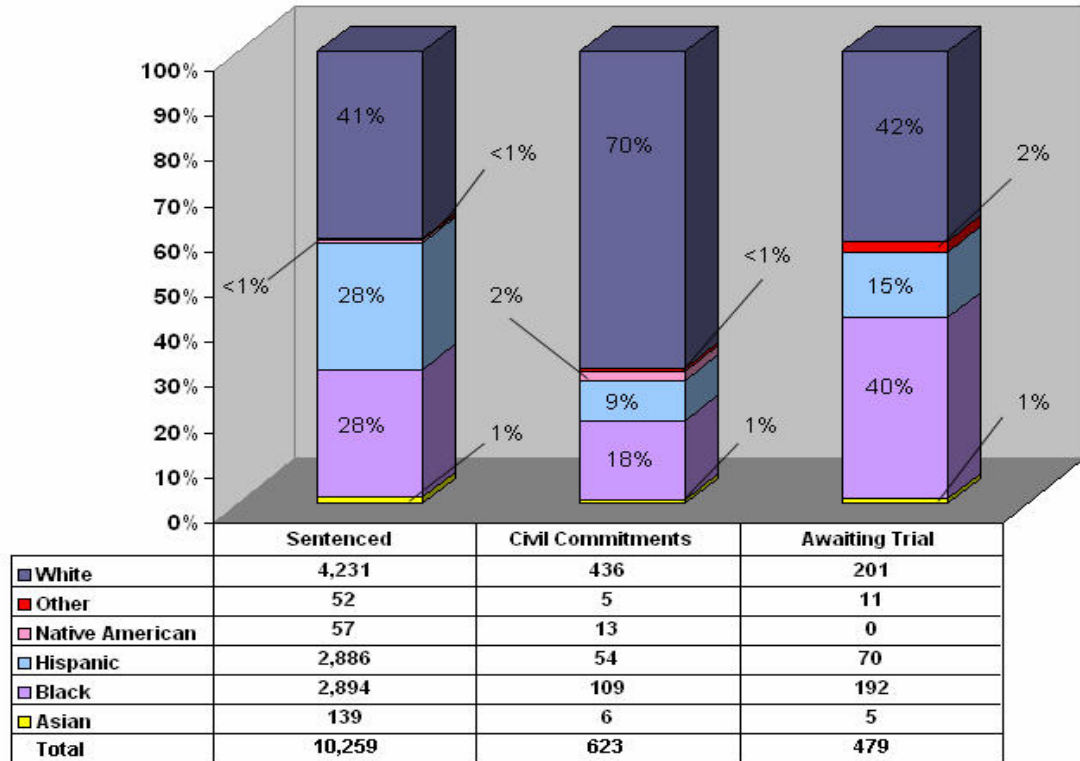
Female Massachusetts Department of Correction Jurisdiction Population on January 1, 2010



