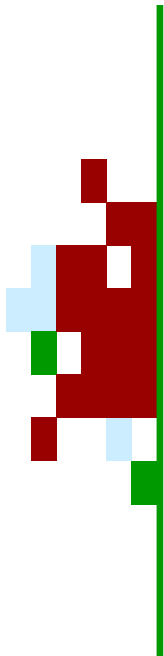

Massachusetts Department of Correction **2010 Annual Report**



MCI Framingham



Annual Report 2010

DEPARTMENT OF CORRECTION

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Commissioner's Message



I am pleased to present the Massachusetts Department of Correction's (DOC) 2010 Annual Report. The information and statistics contained in this report provide a clear picture of the vision, mission, accomplishments and operations of this ever changing agency.

The latter part of 2010 was met with significant administrative personnel changes. As I assumed the role of Acting Deputy Commissioner and then ultimately Acting Commissioner, I was able to see the strength of this agency from a different perspective. Increasingly, I became keenly aware that this agency employs some of the finest men and women in the correctional business. I am sincerely proud to lead this agency and am ready to meet the challenges ahead.

The DOC houses over 11,000 inmates in 18 facilities and employs over 5,000 staff. Guided by our multi-year strategic plan, we have set forth a roadmap for success that can be appreciated by the inmates and success for our staff we employ. Correctional agencies throughout the country balance incarcerating inmates while providing services to adequately prepare them for release to our communities. We achieve this with a highly trained work force, assistance from our partnerships and evidence based programming designed to reduce recidivism.

Our commitment to a diverse and well trained work force can be shown through the innovative and diverse training programs developed and delivered in 2010. The value we put on the recruitment of staff is evident by the development of a Job Shadow and Internship Program designed to expose prospective employees to the world of corrections. These two programs have been met with great success. Expansion of our external communication channels resulted in the development of a DOC TV and YouTube site where one can find enlightening videos about the DOC.

Our partnerships are many and we strive to partner with community leaders and community based service providers so that they can continue to support the success of releasing offenders and play a vital role in reduced recidivism. The importance of collaborations with all stakeholders can never be underestimated and we are determined to strengthen those relationships.

One of the most significant challenges in 2010 was budgetary in nature. As economic worries plague all citizens of the Commonwealth, we joined their plight as we balanced our commitment to public safety with preparing inmates for successful re-entry with diminished resources. This could only have been managed with competent staff that is committed to public service.

Our workforce is now ready to meet the exciting challenges and rewards that 2011 will be sure to bring.

Sincerely,

A handwritten signature in black ink, appearing to read 'Luis S. Spencer'. The signature is stylized and cursive.

Luis S. Spencer
Commissioner

MASSACHUSETTS DEPARTMENT OF CORRECTION

VISION

TO EFFECT POSITIVE BEHAVIORAL
CHANGE IN ORDER TO ELIMINATE:

- VIOLENCE
- VICTIMIZATION
- RECIDIVISM

MISSION

PROMOTE PUBLIC SAFETY BY MANAGING
OFFENDERS WHILE PROVIDING CARE AND
APPROPRIATE PROGRAMMING IN PREPARATION
FOR SUCCESSFUL RE-ENTRY INTO
THE COMMUNITY

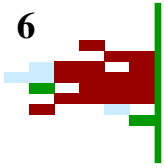
MANAGE - CARE - PROGRAM - PREPARE

CORE VALUES

RESPONSIBLE - RESPECTFUL - HONEST - CARING



WORKING FOR A SAFER TOMORROW EVERY DAY



Frequently Asked Questions

How many inmates are incarcerated in the DOC?

On July 1, 2010 there were 10,276 criminally sentenced inmates in the jurisdiction of the DOC. There were 650 offenders incarcerated as a civil commitment and 574 offenders pre-trial or awaiting trial in the DOC.

How many Massachusetts inmates are incarcerated in other jurisdictions' facilities?

On July 1, 2010 there were 74 DOC inmates housed in other state or federal correctional facilities; 163 DOC inmates were housed in county correctional facilities.

How many institutions do you have and how many security levels are there?

The Department has 18 institutions and 4 security levels: Maximum, Medium, Minimum and Pre-Release.

What is the DOC overcrowding rate?

The total custody overcrowding rate for DOC facilities as of June 28, 2010 was 140%. The overcrowding rate for medium security facilities was 152%. The overcrowding rate is determined based on the average daily population of the facility divided by the number of beds (design capacity).

What is the average cost to house an inmate per year?

For Fiscal Year 2010, the average cost per year to house an inmate in the Massachusetts DOC was \$45,917.05.

How many "lifers" are incarcerated in Massachusetts DOC facilities?

On July 1, 2010, there were 1,824 inmates serving a life sentence. Of the 1,824, there were 980 inmates serving a first-degree life sentence while the remaining 844 were serving a sentence of second-degree life.

What is the gender breakdown of the inmate population?

Of the 10,276 criminally sentenced inmates in DOC jurisdiction on July 1, 2010, 603(6%) were female and 9,673 (94%) were male

What is the racial/Hispanic ethnicity composition of the inmate population?

Inmates serving criminal sentences on July 1, 2010 reported the following race/ethnicity: White 4,263 (41.5%), Black 2,892 (28%), Hispanic 2,872 (28%), Asian 135 (1%), American Indian/Alaskan Native 56 (0.5%), Native Hawaiian/Pacific Islander 0 (0%), and Other 58 (1%).

Strategic Plan

Strategic planning is the formal consideration of an organization's future course. In 2010, the Massachusetts Department of Correction presented our Strategic Plan to the agency and stakeholders. This plan outlines the goals, objectives, key strategies and performance measures of the DOC for the next five years. We have identified seven overarching goals. Each of the seven goals identified are equally important and are interdependent.

The seven goals are:

- Effectively transition inmates to communities to reduce crime and victimization, reduce recidivism, and promote effective rehabilitation and reentry.
- Maintain and enhance prison safety and security for the public, staff and inmates.
- Promote a healing environment for staff and inmates.
- Collaborate with external stakeholders and partners to develop and implement strategies supporting mutual goals and objectives.
- Improve business administrative performances.
- Achieve work force excellence.
- Enhance communications both internally and externally by introducing new and enhancing existing communication initiatives.

Our accomplishments are highlighted in this report which can serve as a measure of the progress made as we continue on our future course.

Goal:
Effectively transition inmates to communities to reduce crime and victimization, reduce recidivism, and promote effective rehabilitation and reentry

Objective/Strategy: Partner with community leaders, community-based service providers, faith based organizations, educational organizations, regional reentry centers and law enforcement to promote support for returning inmates.

Accomplishments: Inmate training in the areas of entrepreneurial skills, career coaching, landscaping, auto and auto body repair, OSHA guidelines, computer skills, painting and work set up and clean up has been implemented, some with the assistance of community leaders, enhancing basic work skills that are transferable to the community and assist in successful reentry. Each facility designated one Correctional Program Officer to serve as a Housing Search Specialist while a partnership formed with the Department of Public Health secured non-DOC funded beds for inmates discharging from the DOC but requiring hospitalization. Reentry presentations for inmates were routinely conducted at all facilities and included representatives from internal and external stakeholders.

Objective/Strategy: Improve and expand evidence based and, as appropriate, innovative institutional programming to meet the assessed needs of inmates.

Accomplishments: Several facilities either expanded current program opportunities or introduced new programming, to include inmate work assignments, aimed at addressing the identified needs of the inmate population and criminogenic risk factors. The DOC was awarded a Green Technology Grant, a Peer Mentoring Grant and a Family-Based Substance Abuse Grant through the 2nd Chance Act.

Objective/Strategy: Support sentencing reform.

Accomplishments: Efforts were made to inform policy and legislative decisions on sentencing reform by providing an abundance of data on mandatory minimums, drug sentences, post-release supervision and other related data. Provided numerous datasets to the Executive Office of Public Safety and Security and within the DOC related to a wide variety of crime bill and sentencing reform initiatives.

Objective/Strategy: Expand mental health services and linkages to community programming.

Accomplishments: Clinical case reviews are held prior to an inmate's transfer from the Department of Correction (DOC) to the Department of Mental Health (DMH). A Care Coordination Process was implemented to ensure that inmates' medical and mental health and substance abuse treatment needs are met both during and subsequent to incarceration.

Objective/Strategy: Create policy that allows for increased community access via furloughs, program related activities, and electronic monitoring for suitable inmates.

Accomplishments: A Program Related Activities (PRA) policy was approved which will allow eligible inmates to access community services prior to release.

Objective/Strategy: Utilizing the COMPAS assessment, measure the risk an inmate poses and identify criminogenic needs that, if treated, can help prevent the inmate from fulfilling predicted risk.

Accomplishments: The Department initiated the full implementation of COMPAS (Correctional Offender Management Profiling for Alternative Sanctions), 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.

Objective/Strategy: Create personalized program plans for inmates that form a case plan for institutional programming and a reentry case plan for community programming in preparation for the inmates' reintegration into the community.

Accomplishment: The DOC has entered into a regional reentry initiative resulting from a 2nd Chance Act Grant award with Hampden County.

Strategic Plan—Goal 1—Performance Measures

Rate of Recidivism

Extracted from “**Recidivism Rates 2004 Release Cohort**” prepared by the Research and Planning Division.

Three Year Re-Incarceration Recidivism Rate for 2004 Releases									
Gender	Number of Releases	1st Year		2nd Year		3rd Year		Total	
		Rec	Rate	Rec	Rate	Rec	Rate	Rec	Rate
Female	757	165	22%	90	12%	50	7%	305	40%
Male	1587	351	22%	241	15%	108	7%	700	44%
Total	2,344	516	22%	331	14%	158	7%	1,005	43%

***COMPAS** is a statistically based risk assessment specifically designed to assess key risk and needs factors in correctional populations and to provide decision-support for justice professionals when placing offenders into the community*

Number of inmates assessed using COMPAS (Risk and Needs Assessment)

As of Monday January 3, 2011 there were 8460 male inmates in the DOC eligible for assessment

7,010 (83%) had a completed Risk Assessment

Of those , 2,159 (31%) were low risk and therefore not in need of a Needs Assessment

4,851 (69%) were moderate to high risk and therefore eligible for a Needs Assessment

Of those eligible for a Needs Assessment, 3,604 (74%) had a completed Needs Assessment

As of Monday January 3, 2011 there were 571 female inmates in the DOC eligible for assessment

323 (56%) had a completed Risk Assessment

Of those, 139 (43%) were low risk and not in need of a Needs Assessment

184 (56%) were moderate to high risk and eligible for a Need Assessment

Of those 184, 166 (90%) had a completed Needs Assessment

Goal:
Maintain
and enhance
prison
safety and
security for
the public,
staff and
inmates

Objective/Strategy: Align facility management strategies and staffing to promote safety and security in accordance with the mission of each facility.

Accomplishments: A comprehensive review of current security practices in several facilities have taken place with corrective action plans formed while an enhanced internal “spot check” procedure for those inmates in the community was implemented. The Waste Water Treatment Plant at MCI Plymouth is now operational reducing waste and water concerns. The Special Operations Division Canine Unit performs daily narcotics searches. Visitor processing systems were upgraded to increase efficiency of the entire entrance process and procedures while enhancing the camera system. The Department maintains Eagle Status with the American Correctional Association (ACA) as well as standards compliance with the National Commission on Correctional Health Care (NCCHC) and The Joint Commission (TJC).

Objective/Strategy: Update policies and ensure staff are well-trained on key safety areas such as suicide prevention, appropriate use of force and communicable disease prevention.

Accomplishments: Code 99 procedures were reviewed by several facilities and became a training focus, ensuring staff understanding and compliance. The review and critique of the Use of Force administrative process has occurred at several facilities. Training was conducted for all supervisory staff in the areas of use of force, chemical agents, specialty impact munitions and firearms. MCI Framingham implemented monthly suicide drills utilizing a mannequin making training more realistic and effective. The Department of Public Health collaborated with the DOC to review the shared electric razor program which has dramatically reduced the incidence of self-injurious behavior of cutting by inmates.

Objective/Strategy: Target problem behavior for prosecution, special classification status and/or programming referral.

Accomplishments: The purchase and use of high security transportation vans allow for the separation of disruptive inmates and transportation of them into the community safely and securely. MCI Cedar Junction staff successfully planned for and orchestrated the opening of a new Behavioral Management Unit (BMU) which manages inmates who exhibit serious mental illness coupled with chronic disciplinary issues. A protocol to describe the proper documentation and resolution of incidents of suicidal and self-injurious behavior with regard to the inmate disciplinary process was established.

Objective/Strategy: Conduct a comprehensive review of the current security technology resources available and identify future security technology equipment needs.

Accomplishments: The Special Operations Division continues the rebanding of the 800 MHz system to include all infrastructure, vehicles, bases and portable radios (approximately 2,000 radios) increasing the amount of available radio channels to 12 per institution. The Security Technology Committee has comprehensively reviewed a number of current technology resources available to include a human presence detection system (body scanner) and a portable cell phone detection device.

Objective/Strategy: Prioritize capital improvements and repairs related to safety and security.

Accomplishments: The Division of Resource Management ensured the implementation and completion of various “Hayes Report” projects; camera assessments and upgrades and perimeter security repairs. Repairs made include the installation of razor wire; the removal of asbestos and installation of an electronic gate system and security door.

Objective/Strategy: Conduct LMAP sessions regarding institutional violence and problematic behavior (i.e. assaults, weapons, drug and alcohol abuse).

Accomplishments: “An Analysis of Race/Ethnicity and Assaults” report was published and disseminated reflecting changes from the MCI Cedar Junction and Souza Baranowski mission changes. Most notable was the reduction of inmate assaults. Cell phone finds are being documented and studied with strategies implemented to decrease the number of contraband cell phones obtained by inmates.

Objective/Strategy: Target plans for new prison construction for certain populations that need more intensive services and pursue additions/upgrades to current facilities to address overcrowding issues.

Accomplishment: DOC Legal successfully defended a union challenge to double bunking at SBCC in federal district court.

Objective/Strategy: Prevent escapes and maintain accountability of inmates in the community.

Accomplishment: To ensure the safety of Community Work Crews and the public, safety sweatshirts and vehicles with front and rear strobe lights are used.

Strategic Plan—Goal 2—Performance Measures

Rate of violent infractions and escapes in prison

There were 3 escapes during 2010
1 inmate was minimum custody and 2 inmates were pre-release custody

Number of facility improvements completed

During 2010, the Division of Resource Management addressed an impressive list of 78 facility improvement projects. Some of the projects included: razor wire upgrade at MCI Concord, life safety door design at Bridgewater State Hospital, renovations to I building at NCCI Gardner, razor wire courtyard upgrades at Old Colony Correctional Center and the installation of security glass at MCI Cedar Junction.

Compliance rate with ACA, NCCHC and TJC standards

ACA

Four institutions achieved reaccreditation by the American Correctional Association (ACA)

- Bridgewater State Hospital:
Mandatory standards 100% compliance; non mandatory 99.25% compliance
- MCI Framingham:
Mandatory standards 100% compliance; non mandatory 99.3 % compliance
- Old Colony Correctional Center:
Mandatory standards 100% compliance; non mandatory 99.25% compliance
- North Central Correctional Institution:
Mandatory standards 100% compliance; non mandatory 99.5% compliance

TJC

In 2010 Bridgewater State Hospital retained its The Joint Commission (TJC) accreditation

NCCHC

The DOC continues to maintain and adhere to National Commission on Correctional Health Care standards, though we do not participate in the accreditation process



“The Standards and Accreditation Department of the American Correctional Association (ACA) serves a dual mission of providing services for ACA and the Commission on Accreditation for Corrections (CAC). These services include the development and promulgation of new standards, revision of existing standards, coordination of the accreditation process for all correctional components of the criminal justice system, semi-annual accreditation hearings, technical assistance to correctional agencies, and training for consultants who are involved in the accreditation process.”

Goal:
Promote a healing environment for staff and inmates

Objective/Strategy: Enhance programs and supervision for special inmate populations

Accomplishments: The residential substance abuse treatment program for males and females was shifted to a Modified Therapeutic Community. A Departmental policy was created to establish guidelines governing the management of Inmate Self Improvement Groups at all Department institutions. Significant progress has been made facilitating the mission change at Old Colony Correctional Center (OCCC). Specialized units at Souza Baranowski Correctional Center (SBCC) were developed and implemented. Efforts to measurably reduce seclusion and restraint at Bridgewater State Hospital (BSH) through the expansion of therapeutic programming and leisure time activities is in progress, as well as case management reviews and bi-annual patient surveys. A committee formulating a new Request for Response (RFR) for the Sex Offender Treatment Program convened, with a focus on innovative and efficient allocation of funds. An art program and sign language class was implemented for inmates housed in the Residential Treatment Unit at NCCI-Gardner.

Objective/Strategy: Create a safe, positive and rehabilitative correctional environment that promotes healing, enhancing public safety.

Accomplishments: NCCI-Gardner conducted a dialogue session for support staff to discuss their concerns regarding staff assaults and implemented a women in corrections support group for staff. Staff, Volunteers and Veterans appreciation events occurred at several sites and divisions. A Military Peer Support group was established for staff active in Military Service. Tours of several facilities were provided for family and friends of staff. MCI Cedar Junction held a Memorial Dedication for past and present employees. An information source for Shift Commanders was developed to identify inmates who are open mental health cases in order to ensure appropriate responses to problematic behaviors.

Objective/Strategy: Involve inmate family members in promoting a productive prison experience.

Accomplishments: The current visiting system at many facilities was reviewed with the goal of implementing a visiting environment where family connections can be strengthened. New processes were implemented and informational videos were created, providing valuable information to visitors. Support Services is in the process of an email pilot program for inmates at South Middlesex Correctional Center (SMCC). This program will provide an additional way for friends and family to stay in contact with the inmate population. Family Reunification events and efforts to strengthen family connections have occurred at several facilities. Visitor surveys have been conducted. Fatherhood programming has been established at several sites as well.

Objective/Strategy: Develop a plan to address inmate idleness incorporating incentives for participation in activities.

Accomplishments: Recreation schedules and equipment needs have been assessed and improved to include the addition of cardiovascular and weight equipment. A "Health Awareness Educational" forum is presented on a monthly basis. MHM (our contracted mental health provider) has been facilitating groups that offer supportive services for inmates struggling in a negative environment. Volunteer dialogue sessions were held at several facilities.

Objective/Strategy: Reconfirm the validity of the classification system for males and females.

Accomplishments: A reliability study of the objective classification system was conducted. The system was deemed reliable as the discretionary override rate meets national standards.

Objective/Strategy: Address the internal classification needs of the DOC

Accomplishments: A new medical and mental health classification system was implemented. An Internal Housing Risk Factors Form and protocol were implemented and are designed to separate potential victims from potential predators.

Objective/Strategy: Implement the National Prison Rape Elimination Commission standards.

Accomplishment: The Massachusetts Treatment Center reduced PREA related incidents by nearly 70%.

Objective/Strategy: Reduce the impact violent crime and incarceration have on victims, staff and inmates.

Accomplishment: A successful victim/offender dialogue session was conducted at MCI Concord which was coordinated by the Victim Services Unit.

