



2011



Massachusetts
Department of Correction
Annual Report



Table of Contents

Commissioner's Message	4
Mission, Vision & Core Values	5
Frequently Asked Questions	6
Strategic Plan	7
Organizational Chart	22
Commissioner and Deputy Commissioners	23
Massachusetts Correctional Industries	24
General Information	26
Map of Facility Locations and Security Descriptions	30
Facility Information and Descriptions	32
County Correctional Facility Audit Report	38
Statistics and Charts	39
Correctional Employees of the Year	47
Beyond Excellence Award Recipients	48



Commissioner's Message

As I look back on my first year as Commissioner, I am inspired by the professionalism and dedication of the men and women who comprise "Team DOC." When I assumed the position of Acting Commissioner in January 2011, I was faced with many challenges and was able to look at our correctional system from a different perspective. While this perspective can be harsh at times, I became keenly aware that we are leaders in innovative correctional practices, understand and practice the five principles of exemplary leadership and are committed towards working for a safer tomorrow everyday.

One of our overarching goals is to collaborate with external stakeholders and partners to develop and implement strategies supporting mutual goals and objectives to promote safer communities. This became a focus during 2011. We are proud of our strengthened partnerships with many Sheriffs, understanding that we both serve similar populations and can benefit greatly from collaboration and sharing resources to promote responsible reentry. Criminal Justice agencies with which we are closely aligned have joined us in our pursuit of promoting public safety. As these partnerships are solidified, we are able to address the challenge of achieving better results for the people of the Commonwealth. Data exchanges have been greatly improved allowing for the retrieval of up to date information that assists our partners in the community.

Performance management has grown in popularity and is now a regular part of our structure. Guided by our strategic plan, we have made significant improvements in many processes by using goals and measures to manage our system that now focuses on results. Collaboration with our stakeholders, which is a crucial component for reaching and retaining high performance, has allowed us to assist Massachusetts in being a national leader in results driven management. We have much to be proud of as we have many accomplishments to report. Highlights are outlined in sections of this annual report and guided by our multiyear strategic plan.

While our successes can be celebrated, there is still much work ahead of us for 2012 and we are ready for that challenge.

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 REENTRY 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, 2011 there were 10,619 criminally sentenced inmates in the jurisdiction of the DOC. There were 652 offenders incarcerated as a civil commitment and 620 offenders pre-trial or awaiting trial in the DOC.

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

On July 1, 2011 there were 77 DOC inmates housed in other state or federal correctional facilities; 176 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 four security levels: Maximum, Medium, Minimum and Pre-Release .

What is the DOC overcrowding rate?

The total custody occupancy rate for DOC facilities as of June 27, 2011 was 144%. The occupancy rate is determined based on the average daily population of the facility divided by the number of beds the facility was designed to hold (design capacity).

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

For Fiscal Year 2011, the average cost per year to house an inmate in the Massachusetts DOC was \$45,502.19

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

On July 1, 2011, there were 1,866 inmates serving a life sentence. Of the 1,866, there were 994 inmates serving a first-degree life sentence while the remaining 872 were serving a sentence of second-degree life.

What is the gender breakdown of the inmate population?

Of the 10,619 criminally sentenced inmates in DOC jurisdiction on July 1, 2011, 645 (6%) were female and 9,974 (94%) were male.

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

Inmates serving criminal sentences on July 1, 2011 reported the following race/ethnicity: White 4,426 (41.7%), Black 3,000 (28.3%), Hispanic 2,919 (27.5%), Asian 145 (1.4%), American Indian/Alaskan Native 64 (0.6%), Native Hawaiian/Pacific Islander 0 (0%), and Other 65 (0.6%).

Please note all numbers are preliminary and subject to change.

Date last updated: August 2011

Rate of Recidivism

Extracted from "Recidivism Rates 2007 Release Cohort" prepared by the Research and Planning Division.

Three-Year Recidivism Rates by Security Level of Releasing Institution and Gender

	Males		Females		Total	
Security Level	Number Releases	Recidivism Rate	Number Releases	Recidivism Rate	Number Releases	Recidivism Rate
Maximum	158	62%	n.a	n.a	158	62%
Medium	904	47%	639	42%	1,543	45%
Minimum/Pre-Release	551	34%	284	36%	835	34%
Total	1,613	44%	923	40%	2,536	43%

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



Reentry presentations are held twice a year for the sentenced inmate population at all facilities

401 GED exams were administered, with 236 inmates passing

The case planning component of COMPAS was introduced department wide with an aggressive implementation schedule

74 case conferences were held to discuss and establish discharge plans and placements for inmates with complex issues returning to the community

Changes were made to the criteria for classifying female inmates which resulted in an increase in the census in minimum and pre release while decreasing overcrowding at MCI Framingham

A partnership with *Suitable Image* resulted in providing female inmates with clothing appropriate for job interviews and work environments

The Green Technology Vocation program continues to provide inmates with transferable skills to the community upon release