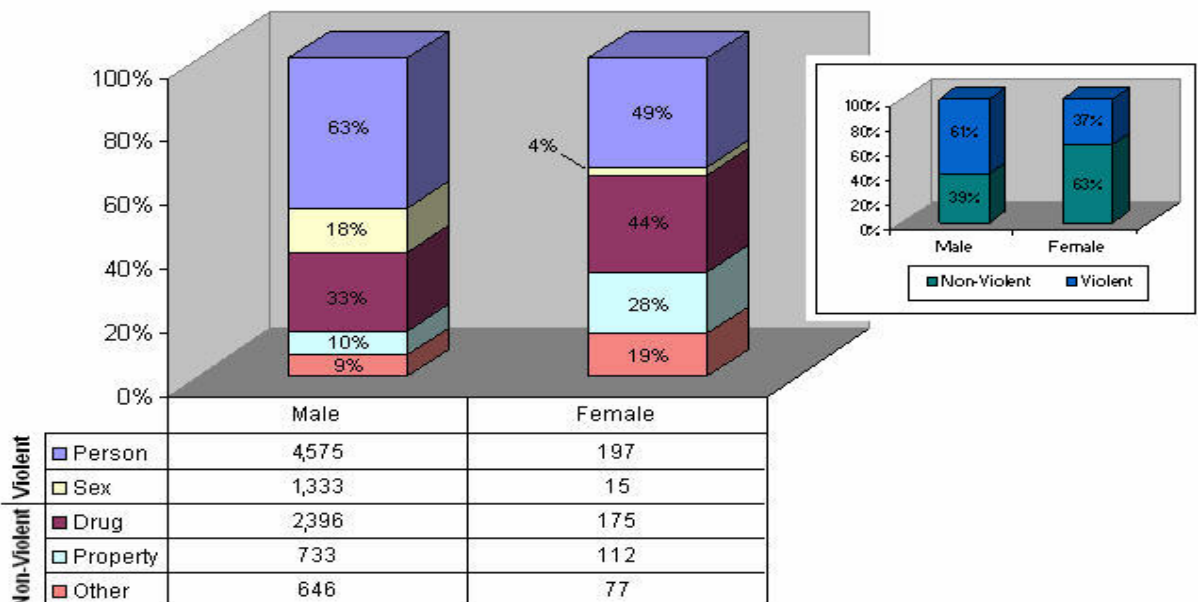
Massachusetts Department of Correction Criminally Sentenced Population January 2001 to January 2010



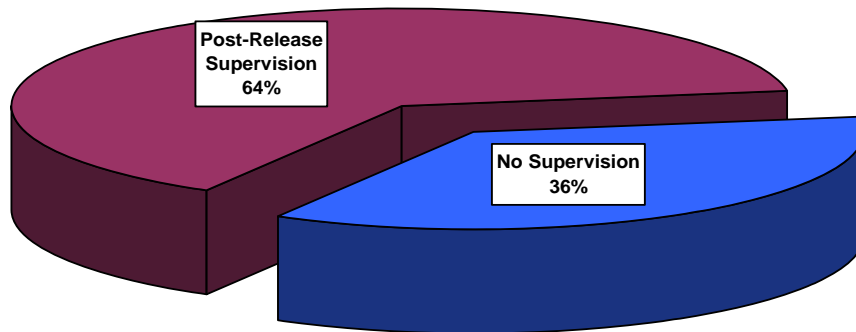
**Massachusetts Department of Correction Jurisdiction Population:
Race/Ethnicity by Commitment Type on January 1, 2010**



**Massachusetts Department of Correction Criminally Sentenced Population:
Governing Offense by Gender on January 1, 2010**