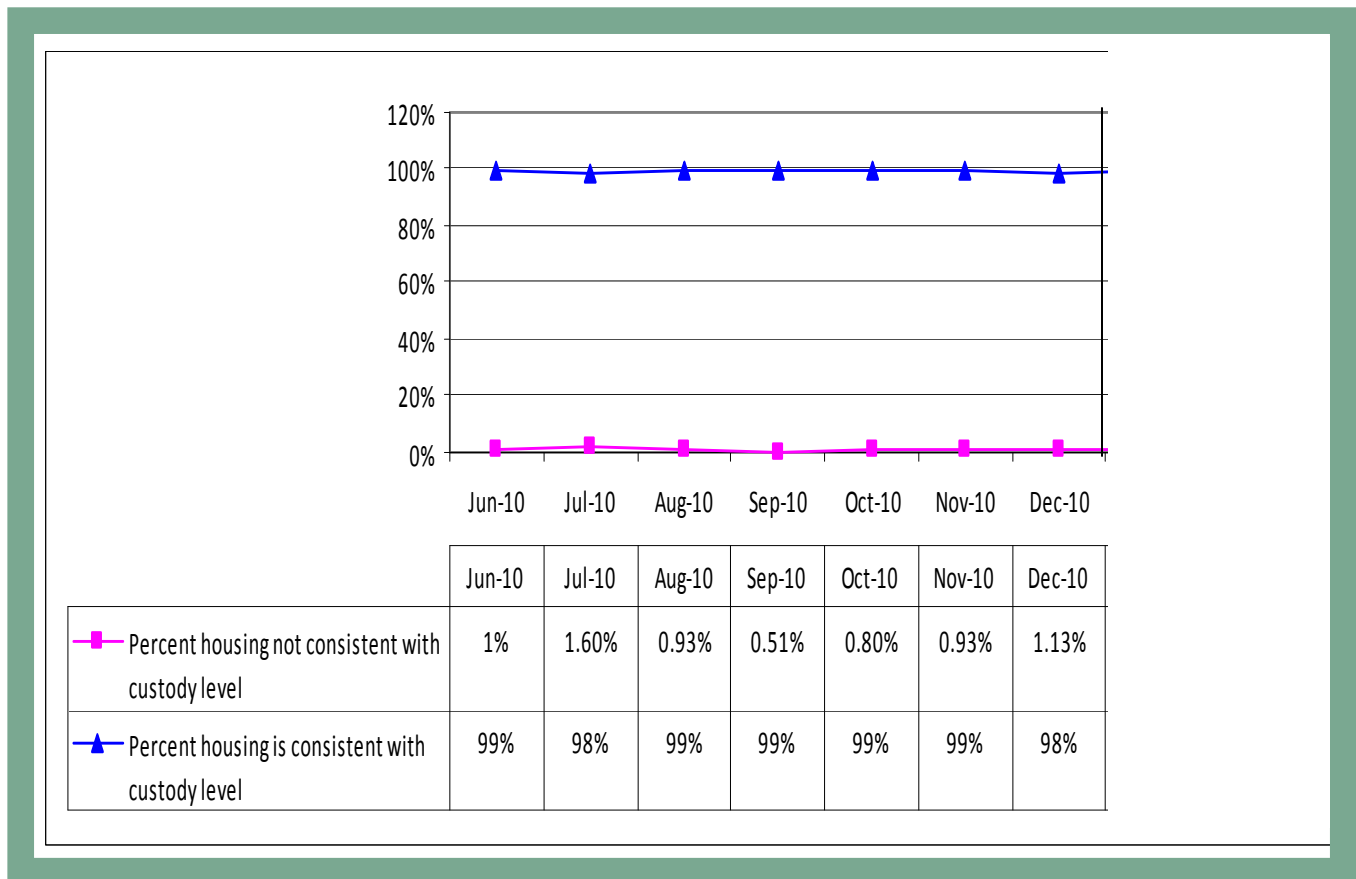
Strategic Plan—Goal 3—Performance Measures

Percent of staffing vacancies

Vacancy rate as of December 2010 was 14.45%

Number of inmates housed consistent with their custody level designation

As of December 31, 2010; 98% of inmates who are subject to classification were housed consistent with their custody level designation



Goal:
Collaborate with external stakeholders and partners to develop and implement strategies supporting mutual goals and objectives

Objective/Strategy: Strengthen stakeholder collaborations and identify stakeholder expectations for the Department and Department expectations for the stakeholders

Accomplishments: Dialogue with legislators continues to be a priority, as educating them on the importance of reentry ensures that legislation will not conflict with DOC Best Practices. Monthly statewide intelligence sharing meetings are held. The Department collaborated with the Department of Children and Families (DCF) to establish a memoranda of understanding designed to support offender reentry and family reunification. Training was conducted at Bridgewater State Hospital with Forensic Evaluators from Jails and House of Corrections. In partnership with the Department of Conservation and Recreation, approximately 300 picnic tables were built by inmates that were delivered to the Commonwealth's State Park and Recreation areas. Several events for local communities were held to include Thanksgiving dinner baskets; toy drives; Giving Tree for holiday gifts; Band-Aid drive, and food drives.

Objective/Strategy: Identify partners from other governmental entities, crime prevention and victim centric agencies, public safety groups, community organizations, families and children of inmates and other groups interested in collaboration to assist in preparing inmates for release.

Accomplishments: In conjunction with community volunteers and Concord Prison Outreach, an education program will be developed where inmates can learn horticultural and landscaping skills that can translate into the community. Representatives from two community programs (the New Leaf Program and Kingston House) attended the weekly discharge meetings to educate staff about their programs. Meetings with Boston Police and Lowell Police Departments were held to discuss the development and implementation of Reentry Roundtable meetings to facilitate the exchange of data regarding offenders releasing to their respective communities.

Objective/Strategy: Promote safer communities

Accomplishments: The Department has partnered with the University of Massachusetts Boston's Criminal Justice Department, Darrin Howell and other community stakeholders to develop an anti-bullying video, titled "Evolution of a Bully." Handicap ramps for the Town of Carver were built by inmates. Joint escape drills are conducted with community and police representation.

Objective/Strategy: Continue to work with the courts and probation to improve the quality of data exchange

Accomplishments: Stakeholder collaborations with the Massachusetts Court System has been strengthened and cross training has taken place. Training was provided to the Norfolk County District Attorney's Office regarding M.G.L. c. 123 Mental Health. Contact with District Attorneys' Offices regarding releasing offenders continues. Tours were provided to several Judges and social workers strengthening their understanding of the correctional system.

Objective/Strategy: Reduce victimization and recidivism

Accomplishment: The Director of the Victim Services Unit is co-chairing the annual Garden of Peace event. The Garden of Peace is a memorial commemorating victims of homicide and a living reminder of the impact of violence.

Objective/Strategy: Improve stakeholder satisfaction through communication strategies.

Accomplishment: Numerous tours were provided for outside agencies (i.e. Federal Bureau of Prisons staff, U.S. Marshals, Roxbury Probation Department staff, Walpole Chamber of Commerce) to promote communication and stakeholder satisfaction. Seventy judges toured three facilities through a program offered by the Flaschner Judicial Institute.

Objective/Strategy: Continue to expand the use of community work crews

Accomplishment: Eligible inmates who are classified as minimum custody participate in Department of Public Works (DPW) and Community Work Crews (CWC); for many, this assignment begins work skill development.

Objective/Strategy: Identify and harness resources necessary for effective and continued implementation.

Accomplishment: Started working with Abt Associates, contracted by Bureau of Justice Statistics (BJS), to contribute to National Corrections Reporting Program (NCRP), a national database of prison admissions, releases, snapshot and parole data.

Objective/Strategy: Cultivate relationships with the business community to develop appropriate vocational programs.

Accomplishment: Perkins Vocational Grant provides for the development, implementation and improvement of vocational education.

Objective/Strategy: Adopt a campaign that effectively communicates the benefits of successful reentry programs and the need for community support and involvement.

Accomplishment: Representatives from MassHealth and the Department of Employment and Training made presentations to inmates at MCI Framingham on services available upon release.

Strategic Plan—Goal 4—Performance Measures

Number of interagency and other committee /workgroups representative of partnership collaborations with DOC participation/ membership

The DOC currently partners with and actively participates in committees with over **50** non- DOC Departments or Agencies. These partnerships, in many instances, cross over multiple DOC disciplines. A sample of Departments or Agencies with which we collaborate include other state agencies, the Federal Bureau of Investigations, Police Departments, community leaders and community providers, local colleges, Massachusetts Sheriffs, Social Security Administration and Federal Bureau of Prisons.



State Agencies
Federal Bureau of Investigations
Police Departments
Community Leaders
Community Providers
Local Colleges
Massachusetts Sheriffs
Social Security Administration
Federal Bureau of Prisons

**Goal:
Improve
business
administrative
performances**

Objective/Strategy: Expand the use of Leadership, Management, Accountability and Performance (LMAP) sessions.

Accomplishments: The Central Transportation Unit (CTU) completed an LMAP resulting in changes that have significantly reduced the amount of trips assigned to individual institutions, making the Central Transportation Unit (CTU) more cost efficient and reducing institutional overtime costs. A property LMAP workgroup was established to examine inmate property grievances. Additionally, an LMAP workgroup was established to examine practices surrounding inmate correspondence with the goal being to reduce duplication of effort. An LMAP was initiated in the area of inmate escapes and In-Service Training. The Central Inmate Disciplinary Unit (CIDU) took a lead role in developing an LMAP regarding Urinalysis Cost Effectiveness. This work resulted in cost savings action steps to be taken. An LMAP was initiated to look at the effectiveness of pre-release and work release.

Objective/Strategy: Operate the DOC in the most cost efficient and effective manner possible.

Accomplishments: The Contract Office initiated a process of reducing contract related obligations and expenditures. Old Colony Correctional Center (Medium security) is working to complete the mission change which will provide inmate services in a more efficient manner. The Office of Investigative Services (OIS) was reorganized reflecting a more efficient reporting structure. A continuous quality improvement program has been developed to maximize the efficacy of the COMPAS assessment process. The transition of the Law Libraries from hard copy books to electronic materials is cost effective. Completed data analysis required which results in additional funds for the Commonwealth's General Fund.

Objective/Strategy: Share data and information across partner agencies.

Accomplishments: The DOC provided the Bridgewater Fire and Police Departments with new portable radios and radio chargers to enhance communication. Selected staff have been trained on how to use the Statewide Information Sharing System (SWISS) database. This database is used to obtain electronic records from other agencies within Massachusetts. The Victim Service Unit in conjunction with the Department of Criminal Justice Information Services has implemented the new Victim Notification Registry (VNR) database. Effective collaboration between Research and Office of Technology and Information Services (OTIS) resulted in the development of a master database file.

Objective/Strategy: Invest in natural resources using green technologies and practices.

Accomplishments: Our efforts to reduce the Department's carbon footprint and energy costs have made us the leader for state agencies in the Commonwealth. Work throughout the Department to upgrade current telecommunication systems to fiber optic based systems has begun. The development of the Urgent Capital Needs Assessment provides an annual update on the maintenance and upgrade of facility systems. The use of solar panels and wind turbines increases energy efficiency.

Objective/Strategy: Cultivate cooperative involvements with outside agencies.

Accomplishments: The Research & Planning Division facilitated DOC approval of several external research proposals. Many divisions within the Department contributed to the submission of several federal and state grant applications.

Objective/Strategy: Pursue operational effectiveness through the utilization of "best practices."

Accomplishment: Care Coordination Committees were formed at all facilities.

Objective/Strategy: Expand video conferencing capabilities.

Accomplishment: The number and location of video conferencing stations has been increased to 10.

Objective/Strategy: Assess the process of purchasing from state vendors as it relates to savings.

Accomplishment: Food Services utilized Opportunity Purchases as a means of saving the DOC money; streamlined the menu process into an electronic function; and eliminated the need for Food Service Consultants, which has resulted in significant cost savings.

Objective/Strategy: Adhere to responsible budgeting practices.

Accomplishment: MASAC officials met with budget staff to identify needs, solidify budget and review current spending so as to operate efficiently with available resources.

Objective/Strategy: Develop a manageable amount of performance measures including those defined by the Association of State Correctional Administrators (ASCA).

Accomplishment: Data gathering efforts were significantly increased for the variables sought by the Association of State Correctional Administrators (ASCA) so that pertinent data can be compared both internally and externally.

Strategic Plan—Goal 5—Performance Measures

Percent compliance with ASCA performance based measures

The DOC currently contributes data for 89% of the ASCA measures

Number and location of video conferencing stations

The DOC currently has 10 video conferencing stations located at:

Lemuel Shattuck Hospital
Massachusetts Treatment Center
MCI Cedar Junction
MCI Concord
MCI Framingham

MCI Norfolk
MCI Shirley
North Central Correctional Institution
Old Colony Correctional Center
Souza Baranowski Correctional Center

Percent of materials recycled

	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	AVERAGE
CJ	13.67%	24.20%	29.92%	43.55%	29.78%	29.42%	28.42%
SBCC	39.63%	30.68%	44.40%	33.69%	35.50%	37.57%	36.91%
MCI-C	60.20%	54.36%	66.53%	53.08%	55.03%	59.64%	58.14%
MCI-F	31.22%	27.44%	24.75%	22.16%	19.98%	25.13%	25.11%
MCI-N	53.58%	58.35%	57.77%	54.60%	61.32%	54.07%	56.62%
MCI-S	40.19%	44.05%	53.01%	41.44%	52.89%	49.73%	46.89%
Shirley TA	13.46%	28.57%	29.41%	15.01%	34.12%	26.16%	24.46%
NCCI	45.49%	47.14%	39.19%	41.65%	38.99%	52.47%	44.16%
NECC	66.95%	71.46%	72.00%	64.93%	74.05%	64.57%	68.99%
MTC	73.26%	74.37%	72.12%	77.89%	64.35%	63.45%	70.91%
OCCC	59.99%	63.58%	59.40%	62.06%	65.07%	60.98%	61.85%
BSH	37.49%	35.75%	37.42%	38.04%	38.45%	34.52%	36.95%
MASAC	49.36%	47.90%	47.60%	66.17%	41.28%	53.06%	50.90%
MCI-P	82.37%	84.30%	82.75%	80.49%	83.50%	78.41%	81.97%
BSCC	40.54%	43.27%	42.00%	41.29%	45.20%	30.19%	40.42%
BPRC	17.63%	44.73%	31.67%	37.11%	33.23%	35.44%	33.30%
PCC	34.31%	30.93%	30.90%	31.61%	34.79%	32.31%	32.48%
Industries	8.91%	20.89%	43.10%	5.39%	34.78%	35.95%	24.84%
SMCC	19.72%	22.02%	12.26%	4.26%	12.26%	26.76%	16.21%



Goal:
Achieve
work force
excellence

Objective/Strategy: Ensure a competent, well trained and diverse work force who take pride in their work.

Accomplishments: New training programs were developed, addressing the current needs and initiatives of the agency. Those training programs were in the areas of COMPAS; Old Colony Correctional Center mission change; suicide identification and prevention; forced movement of inmates; services for incarcerated parents; Mass Health applications and the role of the Correctional Program Officer. New Post Orders for Correction Officers were written departmentally that identify the officer's post and how they relate to reentry. MCI Plymouth renovated an area to provide E-Learning for staff. Use of Force Training was delivered to over 240 participants. The Bureau of Justice Assistance funded "Trauma Training" for over 250 MCI Framingham staff. Pondville Correctional Center conducted/hosted staff training sessions on communication skills and gender identity disorder. A new Staff/Inmate Interaction Model course was implemented. The Sex Offender Unit has created a lesson plan to educate staff on proper sex offender registration. 113 new Correction Officers and Correctional Program Officers from Recruit Training Class #307 completed the Field Training Program (FTP) in November 2010. The new e-Train Program was launched in August 2010 consisting of DOC developed and commercial e-learning courses.

Objective/Strategy: Increase job satisfaction and morale

Accomplishments: MCI Concord has taken the lead in identifying and communicating Veterans' programs locally for staff. The weekly Operations meetings held at MCI Concord now include line staff for continued input into operational issues as a measure to increase employee participation so as to improve communication, overall staff morale and job satisfaction. The unit Sergeant attends the Correctional Recovery Academy Unit meetings every week to enhance communication between the treatment and security staff. In May 2010, SBCC formally recognized over 80 staff from all institutional disciplines during Correctional Employee Week. Recognition was made for their performance and achievement in regards to our mission change and implementation in double bunking. Wellness programs and events are routinely held. The Central Intelligence Unit received the Employee Excellence award at the DOC Beyond Excellence Award Ceremony for their dedication and hard work. Institutions and divisions recognize staff with a perfect attendance throughout the year as well as instances of exceptional performance. The Inmate Training and Education Division held its annual Division Day on October 22, 2010 where eight workshops were offered. Research Division implemented the use of spreadsheets identifying projects and processes (ongoing and time defined) with staff assignments and status updates; providing a method to track and manage multiple/competing tasks and workflow while providing a forum for staff support and input with new ideas and ways of approaching new and old projects. Results have produced and expedited higher quality projects and more efficient and effective strategies for completing tasks

Objective/Strategy: Increase recruitment and retention of competent staff

Accomplishments: The Office of Diversity and Equal Opportunity implemented a Job Shadow Program designed for students ranging from seniors in high school to seniors in college and launched an Internship Program for college students. The DOC Internship Program sponsored 13 interns, to date. Dialogue sessions with criminal justice interested students at several area colleges and high schools were held to promote opportunities within the DOC. Three Job Shadow Programs with 15 college students were held. The Law Enforcement Contact workgroup, survey and findings reflected the need to revise hiring practices and related training.

Objective/Strategy: Provide a comprehensive training system that prepares staff to take on the challenges of the job and prepares for promotion opportunities (cross training).

Accomplishments: An Inner Perimeter Security (IPS) Project Committee was established to explore the duties of the Inner Perimeter Security Team. The project is designed to address the basic competencies needed to be an effective IPS Officer. The Field Training Program bridges the gap between the training environment and the workplace. The program targets the essential duties and core competencies of a new correction officer. Ninety Nine Correction Officers and 14 Correction Officer Head Cooks successfully completed the Field Training Officer Program as of November 2010. A monthly "brown bag lunch" training series was implemented in April 2010 at MCI Norfolk. This training is geared towards increasing opportunities for staff to enhance their professional development. An IPS Induction Program was created and attended by 71 staff.

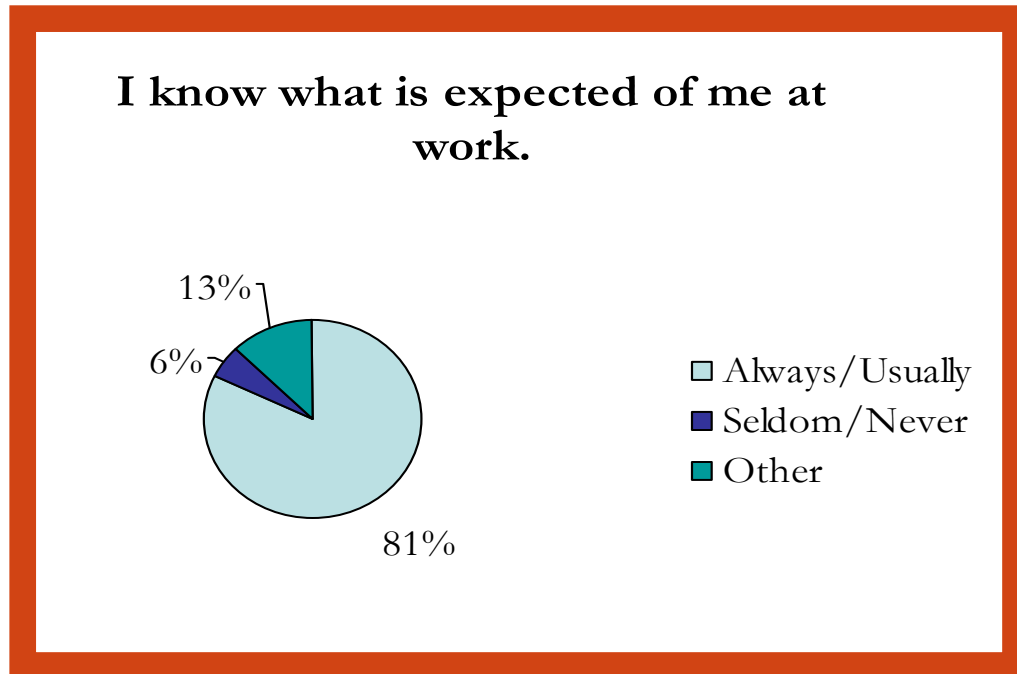
Objective/Strategy: Implement a performance measurement system that feeds Leadership, Management, Accountability and Performance (LMAP) sessions so as to be accountable for our progress towards our goals.