Established 613 medical and mental health appointments with local community providers from January to June 2011 to ensure continuity of care

Efforts to secure community housing for releasing inmates was increased

16 new inmate employers were established at Boston Pre-Release Center

Redesigned Opioid Treatment Program geared towards pregnant inmates to maintain treatment during incarceration through reentry

A reentry brochure identifying resources was developed by the DOC for inmates releasing to the Lowell area

Institutional programming continues to be provided with many programs resuming or added that address the assessed needs of the inmate

The Massachusetts Community Outreach Initiative was implemented. This program is designed to assist Pre-Release inmates with reentry into the community through a pilot faith-based mentoring program

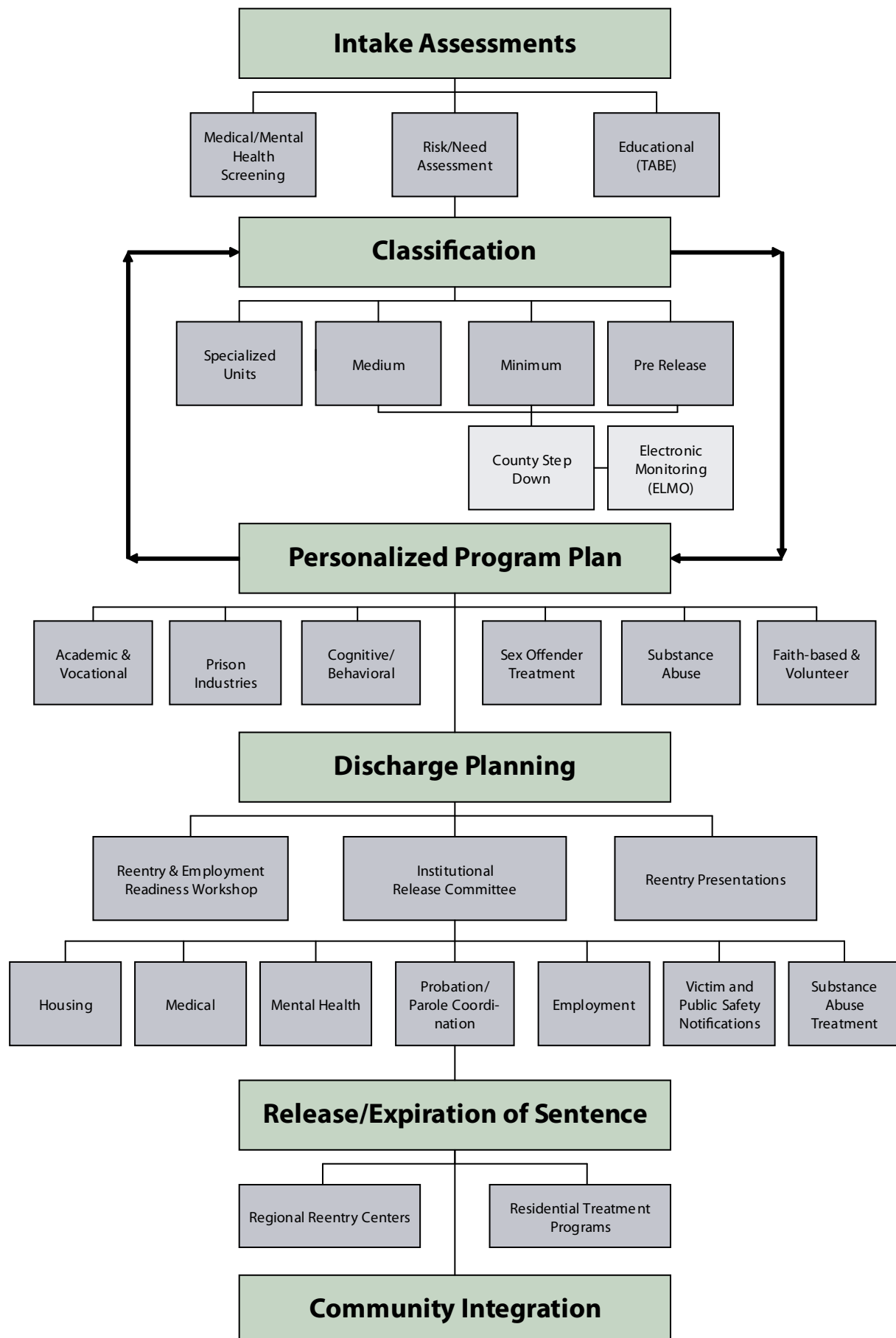
A new program "Connecting Inside Alcohol Anonymous (AA) Members to the Outside AA Community" was introduced

An assessment of the substance abuse programming offered to the civil commitments was conducted and changes made now ensure that all commitments receive all aspects of the program which better prepares them for reentry

The Lazarus Project, which invites successful ex-offenders back to speak to inmates about their successes, obstacles and life experiences since incarceration, convened at MCI Framingham

Electronic monitoring programs have been implemented in collaboration with Hampden and Hampshire counties