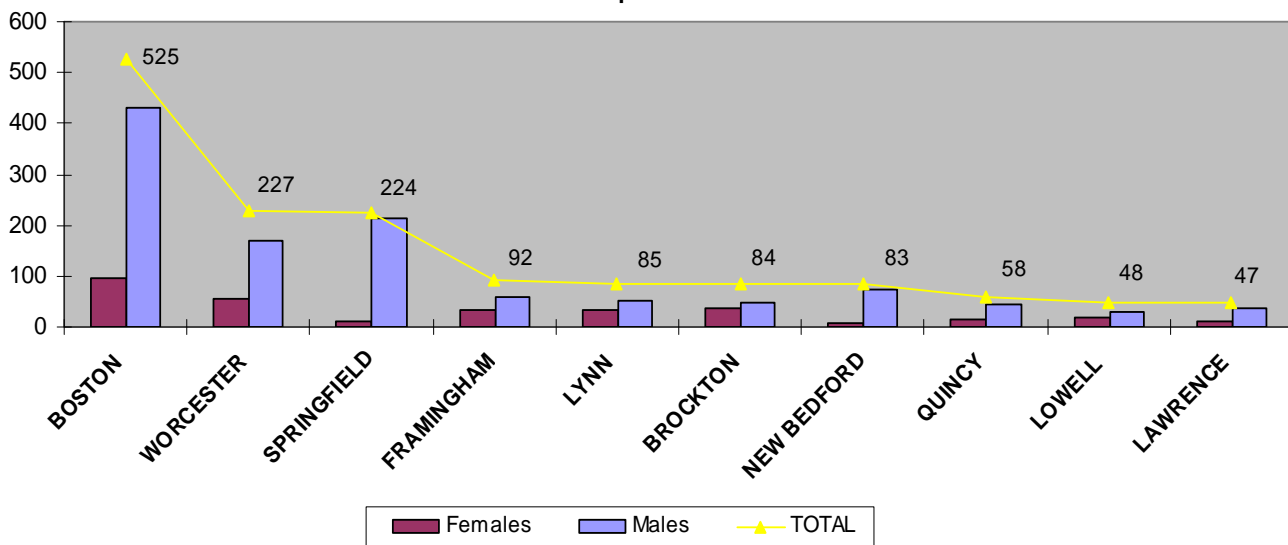


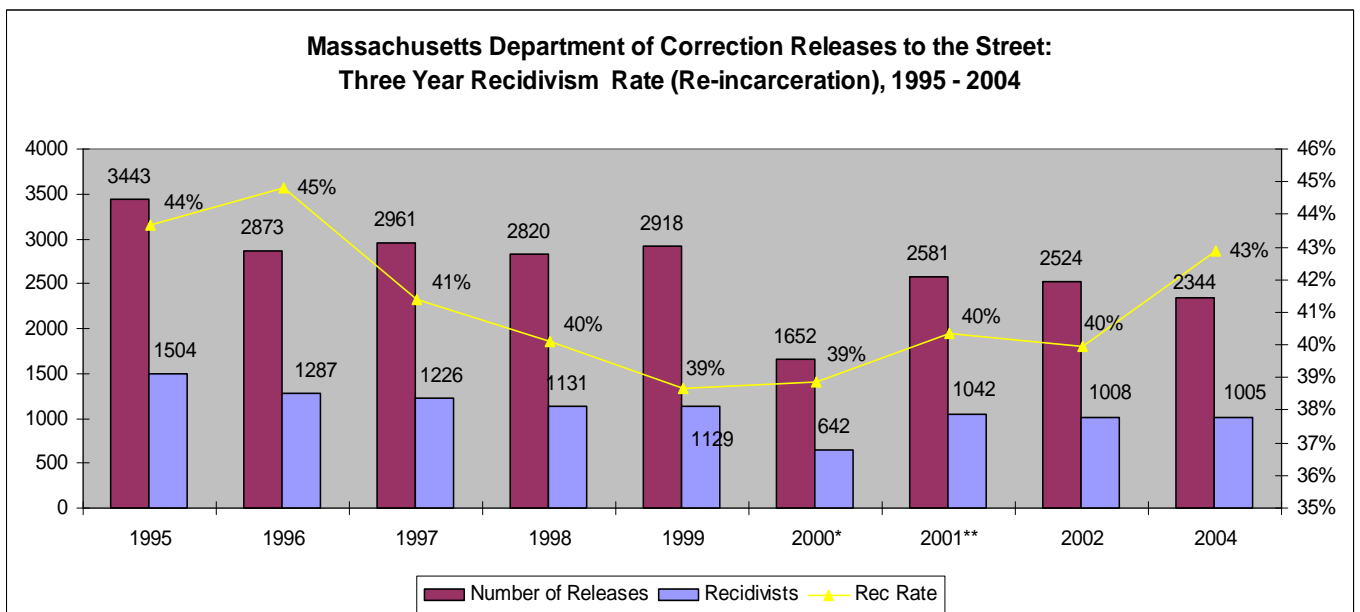