Accomplishments: A Leadership, Management Accountability and Performance (LMAP) process aimed at measuring the effectiveness of Pondville Correctional Center in preparing offenders for return to the community has been initiated. A Leadership, Management, Accountability and Performance (LMAP) study was completed on In-Service Training in August 2010.

Strategic Plan—Goal 6—Performance Measures

Percentage of employees that report job satisfaction

A DOC employee survey was conducted during the month of April 2010. There were 1,612 employee respondents. The entire survey results were posted on the DOC Intranet for staff viewing. The data below illustrates that the majority of respondents know what is expected of them at work which can be indicative of job satisfaction.



Number of training hours received by each employee

Position Category	Min Trn Hrs	Number of Employees	Total Hours	Average Hours	Number of Employees Compliant	Percentage Employees Compliant
Administrative/Managerial	40	233	14,871.46	63.8	179	77%
Correction Officers	40	3,512	281,544.94	80.2	1,338	38%
Professional Specialist	40	378	23,039.50	61.0	219	58%
Support (Inmate Contact)	40	261	6,674.50	25.6	91	35%
Clerical/Support	16	534	11,742.80	22.0	333	62%
Total		4,918	337,873.32	68.70	2160	44%

Goal:
Enhance communications both internally and externally by introducing new and enhancing existing communication initiatives.

Objective/Strategy: Develop an external and internal communication strategy.

Accomplishments: The DOC added a link to its internet page to assist civilians who have had their benefits withheld or terminated because the agency indicates they are, or have been incarcerated. The Division of Resource Management continues to work with OTIS to install and test wireless communications. The Office of Strategic Planning and Research implemented an archived process to identify, track and record major historical events that impact prison policy and practices. "Comparing Massachusetts and National population trends" research brief was completed and published. Pondville Correctional Center developed information source for Shift Commanders to identify inmates who are open mental health cases in order to ensure appropriate response to problematic behaviors as well as implemented the sharing of weekly intelligence reports with designated staff.

Objective/Strategy: Develop internal and external video segments that reflect department goals and initiatives and increase public awareness.

Accomplishments: The Office of Outreach and Engagement created "DOC TV" and a "YouTube" site, posting over 25 videos covering reentry initiatives. In conjunction with the Office of Outreach and Engagement, Pondville Correctional Center (PCC) staff produced a video aimed at increasing employers' awareness of the benefits of hiring ex-offenders. Several videos highlighting the accomplishments of South Middlesex Correctional Center (SMCC) were completed. A Military Peer Support video was designed and produced. A plan has been made to produce a segment for a current events public access television show that will provide information about the DOC.

Objective/Strategy: Enlist the use of DOC advocates to educate key segments of the community in support of the DOC mission.

Accomplishments: A speaking engagement at the Foxboro Rotary Club was appreciated by Rotary members, where they learned of the vision, mission and reentry goals of the Department of Correction from senior DOC management. Souza Baranowski Correctional Center (SBCC) managers, along with MCI Shirley Medium managers, meet periodically with host community town officials of both Shirley and Lancaster to answer questions and provide information about facility programs and operation changes within the facility and to explore how the facilities can assist the host communities through institutional services. Community Relations Board meetings are regularly attended by DOC staff. MCI Plymouth staff gave a presentation to the Plymouth Rotary Club to enhance communication and share information of mutual interest. Bridgewater Community Relations Board meetings are held quarterly with the local town officials to include MA State Police, Bridgewater Fire Chief, Bridgewater Police Chief, Middleboro Police Chief, Vice-Chairman of the Bridgewater Selectmen, Superintendent of Bridgewater Schools and residents representing the Town of Bridgewater.

Objective/Strategy: Expand employee forums to enhance internal communication.

Accomplishments: A volunteer workgroup consisting of Department staff as well as DOC volunteers meet bi-monthly to dialogue about issues of mutual concern. Employee forums continue to be held at many correctional facilities, which improve the communication between management and employees and address concerns. The Office of Investigative Services has assigned liaisons to each facility to enhance communication. Employee Forums continue to be held to improve the culture and climate of the institutions.

Objective/Strategy: Arm employees with accurate Information.

Accomplishments: An automated report has been established that provides each institution with a statistical overview of performance in the area of reentry. The Central Records Intranet site has been designated as the location for communication of information, policies and forms shared with institutional records staff in an effort to streamline and enhance communication.

Objective/Strategy: Expand the use of employee surveys to improve communication and performance.

Accomplishments: An employee survey was distributed to all MASAC staff (state-line and vendor) for completion and the results were tabulated and posted on the Intranet for all staff to review.

Objective/Strategy: Develop a speaker's bureau to deliver information to members of the community, civic organization and other stakeholders.

Accomplishment: A Speakers Bureau was organized to introduce staff to local business and community groups, which is an opportunity for direct outreach to stakeholders. A follow-up to the first staff survey was conducted and an analysis is currently in progress.

Strategic Plan—Goal 7—Performance Measures

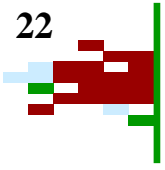
Percent of employees responding to surveys

The DOC conducted an employee survey in April 2010 to which 39% of the employees responded

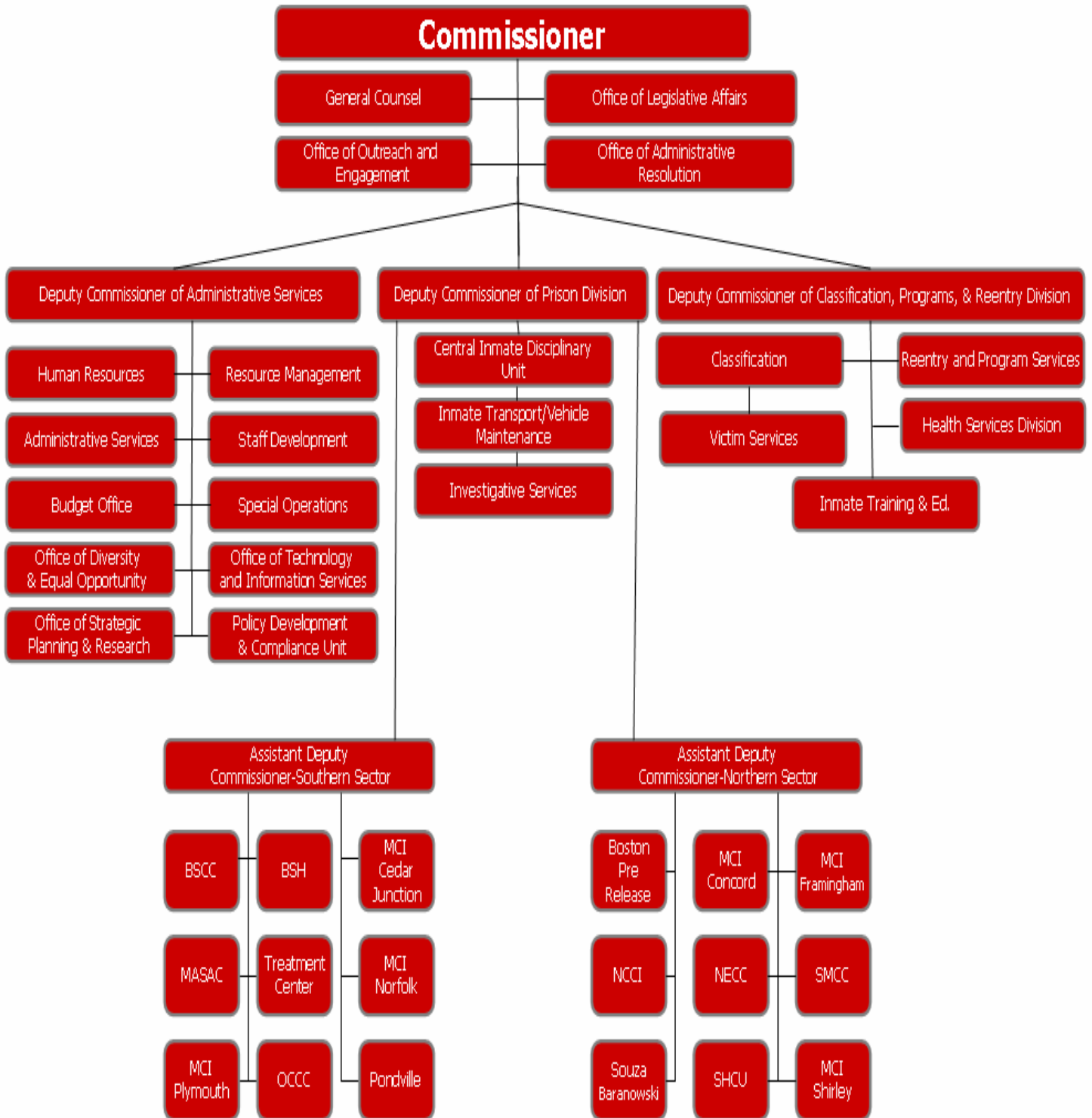
The number of times the external and internal websites are accessed

There have been 23,444 unique visits to the DOC You Tube channel where 29 videos are posted





DOC Organization Chart (abbreviated)



Office of the Commissioner

The Commissioner's Office is supported by the General Counsel and Legal Division, Office of Outreach and Engagement, Office of Legislative Affairs and the Office of Administrative Resolution.

Office of the Deputy Commissioner - Administration

The Deputy Commissioner of Administration has direct oversight of the following areas: Division of Human Resources, Resource Management, Administrative Services, Staff Development, Budget Office, Special Operations, Office of Equal Opportunity, Policy Development and Compliance Unit, Office of Technology and Information Services and the Office of Strategic Planning and Research.

Office of the Deputy Commissioner- Prison Division

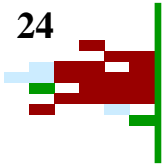
The Deputy Commissioner of Prisons has direct oversight of the following areas: Assistant Deputy Commissioners, Inmate Discipline, Inmate Transportation, Investigative Services, Community Work Crews and the operations of all facilities.

Office of the Deputy Commissioner - Classification, Programs & Reentry

The Deputy Commissioner of Classification, Programs and Reentry had direct oversight of the following areas: Health Services, Division of Inmate Training & Education, Classification Division, Reentry and Program Services Division and Victim Services.



Working for a safer tomorrow every day!



Massachusetts Correctional Industries

The mission of Correctional Industries is to instill a positive work ethic in offenders by providing training and skills for a successful reentry into the community through work opportunities, while ensuring the highest level of customer service by providing a quality product at a competitive price. Through work assignments offenders develop occupational skills and discipline that enhances successful reintegration. Current certification programs and upcoming certifications are made available to all eligible incarcerated individuals. Correctional Industries employs over 500 offenders at nine institutions along with our Central Headquarters.

Location	Inmate Workers
Bay State	7
MCI Cedar Junction	25
MCI Framingham	48
NCCI	98
MCI Norfolk	212
OCCC	41
Pondville	3
SBCC	11
Shirley	53
Treatment Center	21
Total	519

The current workforce has expanded by over 50% since 2004 due to the installation of state of the art equipment and expansion of existing shops. The goal is to employ the maximum number of offenders consistent with effective use of program capital. With acquired on the job training and work ethics gained through Correctional Industries, released offenders have a greater chance of being gainfully employed and succeeding after their release. Revenues for year end total \$11,427,521 which allows MassCor to continue efforts for reinvestment in equipment and expansion of available inmate worker opportunities.

Braille Production Shop at Bay State Correctional Center:

The offenders assigned to the Braille Production Shop transcribe printed books and other documents into Braille. The offenders use computers and Braille transcription programs.

MassCor Auto Plate Shop at MCI Cedar Junction:

Cedar Junction is home to the Auto Plate Shop where offenders produce the license plate requirements set forth by the Registry of Motor Vehicles.

MassCor Flag/Embroidery Shop at MCI Framingham:

This operation currently manufactures United States, Commonwealth of Massachusetts, POW/MIA, and Custom Flags, Laundry Bags and Belt Pouches. The offenders learn valuable skills that are related to the various employment opportunities in the sewing industry within the state. Our Embroidery Shop embroiders caps, jackets, tee shirts and many other items.

MassCor Industries at MCI Norfolk:

The largest operation, Norfolk has offenders working in a wide range of manufacturing settings within six separate shops. This operation houses a Clothing Shop where fabric is cut from rolls and sewn to create garments used in a number of areas

throughout the Commonwealth; a combination Mattress/Upholstery Shop that produces a variety of mattresses for use in a number of environments; the Upholstery Shop provides quality upholstering of sofas, chairs, and other furniture as well as a furniture assembly operation for various furniture items from a number of outstanding furniture manufacturers; a Janitorial Shop has a complete line of cleaning products available; a Metal Shop is able to supply custom fabricated metal cell furniture to provided specifications; a Binder Shop produces vinyl binders in a number of sizes and styles.

MassCor Sewing Shop at MCI Shirley:

This site houses a sewing operation that manufactures sheets, towels, and socks. The offenders learn valuable skills for various employment opportunities in the sewing industry within the state.

MassCor Optical Shop at NCCI Gardner:

The Optical Shop is a full scale eyewear laboratory providing services to many providers throughout Massachusetts. The offenders working at this site grind, polish, and assemble eyeglasses for a number of customers. The Industrial Instructors at NCCI Gardner facilitate the process of testing offenders working in the Optical Shop to gain a certification from the American Board of Optometry, a nationally recognized organization. The test is designed to assess the competency in the optical field and their overall knowledge. The individual taking this exam will obtain a certification from the American Board of Opticianry (ABO). This, in turn, will allow the offender to show qualifications and a work history to potential employers. These efforts enhance an offender's employability upon release.

MassCor Print Shop at Old Colony Correctional Center:

Printing is the trade being taught at our full scale, state-of-the-art Printing Plant. Offenders working in the print shop are able to use the latest technology to produce a quality product and gain valuable skills which are easily transferable to private industry. Products offered vary from letterhead to forms to city and town reports. There is also a Validation Shop that produces Registry of Motor Vehicle stickers and decals.

MassCor Furniture Shop at Souza Baranowski Correctional Center:

The Furniture Shop at SBCC has offenders working in a complete wood manufacturing plant. These workers are trained on state of the art woodworking equipment to produce an extensive product line of furniture. Lumber is transformed into quality furniture exposing the workers to a trade that is in high demand in the Commonwealth.

MassCor Silkscreen Shop at Massachusetts Treatment Center:

Offenders work in a Sign Shop that is capable of manufacturing standard street signs that can be used on just about every street corner in the state. MassCor's Silk Screen Shop manufactures high quality custom decals and silk-screened clothing.

MassCor Headquarters:

MassCor's Central Office has offenders from Pondville to perform varied tasks such as clerical, janitorial, and warehouse work where they are forklift certified to load and unload the trucks transporting MassCor goods.



Leadership, Management, Accountability and Performance (LMAP)

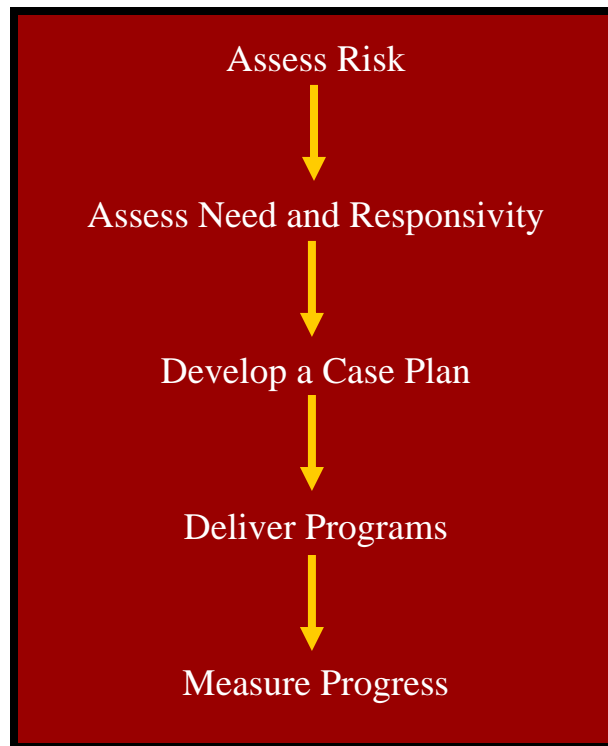
Through the Performance Measures Division, LMAP is the performance measures model used by the department. LMAP is a forum through which the process of using performance measures and data driven decision making is conducted. LMAP promotes the sharing of current information to achieve better results.

Victim Services

The impact of crime and victimization affects not only its victims and survivors, but also their families, friends, co-workers, neighbors, and our communities at large. We value crime victims' rights and services. The Massachusetts Department of Correction Victim Services unit provides information and notification to victims of crime and other concerned individuals whose offenders are in the custody of the Mass DOC. These services are administered with respect, compassion and confidentiality.

Risk and Needs Assessments

Risk and Needs Assessments provide an objective measurement of the risk an individual poses and identifies criminogenic needs present, that if treated, can help prevent the offender from fulfilling the prediction of risk. The DOC uses COMPAS (Criminal Offender Management Profiling for Alternative Sanctions) to identify these risks and needs. The COMPAS system is a computerized data base and analysis system for criminal justice practitioners who must make decisions regarding placement, supervision and case management of offenders.