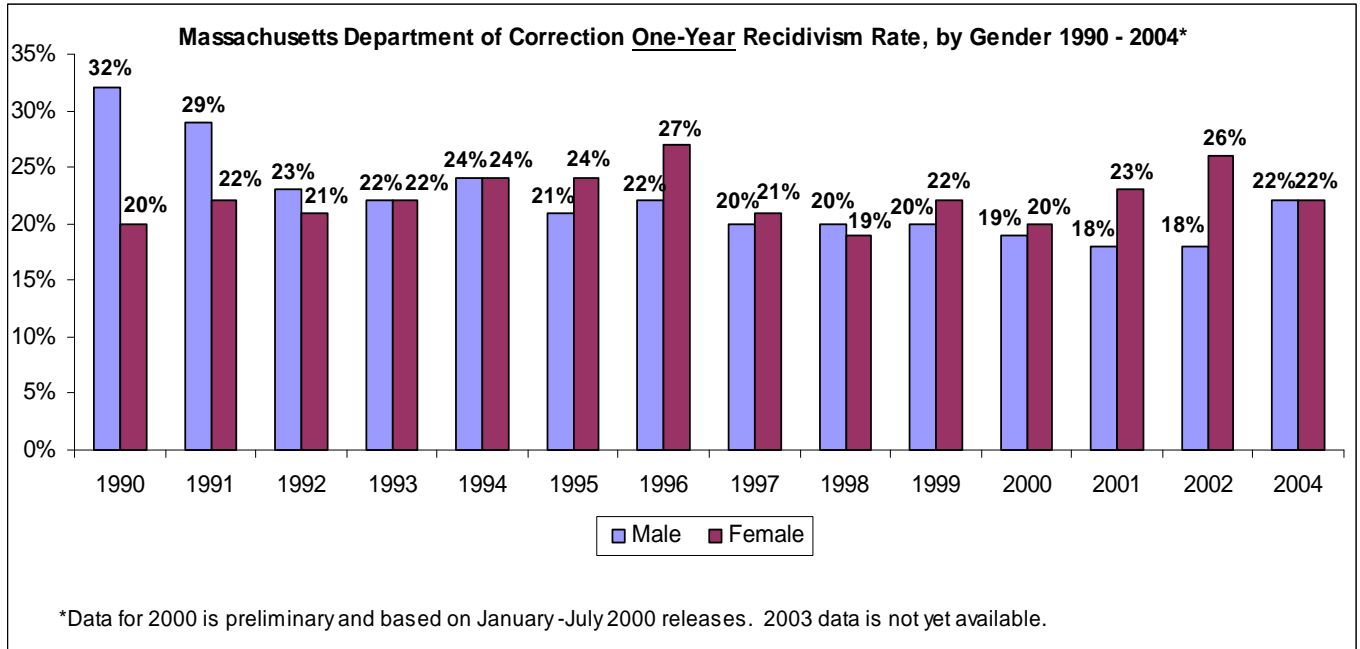
2009 Releases to the Street: Post-Release Supervision Status*

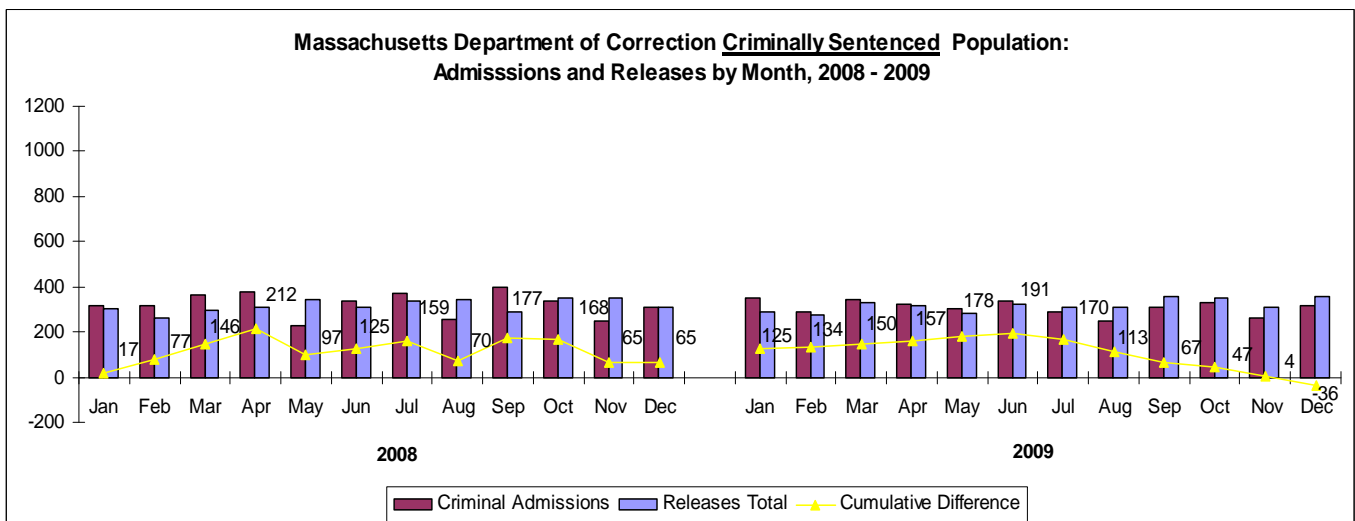
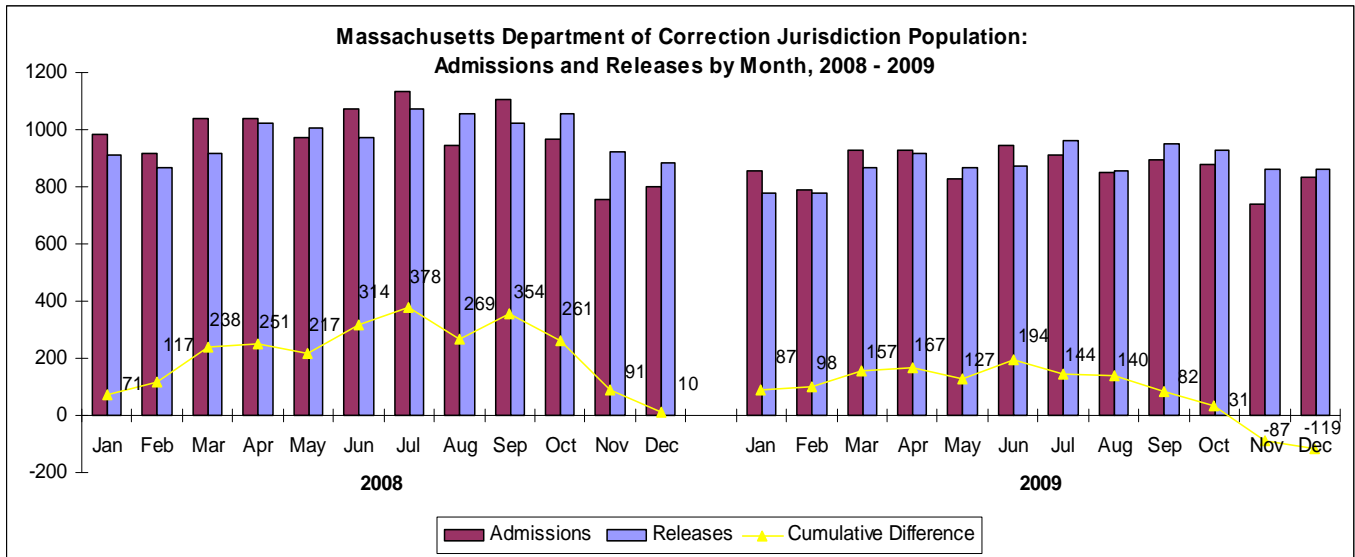


*Inmates under post-release supervision may be supervised by Parole, Probation, or both.