Behavior Management Unit (BMU)

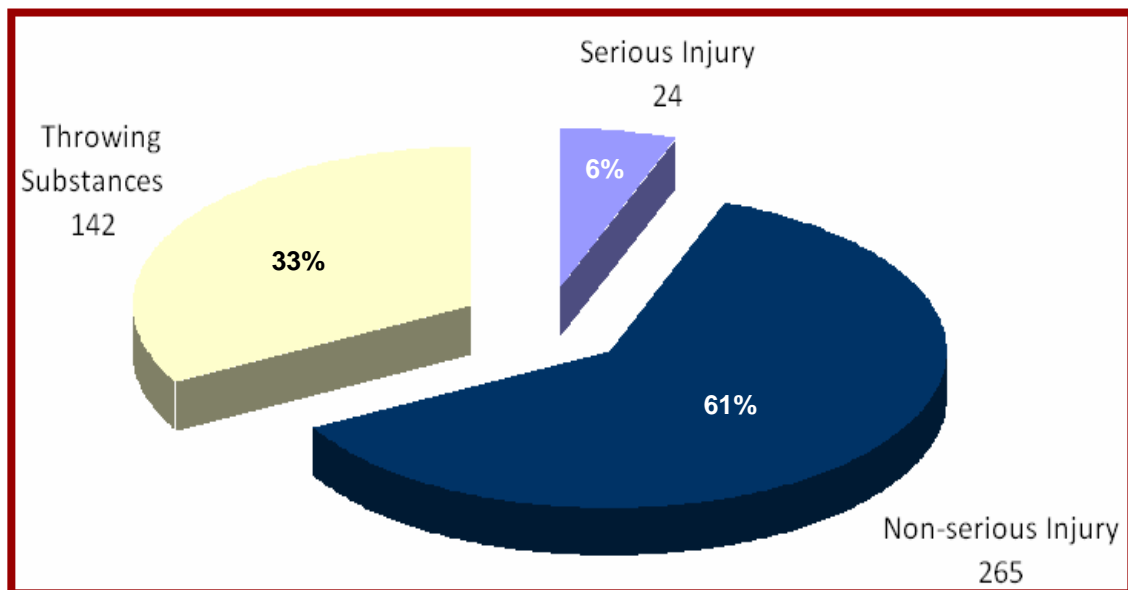
In July 2010 the Behavior Management Unit (BMU) opened at MCI Cedar Junction. The BMU provides inmates with structured mental health treatment and pro-social activities that are specifically designed to address individualized behavior problems, which may have contributed to disciplinary sanctions and placement in the Departmental Disciplinary Unit (DDU) or a Special Management Unit (SMU).

Escapes

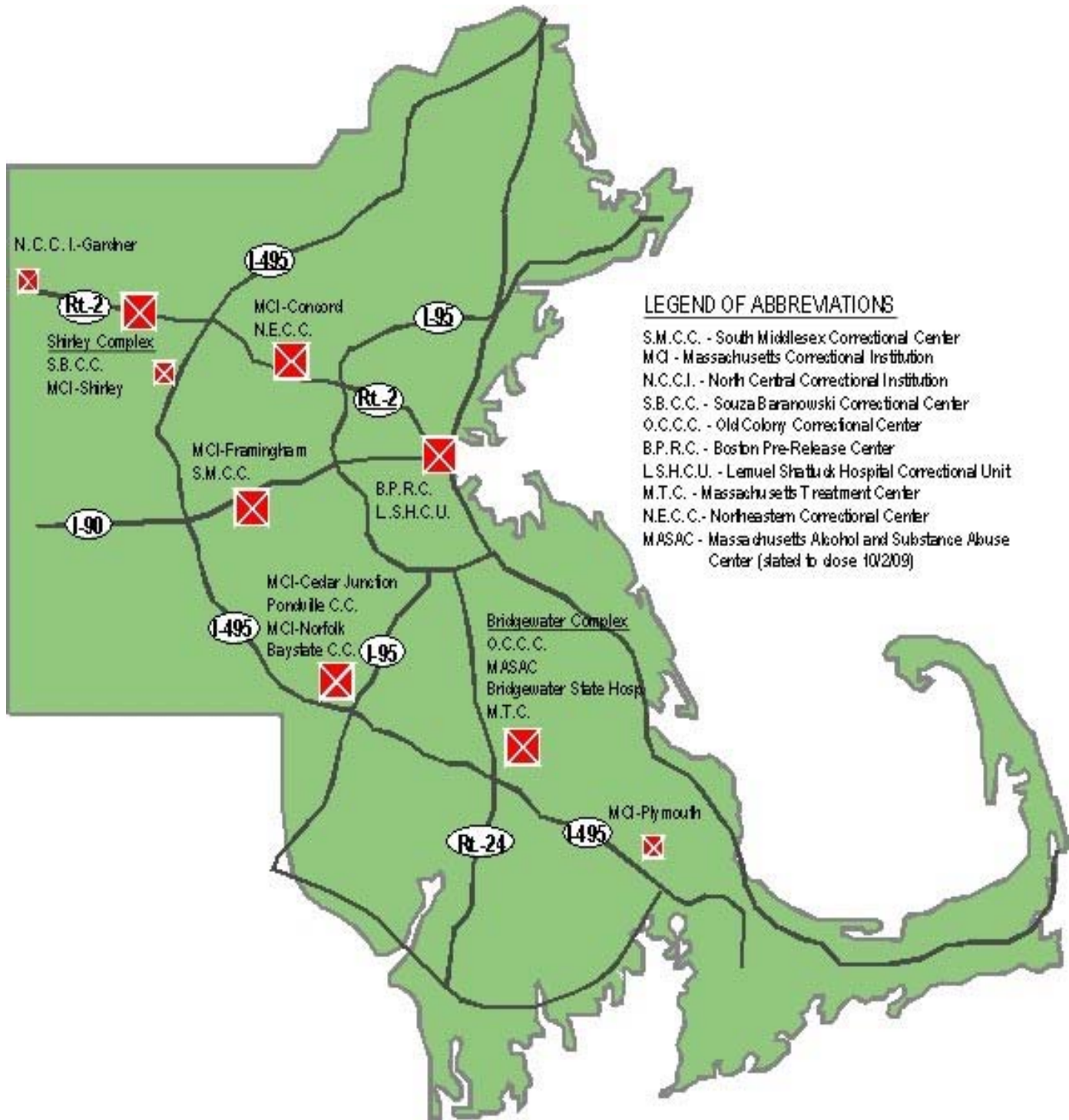
2010 Total of 3 escapes	NECC	1	Minimum	Outside a Facility
	BROOKE HOUSE (Contracted facility)	1	Pre-Release	Outside a Facility
	BOSTON PRE RELEASE	1	Pre-Release	Outside a Facility

ALL CAPTURED!

Total Number of Inmate on Staff Assaults by type 2010



Map of DOC Facility Locations



DOC Facility Security Levels

Maximum Security

At this level the perimeter provides secure external and internal control and supervision of offenders. The perimeter and internal procedures are designed and staffed to prevent escapes, the introduction of contraband, and the ability to house offenders who may pose a threat to others or the orderly running of the facility. Supervision is constant through the use of high security and technologically advanced perimeters as well as extensive use of physical barriers and checkpoints. Offenders placed in Maximum Security have demonstrated a need for external and internal control and supervision. Education, programs, work assignments and treatment opportunities are available for offenders both in-cell and out-of-cell under constant supervision.

Medium Security

At this security level the perimeter and physical barriers control offender movement and interaction. The design is characterized by high security perimeters and use of internal barriers. Internal procedures are designed to restore some degree of responsibility and control to the offender. Offenders placed in medium security have demonstrated an ability to abide by rules and regulations and are supervised indirectly. Education, programs, work assignments and treatment opportunities are available for offenders, out of cell with intermittent supervision.

Minimum Security

At this security level the perimeter may be marked by non-secure boundaries. Offender movement and interactions are controlled by rules and regulations. In preparation for reentry, a greater degree of responsibility and autonomy is restored to the offender while still providing for supervision and monitoring of behavior and activity. Offenders at this security level do not present a significant risk to the safety of staff, other offenders or the public. Program participation is geared toward the offender's potential reintegration into the community. Access to the community is limited, authorized and monitored under program release.

Pre Release / Contracted Residential Placement

The perimeter is marked by non-secure boundaries. Physical barriers to inmate movement and interaction are either non-secure or non-existent. Inmate movements and interactions are controlled by rules and regulations only. Inmates may leave the institution daily for work and/or education in the community. Supervision while on the grounds of the facility is intermittent. While in the community, supervision is occasional, although indirect supervision (e.g. contact with employer) may be more frequent. Inmates must be within 18 months of parole eligibility or release and not barred by sentencing restrictions from either placement in a pre release facility or participation in work, education or program related activities (PRA) release programs.

Massachusetts Department of Correction 2010 Criminally Sentenced Releases to the Street: Quarterly by Security Level

Security Level	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Total Year
Pre-Release	107	109	100	93	409
Minimum	131	150	140	140	561
Medium	396	346	332	387	1,461
Maximum	91	77	73	66	307
Total	725	682	645	686	2,738

DOC Facility Descriptions



Bay State Correctional Center (BSCC)

Norfolk, MA

- | | |
|--|---------------------------------------|
| Security Level: Medium | · Average Daily Population (ADP): 313 |
| Initial ACA Accreditation: 1993 | · Design Capacity: 266 |
| Opened: 1977 - Renovated: 1987 (New Building) - Expanded: 1990, 1995, 2006 | · ADP % Design Occupancy: 118% |
| Annual Cost per Offender (FY 2010): \$44,565 | · Operational Capacity: 320 |
| January 1, 2011 Facility Population: 313 | |

BSCC is a facility housing criminally sentenced males. A mission change in 1991 converted the facility from a minimum security to a medium security institution. BSCC is the smallest medium security institution and is handicapped accessible.



Boston Pre-Release Center (BPRC)

Roslindale, MA

- | | |
|---|---------------------------------------|
| Security Level: Minimum & Pre-Release | · Average Daily Population (ADP): 191 |
| Initial ACA Accreditation: 2000 | · Design Capacity: 150 |
| Opened: 1972 - Renovated: 2003 (New Building) | · ADP % Design Occupancy: 127% |
| Annual Cost per Offender (FY 2010): \$41,279 | · Operational Capacity: 200 |
| January 1, 2011 Facility Population: 193 | Minimum: 45 & Pre-release: 155 |

BPRC is a facility housing criminally sentenced males. It was the first pre-release institution in Massachusetts and is now a structured program focused on reintegration. Close public transportation increases opportunities for employment and access to community support agencies and other approved programming. On January 1, 2011 the majority of inmates were pre-release (153) and 40 were minimum security inmates.



Bridgewater State Hospital (BSH)

Bridgewater, MA

- | | |
|---|---------------------------------------|
| Security Level: Medium | · Average Daily Population (ADP): 387 |
| Initial ACA Accreditation: 1998 | · Design Capacity: 227 |
| Opened: 1974 | · ADP % Design Occupancy: 170% |
| Annual Cost per Offender (FY 2010): \$128,915 | · Operational Capacity: 392 |
| January 1, 2011 Facility Population: 389 | Civil Commitments: 339 |
| | Work Unit (Cadre Inmates): 53 |

BSH is a facility housing male offenders in several categories: civil commitments without criminal sentences, civil commitments with criminal sentences, criminally sentenced inmate workers, and, on occasion, awaiting trial detainees. Each individual civilly admitted to this facility is subject to a court-ordered evaluation under an applicable section of Massachusetts General Law (M.G.L.) Chapter 123. Patients may be committed to this facility following the observation period in increments of six months to a year as ordered by the court if they are found to be in need of additional treatment and evaluation.



Lemuel Shattuck Hospital Correctional Unit (LSH) *Jamaica Plain, MA*

Security Level: Medium	· Average Daily Population (ADP): 29
Opened: 1974 - Expanded: 1982, 1987	· Design Capacity: 24
Annual Cost per Offender (FY 2010): \$236,187	· ADP % Design Occupancy: 117%
January 1, 2011 Facility Population: 27	· Operational Capacity: 29

The DOC, in partnership with the Department of Public Health, operates a correctional unit within the Lemuel Shattuck Hospital providing secure inpatient and outpatient medical care to male and female inmates from both the state and county. It is a transient facility with few long term patients. On January 1, 2011 the population consisted of 27 males; 17 criminally sentenced state inmates, 1 county sentenced inmate, 8 awaiting trial detainees, and 1 civil commitment. The average age of inmates housed on this date was 48 years old.



Massachusetts Alcohol and Substance Abuse Center (MASAC) *Bridgewater, MA*

Security Level: Minimum	· Average Daily Population (ADP): 154
Initial ACA Accreditation: 1993	· Design Capacity: 236
Opened: 1992 - Mission Change: 2002	· ADP % Design Occupancy: 65%
Annual Cost per Offender (FY 2010): \$65,907	· Operational Capacity: 170
January 1, 2011 Facility Population: 135	Sentenced: 70
	Civil Commitments: 100

MASAC is a facility separately housing both criminally sentenced male inmates, as an overcrowding relief measure, while the institutional focus is to provide services to males civilly committed under MGL 123, Section 35 participating in a detoxification program for up to 30 days. As of January 1, 2011 the two populations were about equal with 67 criminally sentenced inmates and 68 civil commitments. The facility underwent a mission change in 2002 after the closing of Southeastern Correctional Center (SECC) when all detoxification services and programs for civilly committed males formerly housed at SECC were moved to this facility and it was renamed the Massachusetts Alcohol and Substance Abuse Center.



Massachusetts Treatment Center (MTC) *Bridgewater, MA*

Security Level: Medium	· Average Daily Population (ADP): 623
Initial ACA Accreditation: 1997	· Design Capacity: 561
Opened: 1986 - Expanded: 1997	· ADP % Design Occupancy: 111%
Annual Cost per Offender (FY 2010): \$48,353	· Operational Capacity: 654
January 1, 2011 Facility Population: 621	Sentenced: 312
	Civil Commitments: 342

The MTC is a medium security facility separately housing criminally sentenced male inmates identified as sex offenders and those who have been civilly committed as sexually dangerous persons (SDPs) as defined by M.G.L. Chapter 123A resulting in a day to life commitment. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with re-offending. On January 1, 2011 there were 298 criminally sentenced inmates, 254 SDPs, and 69 temporary civil commitments.

**MCI Cedar Junction (MCI-CJ)***South Walpole, MA*

Security Level: Maximum Reception & Diagnostic Center with a Medium Component
 Initial ACA Accreditation: 2002
 Opened: 1956 - Expanded: 1991
 Modular Unit, DDU
 Annual Cost per Offender (FY 2010): \$59,859
 January 1, 2011 Facility Population: 728

- Average Daily Population (ADP): 715
 Maximum: 644 & Medium: 71
- Design Capacity: Maximum: 561 & Medium: 72
- ADP % Design Occupancy:
 Maximum: 115% & Medium: 99%
- Operational Capacity: 619
 Maximum: 547 & Medium: 72

In 2009, the mission of MCI-CJ shifted from a maximum security institution to the Department's Reception and Diagnostic Center for male offenders with a focus on the completion of assessments to determine an inmate's initial classification designation and the development of individualized program plans. The Department Disciplinary Unit (DDU) for the Department's most serious discipline issues is also located here. On January 1, 2011 MCI-CJ housed 691 criminally sentenced inmates and 37 federal and awaiting trial detainees. There were 656 offenders housed in maximum security (105 of those in DDU) and 72 in medium security.

**MCI Concord (MCI-C)***Concord, MA*

Security Level: Medium
 Initial ACA Accreditation: 2001
 Opened: 1878 - Renovations: 1999,
 2005 Special Management Unit
 Annual Cost per Offender (FY 2010): \$39,824

- Average Daily Population (ADP): 1,318
- Design Capacity: 614
- ADP % Design Occupancy: 215%
- Operational Capacity: 1,390
- January 1, 2011 Facility Population: 1,308

MCI-C, the former Reception and Diagnostic Center for the Department, shifted to a medium security facility for male offenders when MCI-CJ took over the reception role in 2009. MCI-C admits most court ordered awaiting trial detainees pursuant to MGL Ch 276 sec 52A. On January 1, 2011 MCI-C housed 1,008 criminally sentenced inmates and 300 awaiting trial detainees.

**MCI Framingham (MCI-F)
& Awaiting Trial Unit (ATU)***Framingham, MA*

Security Level: Medium
 Initial ACA Accreditation: 1995
 Opened: 1877 - Expanded: 1965 4 Cottages &
 Health Services Unit Bldg., 1983 Modular Unit,
 1989 Modular Unit, 1991 Betty Cole Smith Bldg.
 Annual Cost per Offender (FY 2010): \$50,949
 January 1, 2011 Facility Population: 635

- Average Daily Population (ADP): 668
 Medium: 469 & ATU: 199
- Design Capacity: Medium: 388 & ATU: 64
- ADP % Design Occupancy: 148%
 Medium: 121% & ATU: 311%
- Operational Capacity: 628

MCI-F is the Department's Reception and Diagnostic Center for female offenders providing a comprehensive network of gender responsive, trauma informed programming for women who are civilly committed, serving county and state criminal sentences, or awaiting trial detainees. It is the oldest operating female prison in the country. On January 1, 2011, this medium security facility housed 468 criminally sentenced inmates, 160 detainees on awaiting trial status, and 7 civil commitments.



MCI Norfolk (MCI-N)

Norfolk, MA

- Security Level: Medium
- Initial ACA Accreditation: 2003
- Opened: 1931
- Annual Cost per Offender (FY 2010): \$34,996
- January 1, 2011 Facility Population: 1,500
- Average Daily Population (ADP): 1,490
- Design Capacity: 1,084
- ADP % Design Occupancy: 137%
- Operational Capacity: 1,478

MCI-N is a facility housing male inmates with the distinction of being the largest medium security institution in the Massachusetts DOC. It was the first community based prison in the United States, created to be more spacious with a campus-like atmosphere and architecture. Inmate housing consists of 18 dormitory-style living units and two modular units divided by a large central grass quadrangle.



MCI Plymouth (MCI-P)

Plymouth, MA

- Security Level: Minimum
- Initial ACA Accreditation: 1994
- Opened: 1952
- Annual Cost per Offender (FY 2010): \$40,856
- January 1, 2011 Facility Population: 200
- Average Daily Population (ADP): 195
- Design Capacity: 151
- ADP % Design Occupancy: 129%
- Operational Capacity: 227

MCI-P is a facility housing criminally sentenced males. The institution originated as a Prison Camp in the 1950s on the grounds of the Myles Standish State Forest. MCI-P partners with and provides inmate community work crews and services to neighboring towns enhancing inmate reentry and reparation.



MCI Shirley (MCI-S)

Shirley, MA

- Security Level: Medium & Minimum
- Initial ACA Accreditation: 1995
- Opened: Minimum in 1972, Medium in 1991
- Annual Cost per Offender (FY 2010): \$35,402
- January 1, 2011 Facility Population: 1,472
- Average Daily Population (ADP): 1,483
Medium: 1,179 & Minimum: 304
- Design Capacity: Medium: 720 & Minimum: 299
- ADP % Design Occupancy:
Medium: 164% & Minimum: 102%
- Operational Capacity: 1,458
Medium: 1,130 & Minimum: 328

MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates are in medium security housing units (1,153) with 319 housed in minimum security on January 1, 2011. The two security levels were considered separate institutions until July 2002 when they were combined as one, operating under one administration. MCI S is also the site of the Department's Regional Training Center. Along with an infirmary, MCI-S operates an Assisted Daily Living Unit for medium inmates.



North Central Correctional Institution (NCCI)

Gardner, MA

- | | |
|--|---|
| <p>Security Level: Medium & Minimum
 Initial ACA Accreditation: 1989
 Opened: 1981 - Renovations: 1982, 1993
 Annual Cost per Offender (FY 2010): \$41,363
 January 1, 2011 Facility Population: 937</p> | <ul style="list-style-type: none"> · Average Daily Population (ADP): 967
 Medium: 939 & Minimum: 28 · Design Capacity: Med: 568 & Min: 30 · ADP % Design Occupancy:
 Medium: 165% & Minimum: 93% · Operational Capacity: 1,054
 Medium: 1,024 & Minimum: 30 |
|--|---|

NCCI is a facility housing criminally sentenced males. The majority of inmates are in medium security housing units (911) with 26 housed in minimum security on January 1, 2011. The institution is located on land formerly occupied by the Gardner State Hospital which was open from 1902 until its doors were closed in 1976.



Northeastern Correctional Center (NECC)

Concord, MA

- | | |
|---|--|
| <p>Security Level: Minimum & Pre-release
 Initial ACA Accreditation: 1982
 Opened: 1932
 Annual Cost per Offender (FY 2010): \$38,209
 January 1, 2011 Facility Population: 270</p> | <ul style="list-style-type: none"> · Average Daily Population (ADP): 271 · Design Capacity: 150 · ADP % Design Occupancy: 181% · Operational Capacity: 274
 Minimum: 210 & Pre-Release: 64 |
|---|--|

NECC is a facility, operating under the administration of MCI Concord housing criminally sentenced males. The majority of inmates are in minimum security housing units (207) with 63 in pre-release on January 1, 2011. The facility was originally the supporting farm for MCI Concord. Currently, the programming is designed to enable a smooth transition from confinement to the community. Community work crews provide cost effective labor to surrounding communities.



Old Colony Correctional Center (OCCC)

Bridgewater, MA

- | | |
|--|--|
| <p>Security Level: Medium & Minimum
 Initial ACA Accreditation: 1989
 Opened: 1987 - Expanded: 1990 Modular Unit
 Annual Cost per Offender (FY 2010): \$43,870
 January 1, 2011 Facility Population: 848</p> | <ul style="list-style-type: none"> · Average Daily Population (ADP): 868
 Medium: 714 & Minimum: 154 · Design Capacity: Medium: 480 & Minimum: 100 · ADP % Design Occupancy:
 Medium: 149% & Minimum: 154% · Operational Capacity: 908
 Medium: 748 & Minimum: 160 |
|--|--|

A mission change was facilitated in 2010 at OCCC, shifting their medium security operation to a mental health focused facility, with the objective of providing needed mental health services more efficiently while at the same time promoting rehabilitation and reentry. The majority of inmates are in medium security housing unit (704) with 144 housed in minimum security on January 1, 2011.



Pondville Correctional Center (PCC)

Norfolk, MA

Security Level: Minimum & Pre-release	· Average Daily Population (ADP):192
Initial ACA Accreditation: 1994	· Design Capacity: 100
Opened: 1990	· ADP % Design Occupancy: 192%
Annual Cost per Offender (FY 2010): \$34,454	· Operational Capacity: 200
January 1, 2011 Facility Population: 186	Minimum: 145 & Pre-release: 55

PCC is a facility for criminally sentenced males housing 131 minimum and 55 pre-release inmates on January 1, 2011. The original name of the facility was Norfolk Pre-Release Center (NPRC). The facility was constructed in 1975. In 1990, following significant renovations, the facility then became known as Pondville Correctional Center housing both minimum and pre-release inmates.



South Middlesex Correctional Center (SMCC)

Framingham, MA

Security Level: Minimum & Pre-Release	· Average Daily Population (ADP):122
Initial ACA Accreditation: 1983	· Design Capacity: 125
Opened: 1976	· ADP % Design Occupancy: 98%
Mission Change: 2002 all Female	· Operational Capacity: 185
Annual Cost per Offender (FY 2010): \$38,272	Minimum: 125 & Pre-release: 60
January 1, 2011 Facility Population: 126	

SMCC is a facility for criminally sentenced state and county females housing 101 minimum and 25 pre-release inmates on January 1, 2011. The facility began as a male facility and became a female facility on July 1, 2002 after a mission change. The community based environment encourages ongoing utilization of skills and resources necessary for successful re-entry into the community while ensuring public safety.



Souza Baranowski Correctional Center (SBCC)

Shirley, MA

Security Level: Maximum	· Average Daily Population (ADP): 1,247
Initial ACA Accreditation: 2001	· Design Capacity: 1,024
Opened: 1998	· ADP % Design Occupancy: 122%
Annual Cost per Offender (FY 2010): \$46,398	· Operational Capacity: 1,380
January 1, 2011 Facility Population: 1,252	

SBCC is the one exclusively maximum security male facility in Massachusetts. SBCC is currently the newest state correctional facility in Massachusetts, opened on September 30, 1998. At the time, it was built with the highest degree of technological integration of any prison in the country, including a keyless security system and one of the largest camera matrix systems nationwide.

County Correctional Facility Audit Report 2010

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. Below summarizes the results of those inspections.

Initial Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total	44	5	0	0

Final Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total	560	28	0	0

Initial Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total	544	67	6	0

Final Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total	420	6	5	0

Initial Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total	240	39	3	0

DOC Statistics and Charts

For the purposes of this report, populations include:

Jurisdiction Population

An individual is considered to be under Massachusetts DOC jurisdiction when the Commonwealth has legal authority over the individual regardless of where the inmate is being held to include those incarcerated in Massachusetts DOC facilities as well as those housed in correctional facilities outside of the Massachusetts DOC (Massachusetts Houses of Correction, other state's correctional facilities and the Federal Bureau of Prisons).

Commitment type includes:

Criminally Sentenced or "Sentenced"

An individual who has been found guilty of a criminal offense through legal means, and is required to be incarcerated.

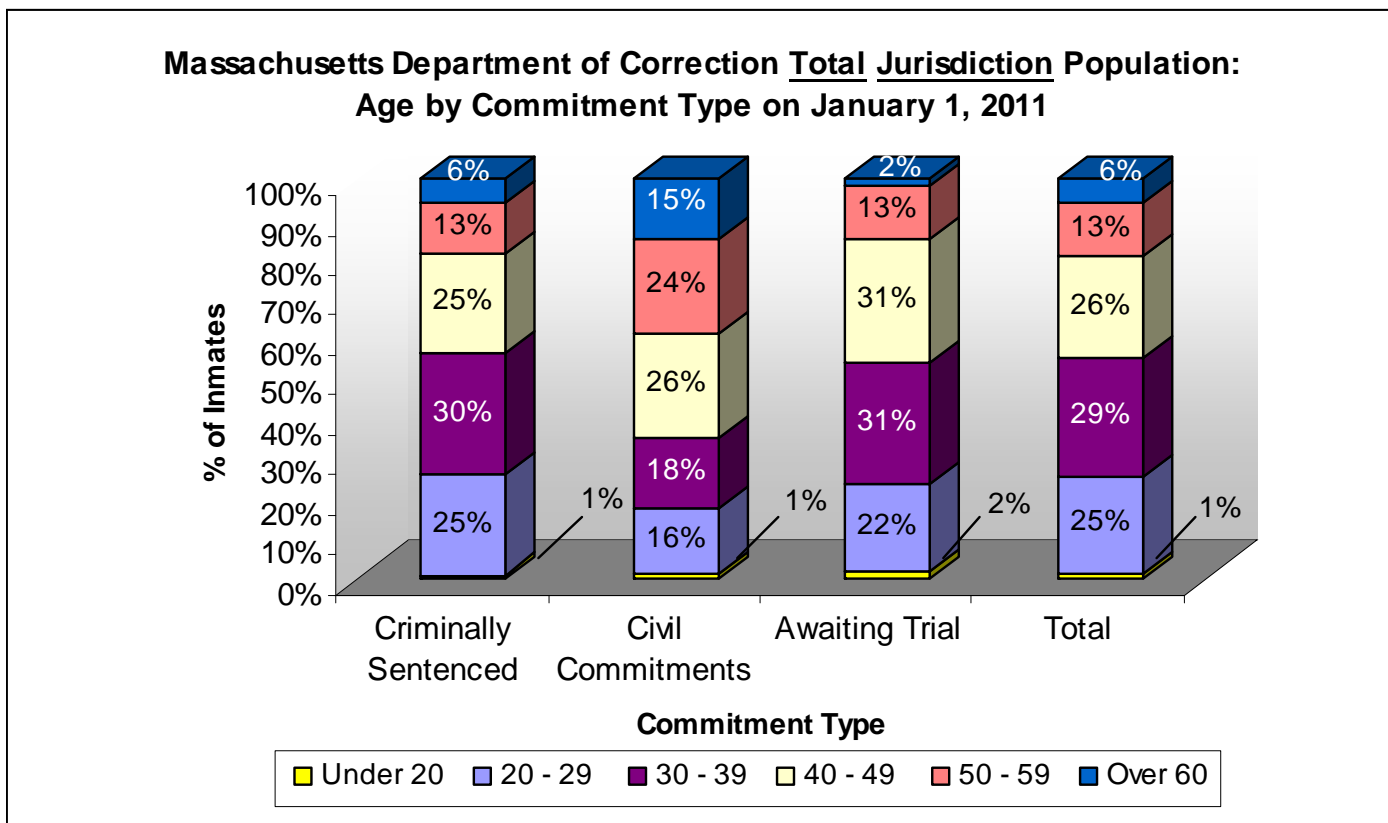
Civil Commitment or "Civil"

The involuntary commitment of an individual via legal means to incarcerate an individual against their will.

Awaiting Trial or "Detainee"

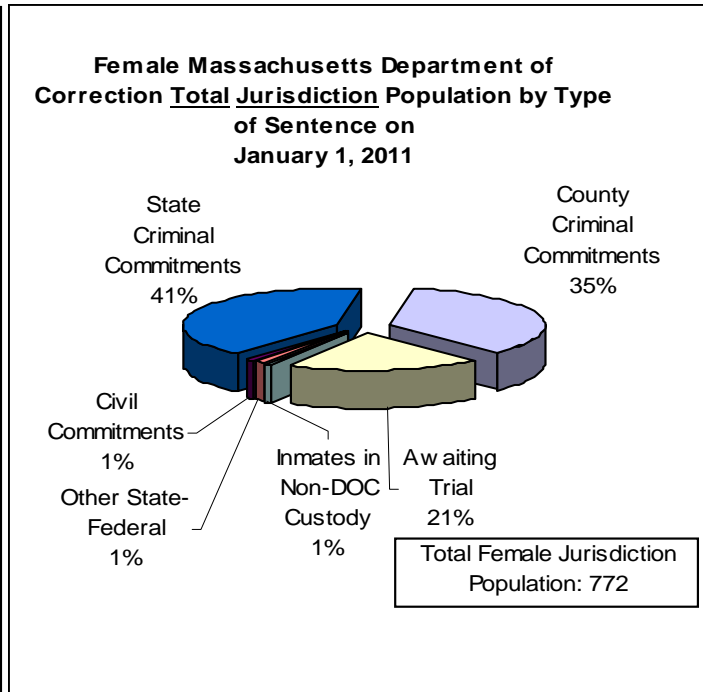
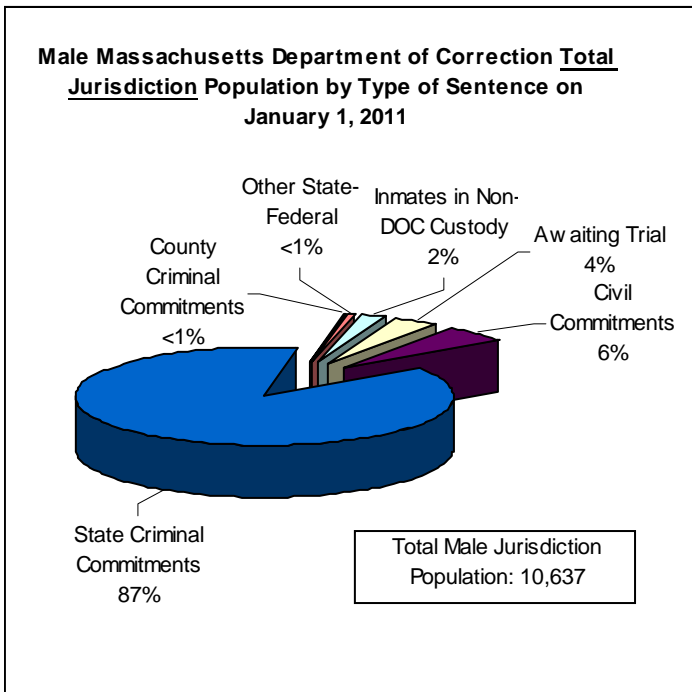
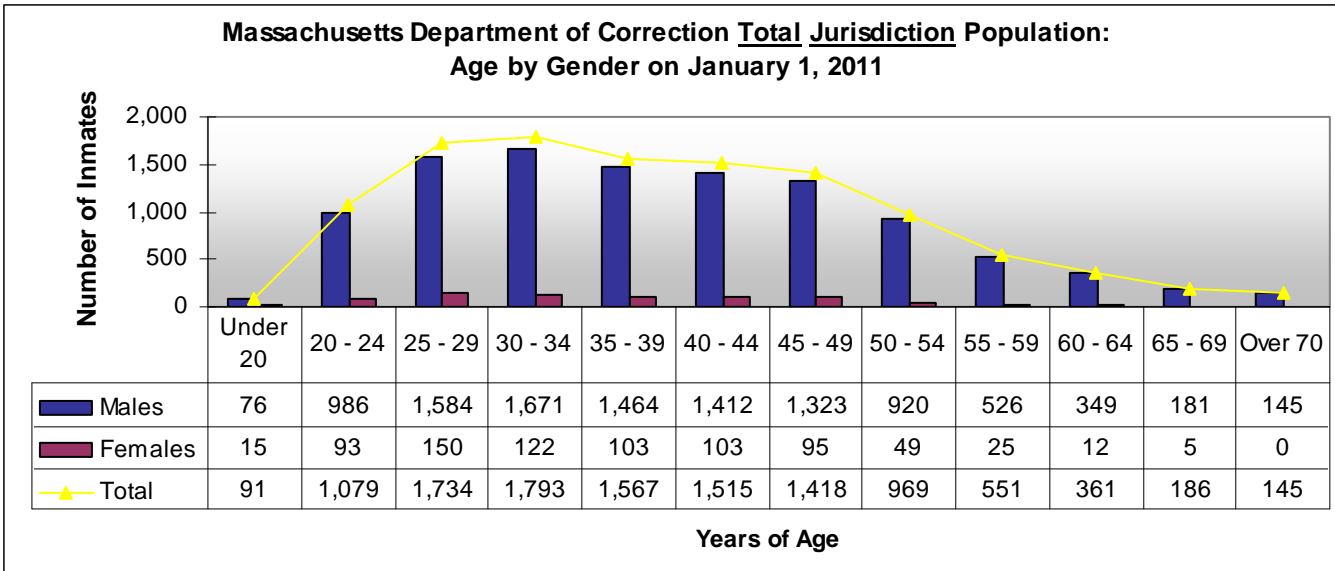
An individual who is detained prior to trial, but not yet convicted of a crime to include male and female county detainees, male county detainees transferred to state facilities under Massachusetts General Law Chapter 276, section 52A, and federal detainees (both male and female).

Please note: percentages do not always add up to 100% due to rounding.



**Massachusetts Department of Correction Jurisdiction Population:
Age by Commitment Type on January 1, 2011**

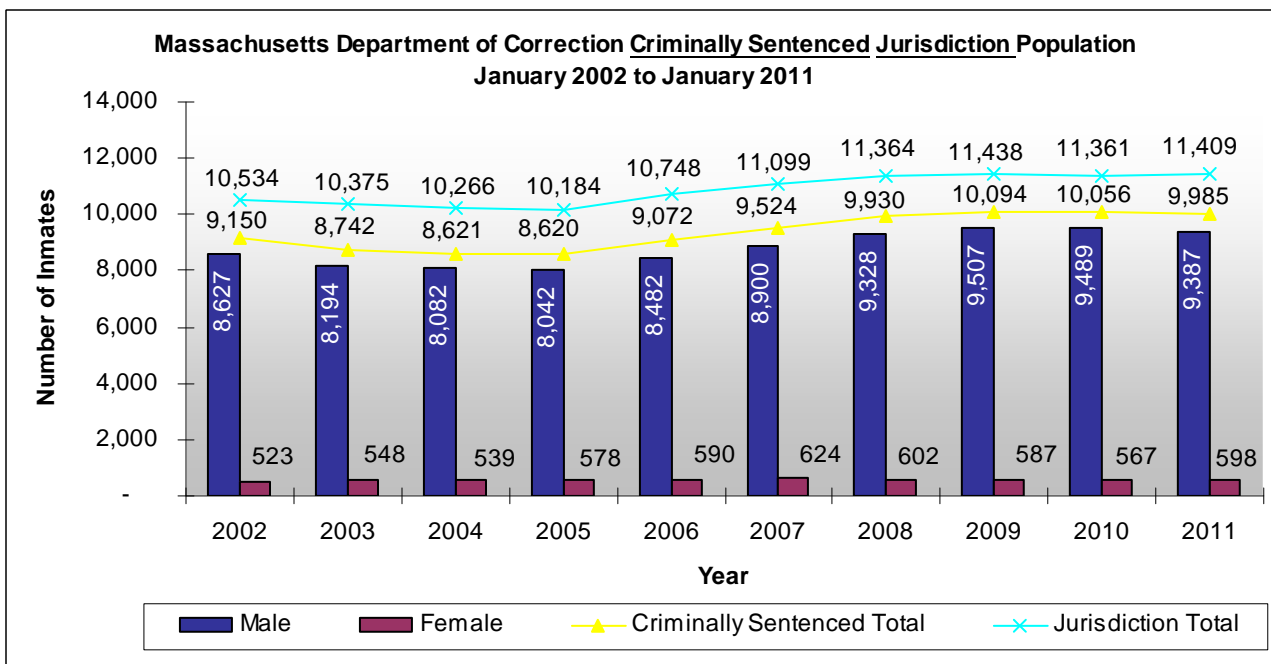
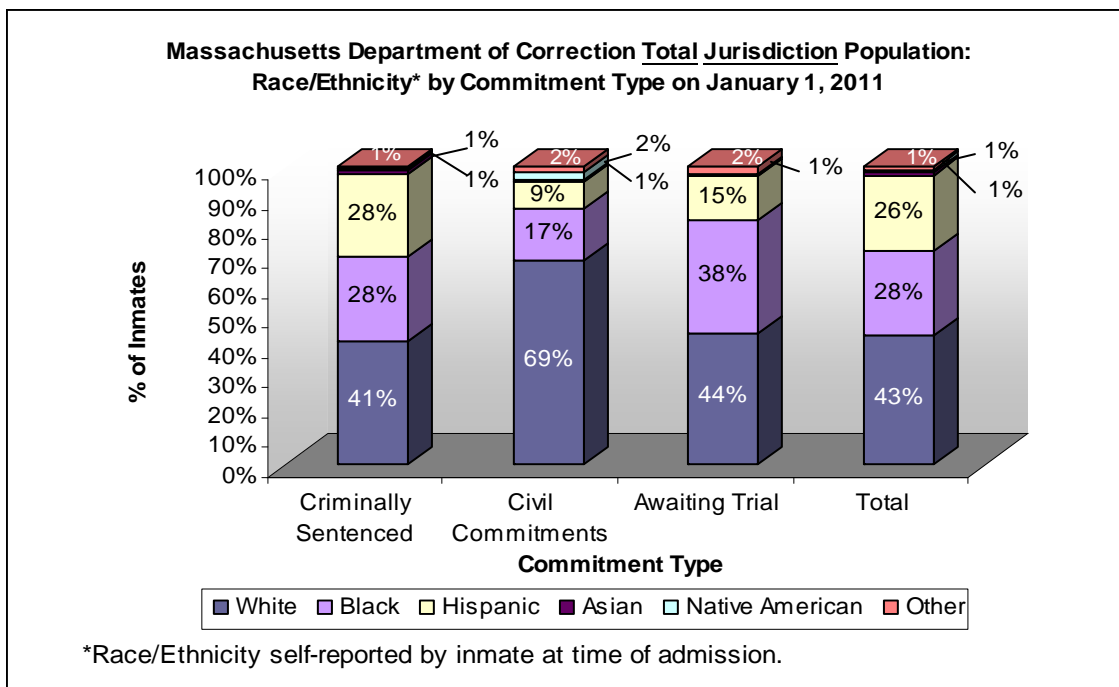
Age (Years)	Criminally Sentenced	Civil Commitments	Awaiting Trial	Total
Over 60	590	93	9	692
50 - 59	1,298	147	75	1,520
40 - 49	2,594	163	176	2,933
30 - 39	3,078	109	173	3,360
20 - 29	2,588	100	125	2,813
Under 20	74	8	9	91
Total	10,222	620	567	11,409



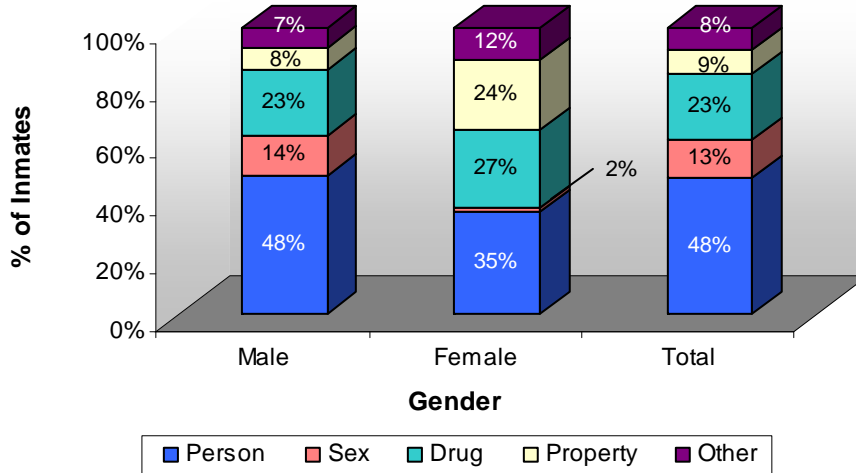
**Massachusetts Department of Correction Total Jurisdiction Population:
Race/Ethnicity by Commitment Type on January 1, 2011**

Race/Ethnicity*	Criminally Sentenced	Civil Commitments	Awaiting Trial	Total
White	4,240	428	250	4,918
Black	2,906	108	216	3,230
Hispanic	2,816	56	83	2,955
Asian	133	4	6	143
Other	63	9	12	84
Native American	64	15	0	79
Total	10,222	620	567	11,409

*Race/Ethnicity is self-reported by inmate at time of admission.