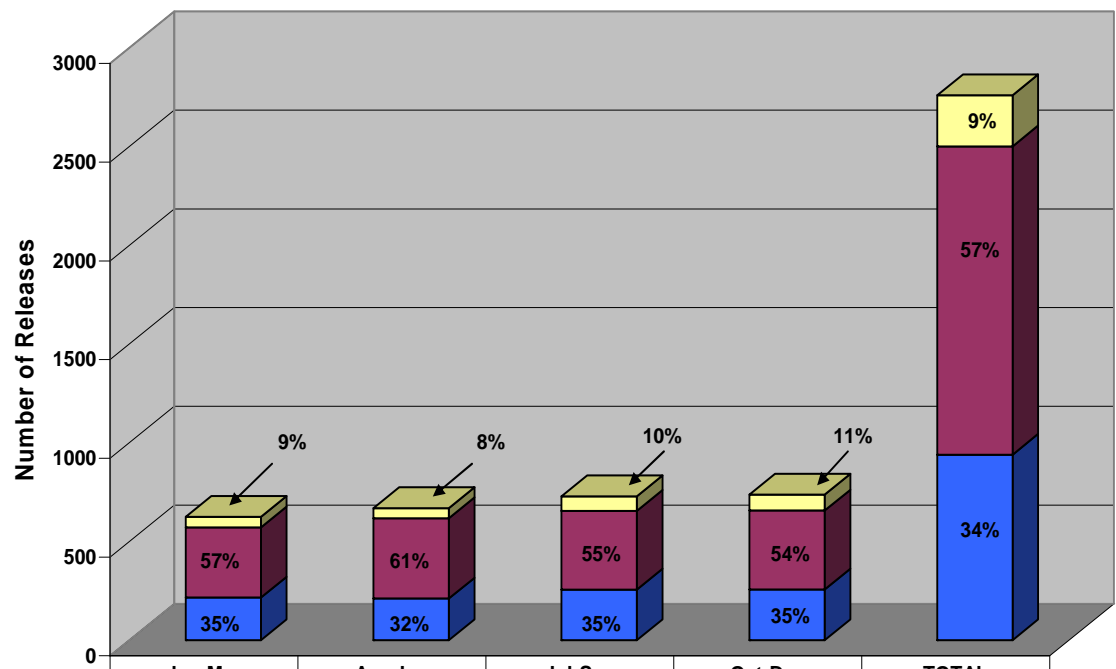
2009 Releases to the Street from Massachusetts Department of Correction: Top 10 Cities