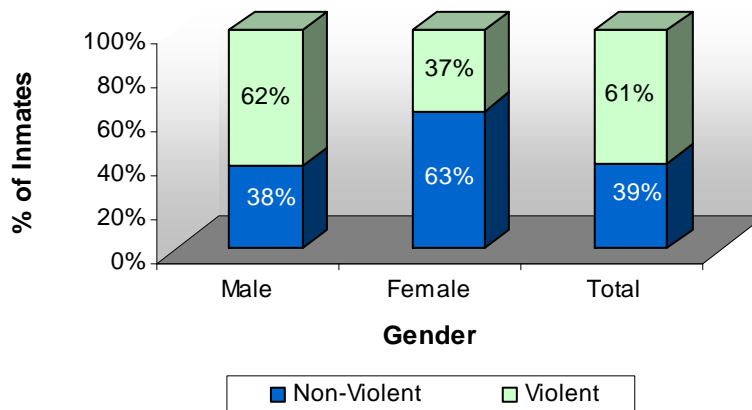
**Massachusetts Department of Correction Criminally Sentenced Jurisdiction Population:
Governing Offense by Gender on January 1, 2011**

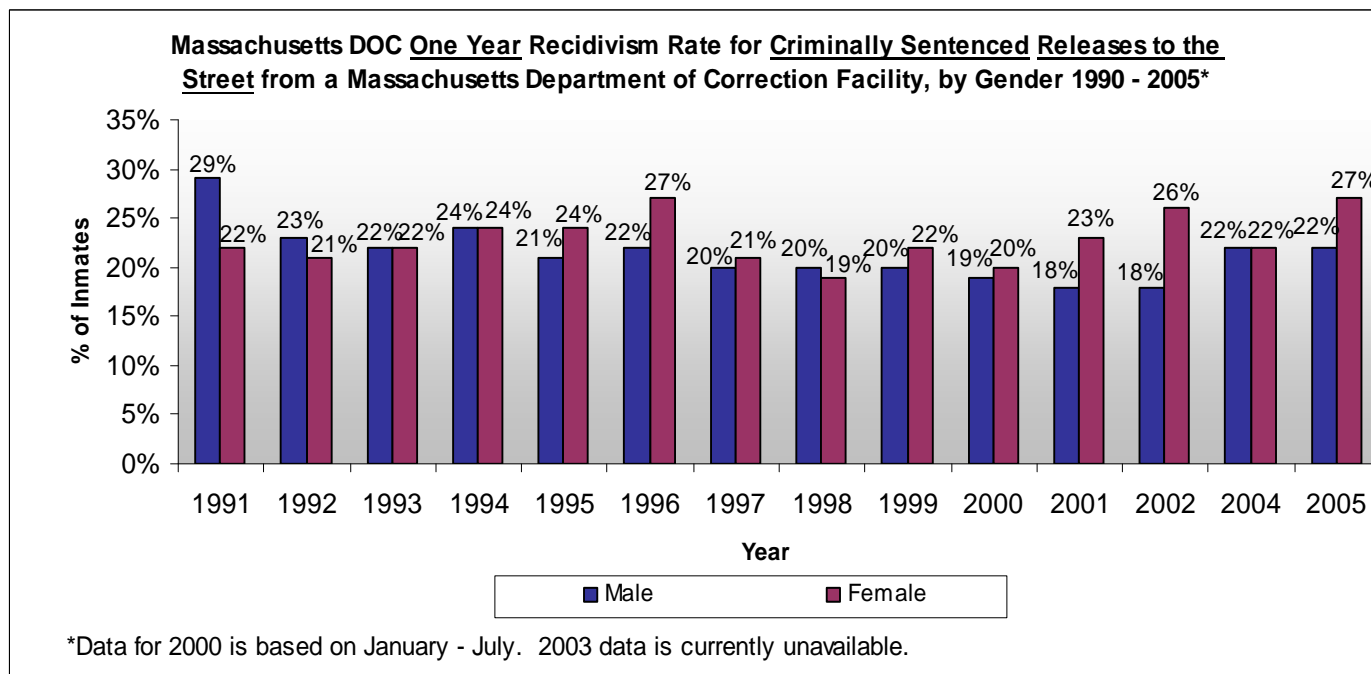
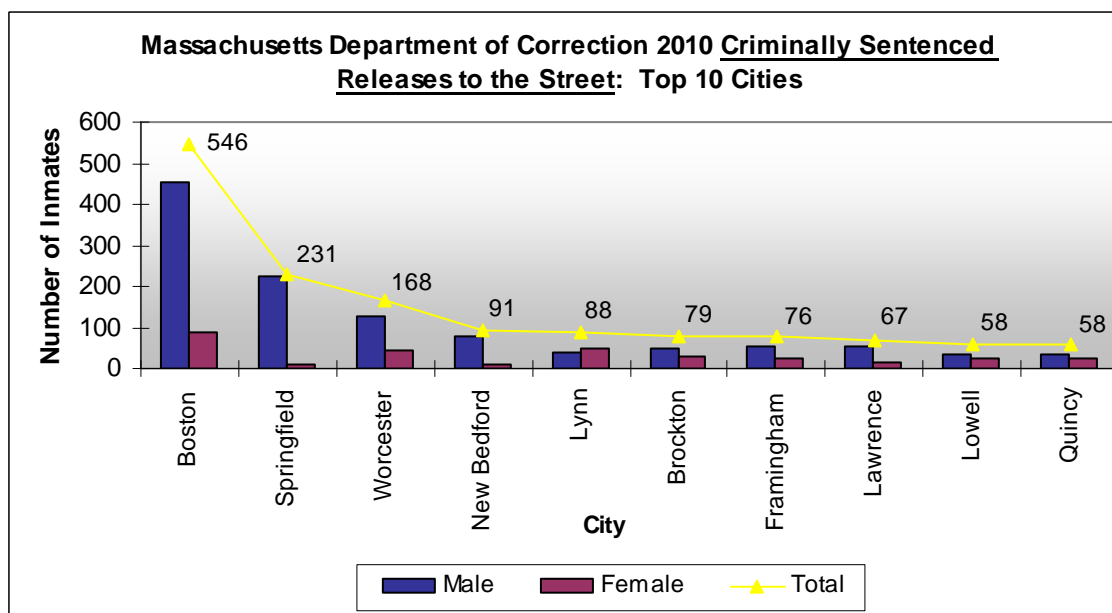
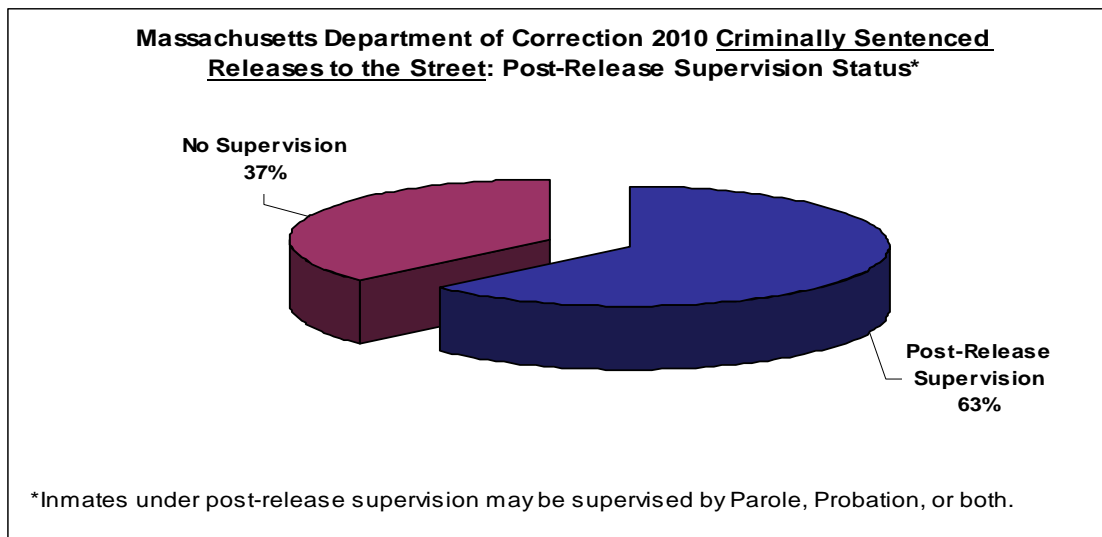


**Massachusetts Department of Correction Criminally Sentenced Jurisdiction Population:
Governing Offense and Gender on January 1, 2011**

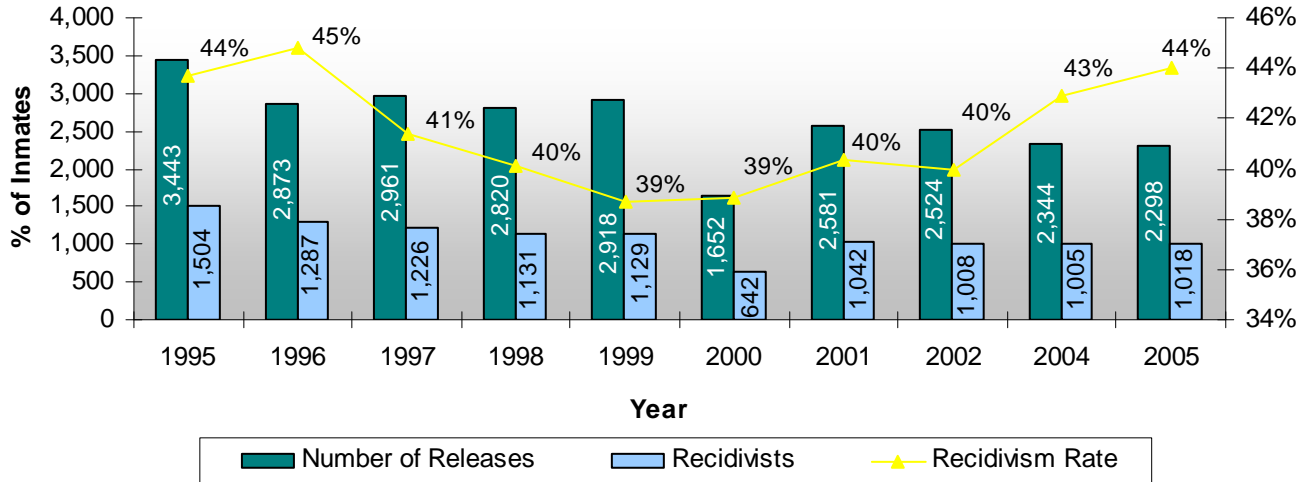
Governing Offense		Male	Female	Total
Violent Offenses	Person	4,662	214	4,876
	Sex	1,343	12	1,355
Non-Violent Offenses	Drug	2,180	161	2,341
	Property	724	148	872
	Other	708	70	778
Total		9,617	605	10,222

Massachusetts Department of Correction Criminally Sentenced Jurisdiction Population: Violent/Non-Violent Offense by Gender on January 1, 2011



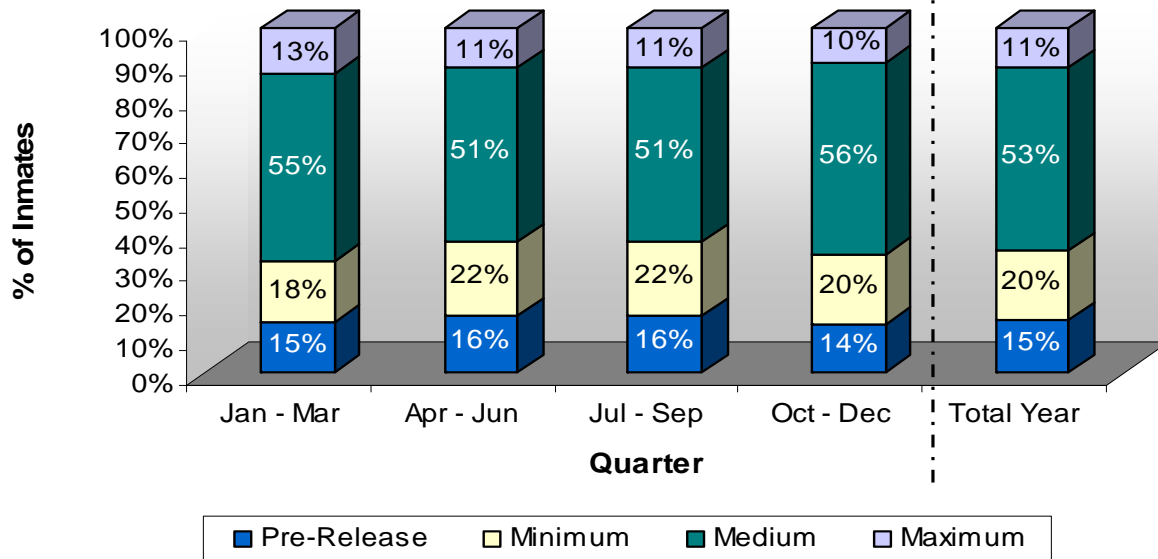


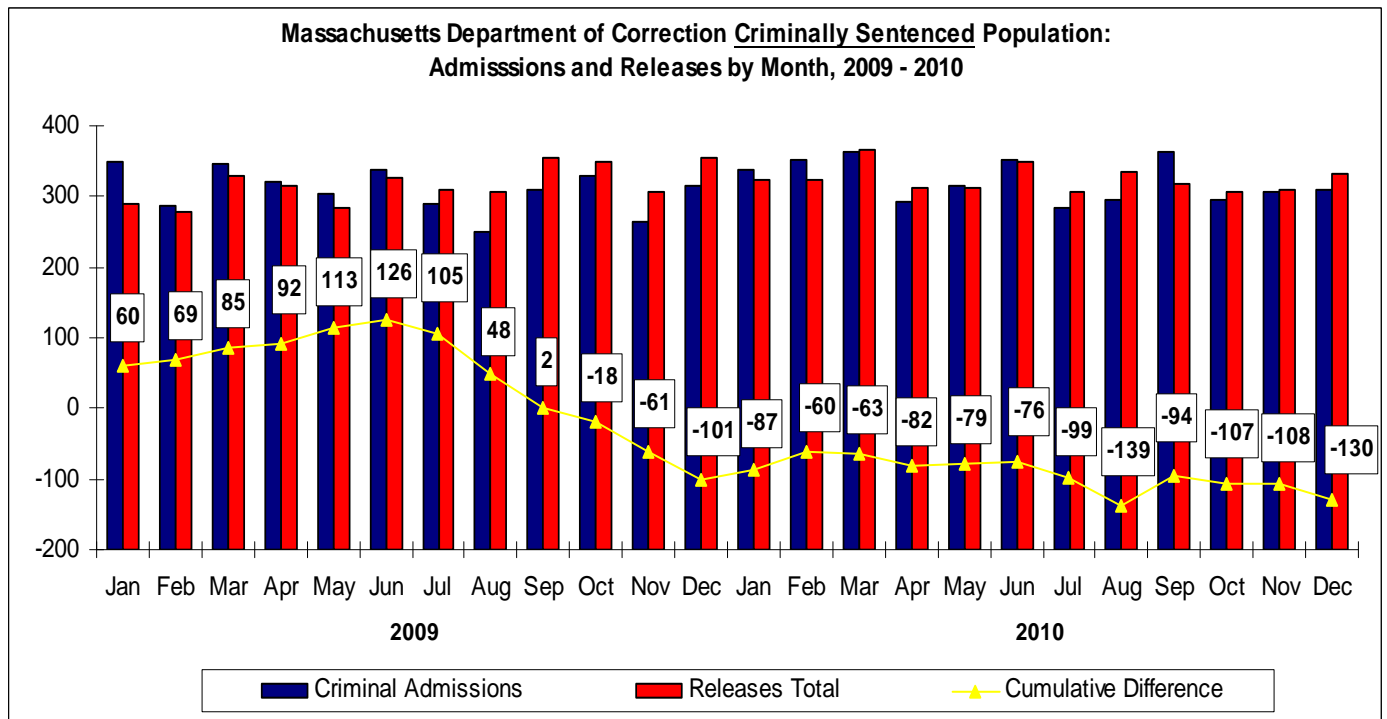
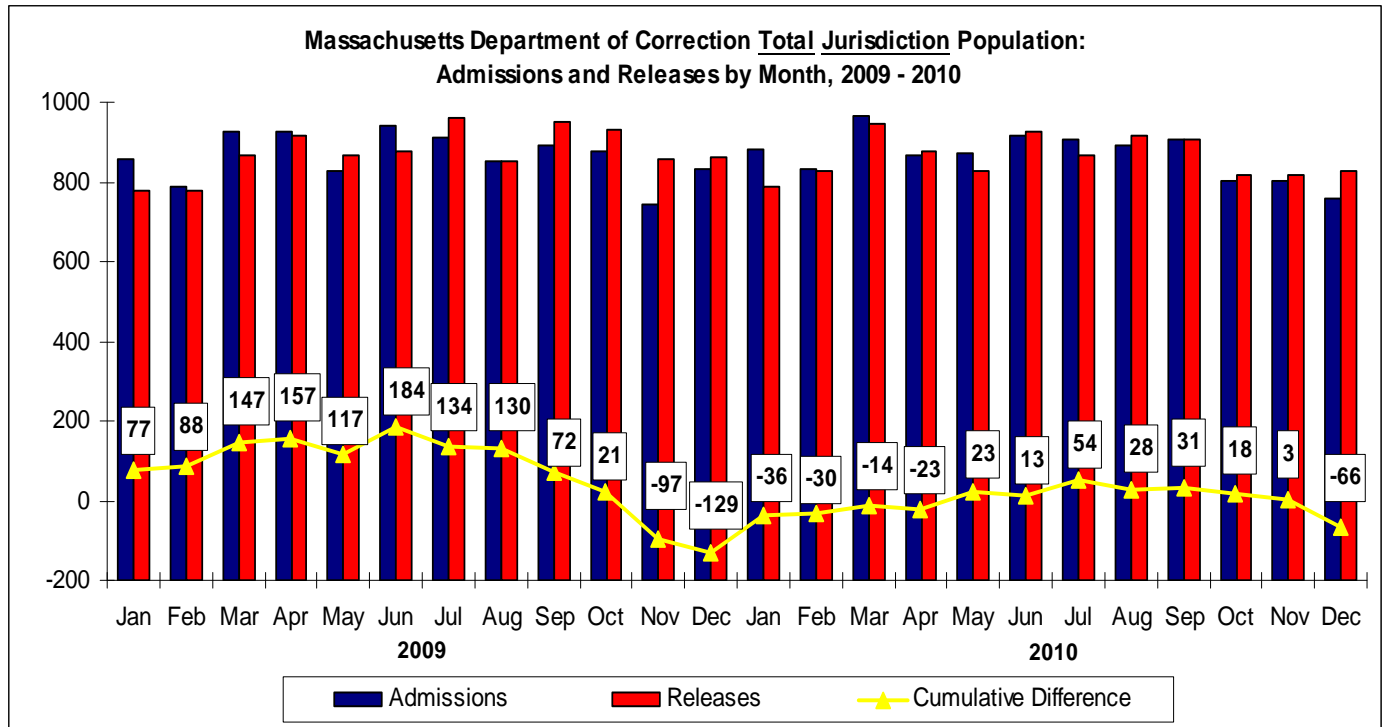
**Massachusetts Department of Correction Criminally Sentenced Releases to the Street from a Massachusetts Department of Correction Facility:
Three Year Recidivism Rate (Re-incarceration), 1995 - 2005***

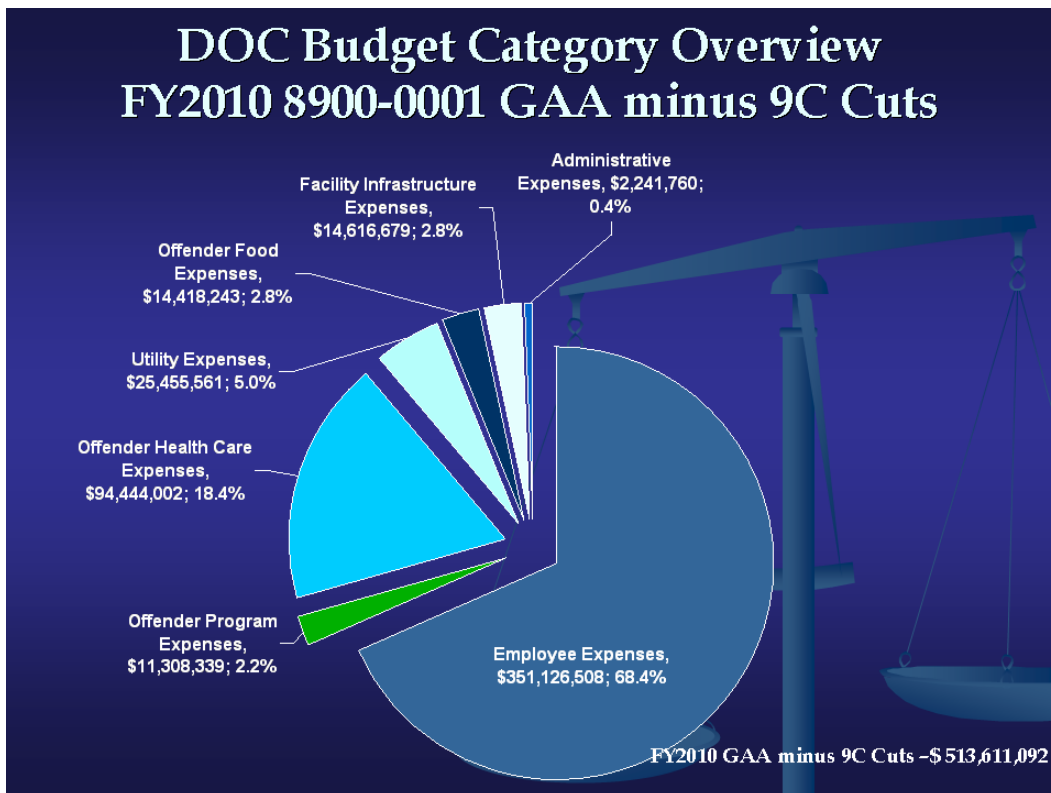
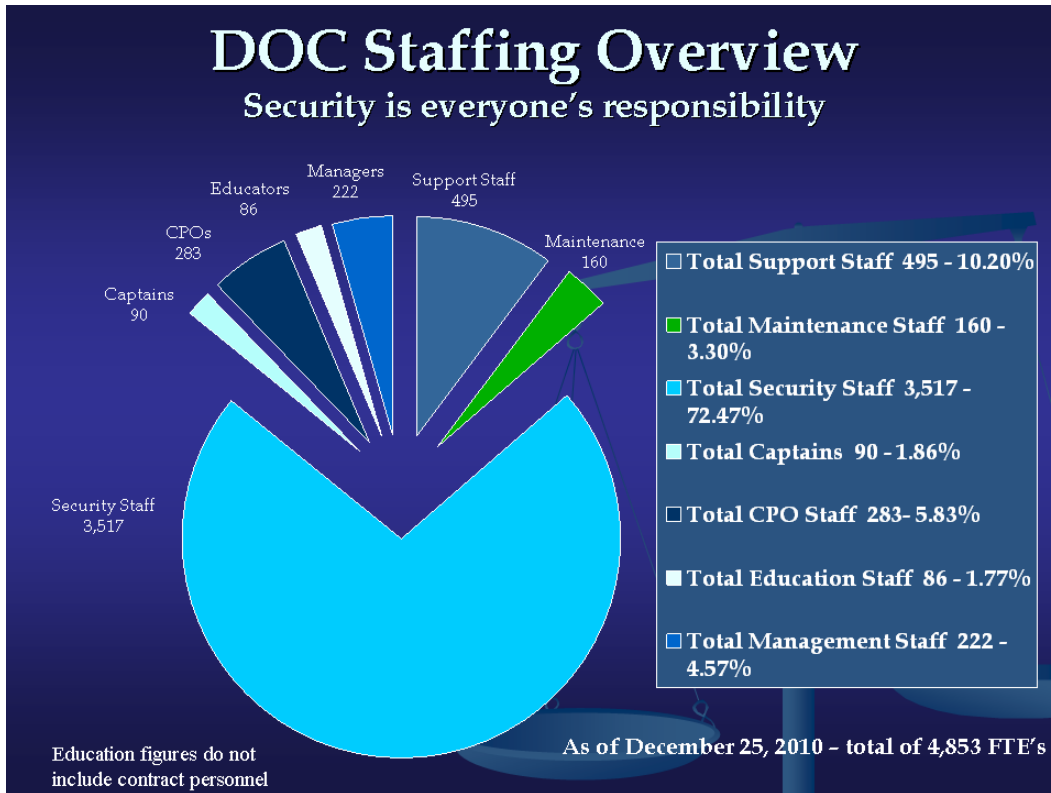


*Data for 2000 is based on January-July. 2003 is currently unavailable.

**Massachusetts Department of Correction 2010
Criminally Sentenced Releases to the Street:
Quarterly by Security Level**







Correctional Employees of the Year

Each year the state's 14 sheriffs and the Massachusetts Commissioner of Correction nominate exemplary employees for the prestigious award. A selection committee comprised of leaders from the Executive Office of Public Safety and Security, the Massachusetts Department of Correction, the Massachusetts Sheriffs Association, the Massachusetts Correction Officer Federated Union and the offices of Senator James E. Timilty and Representative Harold P. Naughton, Jr. decides which employees will be honored.

Correction Officer Mark Gregoire

Medal of Honor and DOC Special Recognition Award: Joseph Ribeiro Award of Valor

MCI Norfolk

On January 20, 2010 at approximately 6:15 PM, Correction Officer Gregoire was assigned to the Health Services Unit -Out Patient Department. While monitoring inmate movement, Officer Gregoire attempted to check with the Nurse Practitioner, who was pregnant. When she did not reply, he proceeded to her office to investigate. As he approached the office he heard the sounds of a struggle. Upon arriving at her office he observed an inmate with his hands around her throat. The inmate had positioned himself in such a way as to prevent her from escaping the room as he attempted to strangle her. Office Gregoire initiated an emergency response via radio. The inmate attempted to close the office door to prevent Officer Gregoire from entering. Officer Gregoire was able to force his way into the office, where he physically subdued the inmate and placed him in restraints. The vigilance and quick thinking that Officer Gregoire displayed during this incident were the sole factors in preventing further serious injury and possible death to the nurse. CO Gregoire's actions provide an example for all correctional professionals to emulate and reflect great credit upon himself, MCI Norfolk, The Department of Correction and the Commonwealth of Massachusetts.

Correction Officer Paul Gordon

Medal of Honor Massachusetts

Treatment Center (MTC)

On June 13, 2010 CO Paul Gordon was on his way home at 1:20AM, after working at an outside hospital, observed a man assaulting two females, knocking one to the ground (later identified as the man's wife). CO Gordon stopped his vehicle to assist the female victims. The man, 14 years younger and taller than CO Gordon, immediately attacked CO Gordon striking him in the face. CO Gordon was able to push the man away and, using his cell phone, dialed 911 to report the incident. While he was on the phone with the police dispatcher, the man again attacked CO Gordon, striking him in the head, face and arms. CO Gordon then wrestled the assailant to the ground, ending up in the middle of Route 1, where he managed to place the man's right arm behind his back and held the struggling assailant to the pavement until the police arrived. The man resisted the attempts to place him into handcuffs during his arrest and had to be sprayed with chemical agent by one of the responding police officers to gain compliance. CO Gordon assisted with handcuffing the man and the placement of the still combative arrestee into a police cruiser. The man was ultimately charged with Domestic A&B, Disorderly Conduct, A&B on a Public Employee, A&B on a Police Officer and Resisting Arrest. Correction Officer Gordon exemplified qualities of bravery and courage by selflessly placing himself in harms way for the protection of the two women being assaulted by this man. CO Gordon further demonstrated his bravery in the face of adversity by continuing to engage the man until ultimately subduing and restraining him in the middle of a busy thoroughfare, stopping traffic in both directions.

Sergeant Antonio Servello

Medal of Honor

MCI Cedar Junction (MCI-CJ)

On the evening of September 29, 2010 at approximately 7:00PM, while Sgt. Servello was securing the chapel for an evening program, he became aware of an attack by several inmates on another inmate. At least one of the inmates had a weapon. He ordered the combatants to stop their action, and directed them away from the victim. Sgt. Servello was able to remove the injured inmate from the chapel, while still containing the situation and isolating the chapel area, which was occupied by over 50 inmates. The victim of the attack sustained several lacerations to the head, face and neck which required emergency treatment at an outside hospital. Two additional razor weapons were discovered upon a subsequent search of the chapel. Sgt. Servello's ability to take control of this volatile situation, order the combatants to cease their actions and then remove the seriously injured inmate from the area is highly commendable. Without regard for his personal safety, he stopped the situation from escalating any further, prevented further injuries and possibly saved the lives of other inmates.

Lt. Stephen Kennedy, Lt. Corey Cotta, CO John Rodrigues, CO Gerald Andrews, CO Michael McGinn, CO Michael Lewis, CO Robert Herrick, CO Matthew Lee, CO James Barrett, Elizabeth Stephanian, RN , Marion Yuille, LPN, Phyllis Santaskas, LPN

Meritorious Recognition

Old Colony Correctional Center

On Monday, February 1, 2010 at approximately 10:42PM, a Code 99 (Medical Emergency) was called in the Multi Purpose Unit at Old Colony Correctional Center. Lt. Cotta was the first to arrive on the scene and found copious amounts of blood coming from beneath the cell door. Lt. Cotta immediately surveyed the situation and with out hesitation called for additional staff and medical response. Responding staff found two inmates secured in a cell, one of which was lying in a pool of blood. This inmate was in a semi-conscious state, due to a self-inflicted laceration to his left arm. Responding staff were able to secure the weapon (a razor blade) that caused this injury so safe medical treatment could be rendered. This inmate was transferred to the awaiting Advanced Life Support Ambulance and transported to the Brockton Hospital where a Boston Med Flight Helicopter was waiting. Boston Med Flight airlifted this inmate to New England Medical Center in Boston. The inmate underwent immediate emergency surgery to repair his left antecubital (located by the inner arm by the elbow). All staff involved worked as a professional team and saved a life.

Sergeant Jason Cummings

Meritorious Recognition and DOC Special Recognition Award: Humanitarian Award

MCI Cedar Junction

A 14 year veteran, Jason is an extremely dedicated employee. Without regard for his own safety; on two occasions, Sgt. Cummings put the lives of others before his own, and his actions possibly saved the lives of others. While off duty on April 1, 2010 and again on June 27, 2010, Sgt. Cummings entered burning buildings in his community, alerting residents of a fire at two locations. The June fire may have been started by a cigarette and all residents were unaware of the fire until Sgt. Cummings went and knocked on doors to alert them. The smoke alarms were not activated at that time and the fire flames engulfed the side of the house. He placed himself at great risk, without regard for his own personal safety and was deemed a local hero by the families involved and the media. Sgt. Cummings is an example of a true humanitarian, his willingness to rush into a burning building to save the lives of others without any regard for his own safety is a truly heroic act, worthy of recognition.

Administrative Assistant Brenda Melanson

Community Service

North Central Correctional Institution (NCCI)

Ms. Melanson is a positive example to the staff of North Central Correctional Institution (NCCI/Gardner) through her dedication in assisting both the NCCI community and the local community. Ms. Melanson is an employee who routinely leads community service projects such as blood drives, food drives and clothing drives. During 2010, she volunteered with the Gardner Community Action Center (CAC) by organizing and coordinating donations for Christmas gifts of needy families, assisted with the Thanksgiving holiday food basket program and arranged the CAC's annual Thanksgiving dinner for those less fortunate. Within the institution, Ms. Melanson has led the way on a number of occasions to rally staff support and resources when there has been an NCCI staff member in need due to personal tragedy or illness. She also volunteered with the Annual International Association of Correctional Training Personnel Conference that was hosted by the Department of Correction Training Academy. Ms. Melanson is a staff member who continuously dedicates her own time to the betterment of the DOC and community. She is a staff member deserving of recognition due to her extraordinary service to the community.

Dr. Patricia Ruze, Sarah Maria RN, & Nancy Todd RN

Community Service

MCI Concord

Dr. Patricia Ruze, Sarah Maria, RN and Nancy Todd, RN volunteered to provide medical aid to the Haitian earthquake victims in the Dominican Republic in January and early February 2010. Nurse Todd had contacts with an evangelical mission in the

Dominican Republic and this was the springboard for the team to offer assistance to the Haiti earthquake victims. The group secured monetary donations, medical supplies, clothing and linens from families, friends and work colleagues at MCI Concord and from their employer UMASS Medical. Patricia, Nancy and Sarah provided medical aid upon arrival to the Barahona hospital by comforting the injured, cleaning wounds, assessing medical needs, distributing medication, changing bedding and cleaning the patients rooms. The team also provided patient advocacy so that the patients who required immediate care were prioritized. These caregivers also spent time at the “Love Child Rehabilitation Camp,” a refugee center established to address post-operative needs for the earthquake victims. The third stop for the group was a U.S. funded surgical hospital, the “Good Samaritan,” based in Jimani. These three women were in the midst of infection, devastation, desperation, and hopelessness. Patricia, Sarah and Nancy all felt the deep need to share their skills and lend comfort to the victims of this devastating tragedy with little regard for their own safety.

DOC Beyond Excellence Recipients 2010

Each year the Department of Correction honors individuals whose performance is exemplary and whose contributions to the Department are worthy of such recognition. In addition, the performance and actions of the nominees should be consistent with the Department’s vision and mission statements and its core values. Recipients are nominated by a supervisor, peers, professional colleagues or others familiar with the person’s work. An individual may not be nominated by a relative or a subordinate, nor may a person nominate himself or herself.

Harold Wilkes, Sergeant

Central Headquarters

Employee of the Year

Sgt. Wilkes has over 22 years with the Department and the majority of his service has been within the field of Investigations, leading the division in the number of cases assigned and completed. Sgt. Wilkes is unparalleled in his devotion to his division and the Department as a whole. He has consistently availed himself of any opportunity to advance his knowledge and abilities by continually striving to become more effective in his assignment. Sgt. Wilkes can be counted on to take on any task or to respond to any situation and truly represents the Core Values of the agency.

April Horton, Administrative Assistant

Bay State Correctional Center

Employee of the Year

April has been employed with the Department for 21 years and her diligence and work ethic has proven to be exceptional. April is confident, trustworthy and displays leadership qualities that are admired and respected. Her inherent desire to achieve has earned the respect of the administrators she works for as well as her peers. April is the Bay State’s “go to” person for just about any issue and goes beyond what is required of her.

Brian Brady, Industrial Instructor III

Boston Pre-Release Center

Employee of the Year

As the only staff member in the Maintenance Department, Brian does an excellent job at maintaining the physical plant and tackling additional projects assigned. His effort during the 25 bed-expansion and the building of new office space demonstrates his commitment to the facility. Additionally, Brian was tasked with the conversion of all snap-type locks throughout the facility. Brian’s creativity and innovative ideas have resulted in many enhancements throughout Boston Pre-Release Center. His contribution to the facility and his dedication over the past year, Brian is truly worthy of recognition.

James Donnelly, Sergeant

Bridgewater State Hospital

Employee of the Year

James leads a team of staff in the daily operation of one of the most difficult units at Bridgewater State Hospital’s Intensive Treatment Unit. He brings staff members of all disciplines together to create an environment that maximizes safety without sac-

rificing patient rights, dignity, or psychological well being. His knowledge of corrections, mental illness, and team building sets the professional tone for the unit. He is skilled in de-escalation techniques and he is level headed in times of stress. He projects a quiet certainty that helps staff to perform their duties without hesitation and with confidence. Sgt. Donnelly is a role model for staff and can be counted on to lead by example wherever the opportunity presents itself.