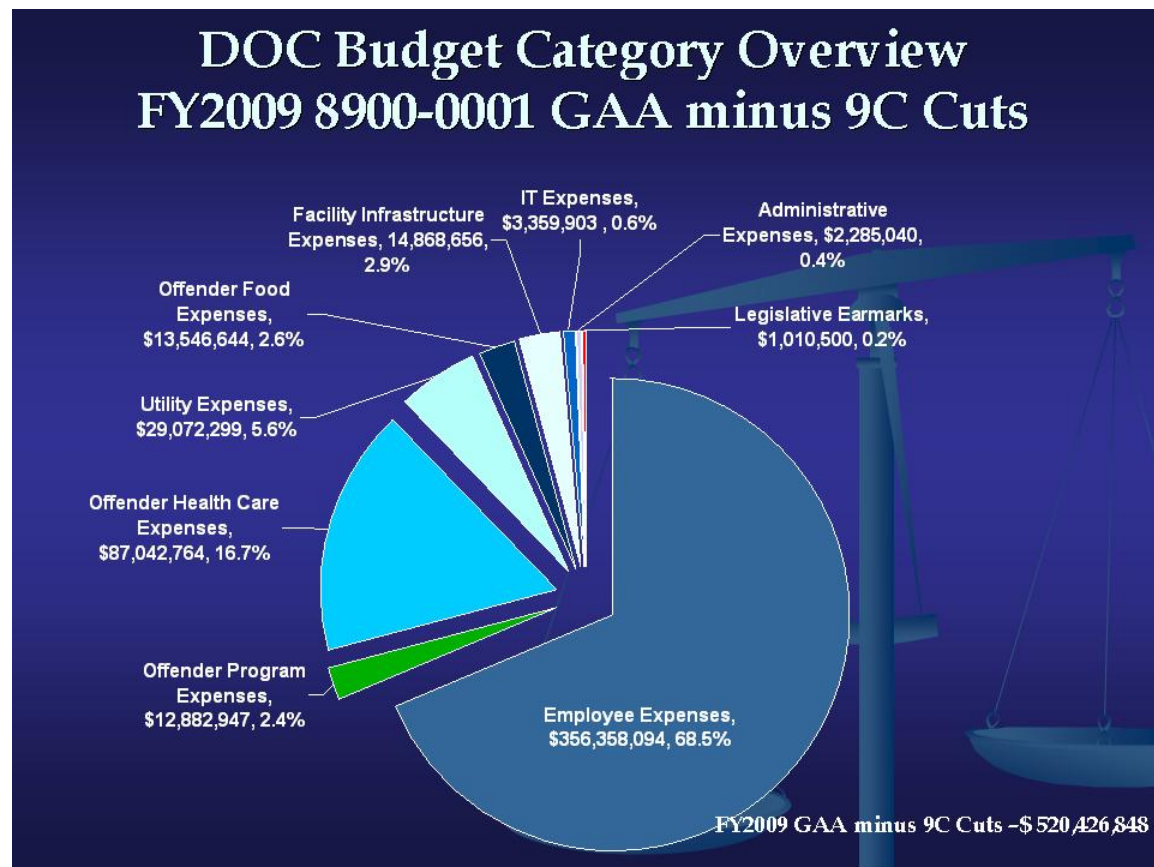


**2009 Releases to the Street from Massachusetts Department of Correction
by Security Level per Quarter**



| | | | | | |
|---------------------|-----|-----|-----|-----|-------|
| Maximum Security | 54 | 51 | 74 | 80 | 259 |
| Medium Security | 355 | 407 | 399 | 400 | 1,561 |
| Minimum/Pre-Release | 216 | 211 | 256 | 257 | 940 |
| TOTAL | 625 | 669 | 729 | 737 | 2,760 |

DOC Budget Category Overview FY2009 8900-0001 GAA minus 9C Cuts



**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 |
| Total | 643 | 741 | 463 | 333 | 307 | 191 | 631 | 505 | 495 | 473 | 496 | 352 | 5630 | 2.815 |
| Recycled printer cartridges | | 23 | 22 | 0 | 23 | 0 | 34 | 0 | 0 | 18 | 22 | 86 | Total Cartridge | Total Pounds |
| | | | | | | | | | | | | | 228 | 456 |

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

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

| Shredding Project | 1 box = 30lbs |
|---------------------|---------------|
| | Boxes |
| SECC | 2140 |
| Total Boxes | 2140 |
| Total Pounds | 64200 |
| Tonnage | 32.1 |