James Williams, Sergeant

MCI Cedar Junction

Employee of the Year

Sgt. James Williams is a 26 year veteran of MCI Cedar Junction. He leads by example and is a valuable asset to the institution. As the Administrative Unit Team Sergeant, he coordinates internal housing moves, cell changes, searches, "level A" moves as well as other duties. Sgt. Williams' knowledge is exemplary. Sgt. Williams is a dedicated employee who continues to conduct his daily duties at the facility to perfection. For these reasons, Sgt. Williams is clearly MCI Cedar Junction's employee of the year.

Thomas Hebert, Sergeant

MCI Concord

Employee of the Year

Sgt. Hebert played a key role in the mission change at MCI Concord when the facility converted to a permanent medium security facility from a reception center. Sgt. Hebert was an effective leader during the transition, all the while keeping up with the demand of a transient pre-trial detainee population. Not only a respected leader in his job, he commands so much more respect as a proud American and United State Marine Veteran. Each Memorial Day and Veterans Day, Tom coordinates a memorial in the entrance to the facility and staff dining hall. Sgt. Hebert represented the United States at the Unity Day event. His values, commitment to his job, his co-workers, and fellow Veterans are truly a reflection of the agency's core values. He is MCI Concord's Employee of the Year.

Brian Bowman, Correction Officer I

MCI Framingham

Employee of the Year

CO Bowman has been instrumental in assisting with major changes to the Property Department at MCI Framingham. Since the Property Department was centralized, he has gone above and beyond to make it run more efficiently. Due to his efforts, the property grievances have decreased by 29% since last year. CO Bowman is a versatile worker who excels at all posts he is assigned to, which includes providing coverage for the Disciplinary and Assignment Officers. Aside from his regular duties, Officer Bowman has also acted in the capacity of employee forum chairman and has made every attempt to make the institution a better place for everyone.

Brian Mulvey, Correctional Program Officer

MCI Norfolk

Employee of the Year

From the start of the COMPAS rollout at MCI Norfolk, CPO Mulvey has played an integral part in the success of the new risk and needs assessment process. CPO Mulvey quickly learned the Criminal Records Processing Unit function and worked well with the office of the Director of Classification. With his attention to detail, positive attitude and solid work ethic, he quickly set a pace that was very productive to the entire process. He was quickly outperforming the expectations that were set. Due to the timely completion of his portion, the institution moved forward with the project more quickly than anticipated. CPO Mulvey was a tremendous role model to others during the rollout of this important project. He is a capable and intelligent professional with a work ethic that exemplifies professional excellence and is MCI Norfolk's Employee of the Year.

Charles St. Clair, Industrial Instructor III**MCI Plymouth****Employee of the Year**

Charlie St. Clair has been assigned to Maintenance at MCI Plymouth for approximately 30 years. This past year, Charlie demonstrated consistent excellence in his performance and commitment to MCI Plymouth by juggling his daily maintenance duties as an Industrial Instructor with being directly involved in the building of the new Waste Water Treatment Plant. Charlie provided a wealth of knowledge and information, coming in early and leaving late as well as working most weekends. His commitment to ensuring the facility's numerous maintenance issues were handled while providing his vast experience and leadership to the Waste Water Treatment project is exemplary and he is MCI Plymouth's Employee of the Year.

Sheri Richard, Correction Program Officer**MCI Shirley****Employee of the Year**

CPO Richard is being recognized as MCI Shirley Employee of the Year based on her outstanding job performance in providing releasing inmates with comprehensive reentry plans. Her efforts and dedication have shaped the MCI Shirley reentry services into a model that has been adopted Department wide. As a result of changes within the agency, institutions were charged with assuming the role of housing specialists as it pertains to inmates facing homelessness upon release. Data clearly links housing as a crucial component of successful reentry. CPO Richard successfully built relationships with many community based providers of transitional housing for releasing offenders. She accomplished this by organizing site visits to various housing programs and educating DOC staff of the available resources and our outside partners of DOC reentry initiatives. Her work has resulted in fewer inmates releasing to shelters and more to established programs. She is MCI Shirley's "go to" person for difficult releases and also a member of the Commissioner's Advisory Panel on Reentry and is most deserving of the Employee of the Year Award.

Gary Caldwell, Correction Officer I**Massachusetts Alcohol and Substance Abuse Center****Employee of the Year**

Correction Officer Gary Caldwell began his career in August 1984. His extensive knowledge of departmental policy and years of experience were heavily relied upon throughout numerous mission changes at MASAC. CO Caldwell was assigned to the Control Room. In this role, he was responsible for monitoring major counts, security equipment and alarms at the facility. He was also responsible for tracking all admissions and discharges for the facility. CO Caldwell was dependable, conscientious, level-headed and a consummate professional. He displayed respect and dignity to staff, inmates and visitors alike on a daily basis. On March 28, 2010, at the age of 52, CO Caldwell passed away. The facility, the department and his family and friends suffered a huge loss on that day. CO Caldwell is truly deserving of the Employee of the Year Award.

Paul Naumowicz, Sergeant**Massachusetts Treatment Center****Employee of the Year**

Sgt. Naumowicz is an excellent supervisor who continues to excel in his duties and has done an exemplary job as the Activities Lieutenant. His supervisory skills are commendable as he manages staff and their assignments to best suit the needs of the institution. He takes on many assignments, follows direction to the fullest and carries out all duties with extreme respect and civility. Sgt Naumowicz displays outstanding leadership qualities and his communication with staff is exceptional. He is one of the most respected individuals at MTC and worthy of the Employee of the Year Award.

Curtis Deveneau, Lieutenant**North Central Correctional Institution****Employee of the Year**

Curtis Deveneau is currently the Unit Team Lieutenant assisting the Unit Team Captain with the daily operations of all housing units in the facility as well as the Special Management Unit. Last August, the Unit Team Captain suffered a serious injury and, as a result, Lt. Deveneau assumed all duties relative to the daily operation. Because of his effective communication abilities and organizational skills, this transition went smoothly with no disruption. Lt. Deveneau was also instrumental in the process of closing down a housing unit for renovations and relocating the Orientation Unit from that housing to another housing unit. Also, he was also appointed the Informal Grievance Coordinator proving Lt. Deveneau worthy of NCCI's Employee of the Year.

Shawn Zoldak, Sergeant**Northeastern Correctional Center****Employee of the Year**

Sgt. Zoldak has been with the Department since 1998 and worked the majority of his career at NCCI. In 2007, he was promoted to Sergeant and transferred to NECC and was selected to be the facility's ACA/Policy Coordinator. Sgt. Zoldak also serves or backs up the following positions: Operations Sergeant, Institutional Grievance Coordinator, Training Sergeant, Media Liaison, Shift Commander, Intranet Web Editor, Special Events Coordinator and also works on the DOC "Around the Block" newsletter. Sgt. Zoldak is truly an outstanding and dedicated employee, a team player and is Northeastern Correctional Centers' Employee of the Year.

Marc Dubois, Correction Officer I**Old Colony Correctional Center (OCCC)****Employee of the Year**

CO Dubois manages the medication lines in the Health Services Unit and ensures that medication is taken appropriately for the health of the inmates receiving the medication. He conducts thorough mouth check, monitors the behavior of inmates while in medication lines and following the receipt of their medication. When appropriate, those observations are reported to various disciplines such as IPS and Mental Health. CO Dubois is professional and is willing to teach others how to do this job effectively. For his dedication to the safety of staff and inmates at OCCC, he is deserving of the honor of Employee of the Year.

Richard Pizzuto, Correction Program Officer**Pondville Correctional Center****Employee of the Year**

CPO Pizzuto is a 25 year veteran and has worked in the capacity of CPO D, Unit Manager and Records Manager. He displays many leadership qualities while being the daytime shift commander. He oversees all activities during the day such as work release departures and arrivals, holdbacks, drills, transportation, urinalysis and searches. CPO Pizzuto is patient, confident, experienced and has gained a high level of respect from his co-workers. Most importantly, he is approachable and non-judgmental which is a tremendous asset to a facility which experiences significant staff turnover.

Patricia Robinson, Correction Officer I**Lemuel Shattuck Hospital Correctional Unit (LSHCU)****Employee of the Year**

A 22 year veteran, CPO Robinson is the Field Training Officer, where she quickly recognized the diverse learning styles of various staff that require individualized training plans. On her own time, Patricia researched different teaching techniques that were essential in providing all staff the important required training to become accomplished confident correctional professionals. Officer Robinson also accepted additional responsibilities, acting as Policy Coordinator. Officer Robinson was proudly nominated by her peers as LSHCU Employee of the Year.

Janice Perez, Correction Program Officer**South Middlesex Correctional Center****Employee of the Year**

CPO Perez currently holds the position of CPO C assigned to Classification. However, in addition to classification and assessment, she handles all translation issues, is a calming influence with the inmates, holds inmates and staff accountable, assists with Female Offender Training, coordinates the Suitable Image program and will assist with any other duty or initiative for the betterment of the facility. CPO Perez is also a member of the Commissioner's Diversity Committee. She is the epitome of a team player and one of the department's true reentry champions.

Gerald McCarthy, Industrial Instructor II**Souza Baranowski Correctional Center (SBCC)****Employee of the Year**

Jerry researched the feasibility of adding additional cameras and equipment to high risk areas and performed the work with minimal cost and disruption to the facility. He installed cameras in areas that previously had none and completed the task ahead of schedule, allowing for these areas to be under constant security observation and 24 hour video recording capability. Jerry's performance displays professionalism that is an example for others. He was given a task and outperformed himself at every step. He took great pride in his work and his motivating factor was improving security for his fellow staff. Jerry has also been instrumental in the installation and upkeep of inmate Digital Antenna systems. Jerry is by far the most valuable individual at SBCC.

Diana Silvia, Director of Payroll**Professional Excellence Award: Administrator**

Diana has been with the Department of Correction since 2000, holding a variety of titles. Working her way to Acting Director of Payroll, Diana implemented immediate changes as she identified areas of concern. As the Director, she is directly responsible for the entire payroll process for the DOC. Diana served as an expert in the recent payroll system upgrade, working with the Executive Office of Public Safety and Security and the Human Resources Division this past winter and spring. She was also instrumental in setting up training for Executive Office of Public Safety and Security's human resources staff to ensure staff was ready when the new program went live. Her commitment to public service by promoting effective communication with stakeholders, the community and other agencies makes her worthy of the Professional Excellence Administrator Award.

David Burke, Lieutenant and Matthew Phelan, Lieutenant**Professional Excellence Award: Care and Custody**

Over the past year, Lt. Burke and Lt. Phelan provided the 3x11 shift at MCI Framingham with exemplary leadership. The 3x11 shift has been shorthanded two lieutenants the entire year. Through their supervision, the institution has attained its goals of ACA Accreditation, reduced serious incidents and ensured the ongoing training of new and existing staff. They have motivated their subordinates to exert the effort necessary to attain institutional goals. Lt. Burke and Lt. Phelan have displayed a trust and mutual understanding with their staff and the inmate population which contributes to the safety of the institution. They both possess high professional standards making both the choice for the Department's Care and Custody Award.

Patricia Gallant, Clerk VI, North Central Correction Center**Professional Excellence Award: Office/Clerical Correctional Institution**

Patricia has demonstrated a clear commitment to agency core values through her responsibilities as a supervisor, coordinator, records clerk and team member. Patricia excels at "keeping her eye on the big picture." She is aware of the importance of accurate work within the Records Department and the impact such work has on the Department, individuals in our custody, and victims of crime and the communities of Massachusetts. Patricia consistently accommodates and assists others. As the Records Department Supervisor, she continuously takes on new challenges and provides leadership to her staff in a respectful manner that maintains accountability making Patricia the recipient of the Office/Clerical Award.

Cara Savelli, Media Assistant, Central Headquarters**Professional Excellence Award: Support Services**

As Media Assistant for the Office of Outreach and Engagement, Cara provides support for internal and external communications through the use of graphic design, web site management, photography and writing. She designs, edits, writes and takes photos for the Department. Cara has designed brochures, advertisements, billboards, banners, and logos. Cara's talents have been requested by many DOC departments as they work to communicate programs tied to Reentry Initiatives. Her vibrant personality and creativity make her a welcome addition to any task force. Her design and writing skills coupled with her creativity have far surpassed expectations and she is truly deserving of the Support Services Award.

Stephen Gonynor, Sergeant, MCI Framingham**Professional Excellence Award: Technical/Maintenance**

Sergeant Gonynor has kept the 200 plus year old Framingham institution locked and secure. With security panels that are outdated and replacement parts non-existent, Sgt. Gonynor has been able to repair, replace, modify and adjust the systems so that they not only function, they also remain in operation day in and day out. Sgt. Gonynor is always available to repair keys, locks, doors and security equipment on an extremely limited budget, while maintaining the security operations of all the locks in the facility. Sgt. Gonynor was directly involved in the repair and replacement of the security doors in the Health Services Unit. His dedication to his peers, the institution and the Department make Sgt. Gonynor our Technical Maintenance Award recipient.

George Manoogian, South Middlesex Correctional Center**Professional Excellence Award: Volunteer**

George Manoogian has been volunteering with the Department for a number of years and is currently certified at five facilities bringing the benefits of Toastmasters to our offender population. Thanks to George, the Sisters Mastering Correct Communication became an official Toastmasters Gavel Club. Toastmasters reinforce many of the skills taught in other programs which will make the women more successful in securing employment and connecting with available resources in their communities after release. Thanks to George's leadership with the club and his work in recruiting other Toastmaster volunteers to work with the women, the SMCC Gavel Club continues to be one of the most well attended groups, despite the constant turnover in the population. Volunteers like George truly make a difference and help the DOC's vision move towards reality.

Dr. Maria Masotta, Mental Health Director, MCI Framingham**Professional Excellence Award: Contract Health Care**

Maria gained the credibility and respect of mental health, health services and uniformed staff in a short span of time, and continues to be the "go to" person when there are questions concerning an inmate's individual treatment plan. Under Dr. Masotta's leadership and direction, mental health services at MCI Framingham have been expanded and improved. Dr. Masotta also implemented pre and post testing for anxiety, depression, and adjustment group therapy. Dr. Masotta was instrumental in coordinating a Day Treatment Program which affords inmates weekly individualized treatment that includes goal planning and progress review. Dr. Masotta's commitment to MCI Framingham is exceptional. She has provided excellent leadership to greatly improve the delivery of mental health services to the inmate population.

Jennifer Mathieu, Family Preservation Coordinator**South Middlesex Correctional Center****Professional Excellence Award: Contract**

Jennifer is the Family Preservation Coordinator at South Middlesex Correctional Center. She teaches parenting classes, runs a weekly parenting support group, supervises the Family Reunification Program and Girl Scouts Beyond Bars. She runs the weekly Book from Mom program and monthly Birthday Card Club, while working with outside agencies like Children of Incarcerated Parents. She also schedules informational sessions for inmates with outside speakers regarding Department of Revenue and child custody issues. Jen is always looking for ways to improve facility services and cares deeply about the work that she does. Jen is truly deserving of the Contract Award.

**Rheault Roland, Secure Treatment Program Administrator
Souza Baranowski Correctional Center
Special Recognition Award: Charles Gaughan Award**

Roland “Rollie” Rheault has served with the Department of Correction for over 35 years. Rollie is responsible for the daily operations of the Secure Treatment Program Unit at SBCC. This unit is one of the initiatives outlined in the Hayes Report. Rollie’s leadership has assisted the unit in growing and maintaining its mission of providing quality correctional and mental health care to those mentally ill inmates assigned to the unit. Rollie’s performance has assisted the agency in reducing self-injurious behavior as well as life threatening behavior for this high-risk population. The result has made a positive impact for the overall operations of the facility and agency.

**Captain Christopher Wright, Lieutenant Robert Patenaude, Sergeant Tomas Martinez, Sergeant Frederick Schramm,
Correction Officer Brian Estevez and Intelligence Analyst Robert Tenaglia
Office of Investigative Services, Central Headquarters
Special Recognition Award: Commissioner’s Citation**

The Central Intelligence Unit (CIU) and the Fugitive Apprehension Unit have provided intelligence and investigative resources that have directly impacted the safety of the public. Through partnerships with the Federal Bureau of Investigation, Massachusetts State Police, Boston Police, Lynn Police, Chelsea Police and Worcester Police numerous arrests and convictions have been a direct result of the CIU staff’s efforts. CIU has changed the way we share intelligence and interact with Inner Perimeter Security teams and other criminal justice agencies. CIU has become a “go to” source for information in the intelligence community.

**Carolyn Vicari, Director of Inmate Training and Education
Special Recognition Award: Distinguished Service Award**

Carolyn has spent the vast majority of her service of over 30 years creating, generating, supporting and expanding programs, while overseeing the delivery of critical Adult Basic Education and Special Education to the inmate population. In addition to leading 196 academic and vocational teachers, counselors and principals, Carolyn has nurtured the Boston University college program and created partnerships with several community colleges. The DOC Education Division was nationally recognized for excellence and asked to participate in the prestigious study of post education services funded by the Institute of Education Sciences. Carolyn also directs library services, culinary, barbering, welding, building trades, automotive, Computers for Schools, wheelchair repairs, the cosmetology program and is a board member of the national Habitat for Humanity program. Carolyn leaves a legacy of well-managed, evidence-based programs and untold numbers of released inmates who have had a second chance because of her work and is most deserving of this honor.

**Department of Children and Family Services
Innovations in Public Safety Partnership Award**

A first of its kind interagency partnership between the Department of Children and Family Services and the Department of Correction was forged in an effort to enhance offender reentry and family reunification. This partnership also resulted in the establishment of an interdisciplinary workgroup comprised of staff from both agencies. One of the workgroup’s many initiatives included a “Family Connections for Incarcerated Parents” conference. The conference was attended by over 200 staff from both agencies and educated attendees about services that were available. The relationship building workshops are being facilitated at both agencies. The workshops are designed to further enhance communication and more clearly define the roles and responsibilities of each agency. The Department of Children and Family Services has been instrumental in establishing a relationship that focuses on enhancing offender reentry and family reunification making them worthy for the innovations in Public Safety Partnership Award.

Brenda Lobo, MCI Plymouth**Special Recognition Award: Deputy Superintendent of the Year**

Brenda has been the Deputy Superintendent at MCI Plymouth for approximately seven years and performed her job by overcoming many obstacles. Most recently, Brenda decided to return to a uniform position and the impact she had at MCI Plymouth was quickly recognized. The respect she has earned and the respect she gave over the years to all staff is to be admired. Brenda's transfer was difficult for many staff and her abilities will long be remembered. The outpouring of respect she has earned from the staff at MCI Plymouth is like no other. Brenda Lobo is truly deserving of Deputy Superintendent of the Year.

Duane MacEachern – MCI Shirley**Special Recognition Award: Superintendent of the Year**

Duane began his career with the Department of Correction in 1980 progressing through the ranks and in 2007 was promoted to Superintendent. Duane is a natural leader and a coach. He is always visible touring the facilities he manages, making himself available to staff and inmates. Under Duane's leadership, MCI Shirley has implemented a campaign to effectively communicate the benefits of successful reentry programs. Duane is fiscally conservative, watching every hour of overtime and every staff member's leave record. Overtime and sick leave usage have declined at MCI Shirley over the past three fiscal years. He finds savings everywhere by making his operations more efficient. This year, MCI Shirley returned \$50,000 to the Central Office. Duane has received recognition from the town of Shirley Council on Aging for assisting in the renovation of their senior center. Duane is well respected among his peers and is the Department of Correction Superintendent of the Year for 2010.

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For more information and statistics on the different areas within the Massachusetts Department of Correction, please visit www.mass.gov/doc

Notes