2009 Performance Recognition Citation for Outstanding Performance”

| | |
|-----------------------|--|
| NECC Farm Staff- | David Grinkis, Farm Mgr John Chalmers, Lt Brian Sumner, Sgt |
| OCCC IPS Team- | Dennis Butler, Sgt Chris Langlois, Sgt. MaryAnn Lewis, Sgt. Michael Carton, Sgt. Scott Silva, CO Theodore Laviviere, CO Sue Clavin, CO |
| SBCC Group- | Bruce Gelb, Deputy Supt. Anthony Mendonsa, Deputy Supt |
| MCI CJ- | Gary Fyfe, Rec. Officer II |
| MCI CJ Group- | Allison Hallett, Deputy Supt. Abbe Nelligan, Dir. Of Class. |
| Tech Services - | Michael Coyne, Programmer/ Analyst |
| SBCC Unit Team- | Thomas Bouley Gary Berthiaume, Sgt. David Keeler, Sgt. Troy Kasper, Sgt. Ronald Raymond, Sgt. James Henderson, Sgt. |
| MCI Concord- | Domingo Infante, Dir. of Engineering |
| Central Class. Group- | Date Comp Unit Caroline Sawyer, Director Ann Higgins, Deputy Dir. Janice Hebert, Deputy Dir. |
| IA Unit | Kelley Correia, Director |
| MCI Shirley- | Patrick DePalo, DOS |

2009 Beyond Excellence Award Recipients

INSTITUTION AWARDS

Central Headquarters- Jennifer Gaffney - PDCU
Bay State- Daniel Macomber, CPO D
Boston Pre-Release- Richard Griggs, CPOD
Bridgewater State Hospital -Robert Cutting, CPO D
MCI Cedar Junction- Ann Marie Aucoin, Sgt.
MCI Concord- Frederick Roark, Sgt.
MCI Framingham- John Riccio, Sgt.
Massachusetts Alcohol and Substance Abuse Center- Robert Dunn, Sgt.
Massachusetts Treatment Center- Michelle Offley, Clerk IV
MCI Norfolk- Charles Fillis, Sgt.
North Central Correctional Institution- Thomas Bonci, IPS Commander
Northeastern Correctional Center- Dean Gray, Sgt.
Old Colony Correctional Center- Jeff Butler, CO
MCI Plymouth- Shirley Staples, WPO II

Pondville Correctional Center- Nelson Alves, CPO C
Shattuck Hospital Correctional Unit- Lucille Pena, CPO D
MCI Shirley- David Ringer, Industrial Instructor I
South Middlesex Correctional Center- Martha Mobley, CPO A/B
Souza Baranowski Correctional Center- Gordon St. John, Locksmith

PROFESSIONAL EXCELLENCE AWARDS

ADMINISTRATOR

Abbe Nelligan, Director of Classification, MCI Cedar Junction

CARE AND CUSTODY

MCI Cedar Junction Group – Jason Lanpher, Capt.
Raymond Turcotte, Capt.

CONTRACT - HEALTH

Philip DeChavez, Medical Director, MCI Framingham

CONTRACT - OTHER

Allyson Martino, Research Asst. Massachusetts Treatment Center

OFFICE CLERICAL

Ruth Payne, Clerk III, MCI Concord

SUPPORT SERVICES

Michele Richard, Executive Assistant, Deputy Commissioner's Office

TECHNICAL/MAINTENANCE

Michael Delaney, Chief Wastewater Operator, MCI Norfolk

VOLUNTEER

Richard Nethercut, MCI Norfolk

SPECIAL RECOGNITION

JOSEPH RIBEIRO AWARD

SBCC Group Award - Arthur Tibets, Lt.
Mark Montenero, Sgt.

CHARLES GAUGHAN

Bruce Hain, Sgt., MCI Norfolk

HUMANITARIAN

Gadiel Ortiz, CO , MCI Norfolk
MCI Shirley Group –
Michael Douglas, Sgt.
James Senecal, CO
Scott Boutell, CO

COMMISSIONER'S CITATION

Thomas Fedele, Sgt., Shirley
Paul Curran, Chief Power Plant Engineer, NCCI

DISTINGUISHED SERVICE

Michael Santoian, Lt., 30 years MCI Concord

DEPUTY SUPERINTENDENT

Allison Hallet, MCI Cedar Junction

SUPERINTENDENT

Thomas Dickhaut, Souza Baranowski Correctional Center

Thank you to everyone who contributed to the 2009 Annual Report.

Annual Report 2009

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