Massachusetts Department of Correction- Reentry Continuum



Goal:

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



The Bridgewater Complex and Norfolk area institutions held complex-wide escape drills during the 4th quarter

Bridgewater State Hospital and NCCI Gardner conducted vulnerability physical plant assessments

Major facility wide searches were conducted and disciplinary changes were made to address the issue of contraband cell phone finds

Lemuel Shattuck Hospital developed a high risk transportation plan for the movement of all high risk inmates throughout the hospital

Expanded the capacity of the Secure Treatment Unit by 25%

The Rapid Response Team (RRT) has been developed for systematic searches of minimum security facilities

All institutions completed their initial Code 99 Emergency Response Training

Instituted a new language line to be used for interpretation needs of inmates

Through the operation of the Secure Treatment Unit and the Behavioral Management Unit, reduced incidents of self injurious behavior, disciplinary infractions and inpatient hospitalization for inmates participating in the programs

Initiated new Department entrance procedures strengthening the process for the introduction of electronic devices into correctional facilities by authorized staff and vendors.

There were a total of 150 frames fabricated to display the fire schematics at the Reception Center for males

The implementation of suicide prevention projects (Hayes Report), including camera installations and upgrades and perimeter security system upgrades and repairs continued

The rate of inmate self injurious behavior was reduced by 5.8 % compared to 2010

A Weekly Emergency Room (ER) review process is in place, which addresses opportunities to reduce ER visits including provider training, nursing education, other alternative modalities and venues of care

Twelve medium security beds were added to Bay State Correctional Center

DOC worked with Office of Technology and Information Services to design and implement changes to the Inmate Management System (IMS) in the area of inmate conflict

A review of the holding cell procedures was conducted and improvements made to ensure inmate and staff safety

Strategic Plan—Goal 2—Performance Measures

Number of facility improvements completed

The Division of Resource Management (DRM) is comprised of a dynamic group of dedicated DOC employees who pride themselves in being "Excellent Stewards of the Commonwealth's Resources." Invariably, when you mention the Division of Resource Management, everyone thinks of Human Resources. Although the DRM enjoys working with HR on many collaborative efforts, their focus is on HUMAN RESOURCES as opposed to PHYSICAL RESOURCES.

Physical Resources include property, buildings and ultimately any projects being conducted on DOC property, especially if these projects involve capital expenses. DRM works closely with the Division of Capital Asset Management (DCAM) for funding of deferred and scheduled maintenance projects, technology upgrades, and physical plant improvements. DRM also works closely with every institution in the state, including the county, in implementing these improvements, offering technical assistance when they need professional architectural or engineering support.

During 2011, the Division of Resource Management addressed an impressive list of **110** facility improvement projects. Some of the projects included: roof assessments and repairs, sprinkler systems, security door repairs and replacements, parking lot lighting, water system evaluations, vehicle trap improvements and security enhancements.

Compliance rate with ACA and TJC standards

ACA

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

- **Massachusetts Alcohol and Substance Abuse Center:**
Mandatory standards 100% compliance; non mandatory 100% compliance
- **South Middlesex Correctional Center:**
Mandatory standards 100% compliance; non mandatory 99.5 % compliance
- **Bay State Correctional Center:**
Mandatory standards 100% compliance; non mandatory 99.5% compliance
- **MCI Plymouth:**
Mandatory standards 100%compliance; non mandatory 100% compliance
- **Central Office:**
Mandatory standards 100%compliance; non mandatory 100% compliance
- **Northeastern Correctional Center:**
Mandatory standards 100%compliance; non mandatory 100% compliance
- **Massachusetts Treatment Center:**
Mandatory standards 100%compliance; non mandatory 99.3% compliance

TJC

In 2011, Bridgewater State Hospital continued to retain its accreditation with The Joint Commission (TJC)



"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



Staff appreciation events were held at all facilities

Staff family members were invited to tour MCI Cedar Junction for a better understanding of the DOC

Facility staff "adopted" families for the Thanksgiving and Christmas season and sponsored Toys for Tots events

Wellness events and meetings occurred to give staff information on the benefits of wellness, including stress reduction, nutrition and exercise

The Military Peer Support Program recognized staff coming home from deployment with a ceremony in appreciation for their service to the country

A "Meet to Resolve" mediation program was implemented in coordination with stakeholders, allowing for an alternative to the formal staff grievance process.

Former Celtics player and recovering addict provided a presentation to the civil commitment population at MASAC

Health awareness programs and programs designed to improve the overall well being of inmates were introduced or expanded

American Veteran Dog Assistance programs continue at selected facilities and the Don't Throw Us Away Program, which involves inmates training dogs who have been rescued from shelters, continues to be successful and rewarding

Concord Prison Outreach provided holiday bags to the inmate population which contained various personal hygiene necessities

The Pondville Correctional Center Superintendent began participating in a Peace Building Project Team with Alternatives to Violence volunteers and DOC staff

The results of an inmate patient care survey for both medical and dental care were analyzed resulting in several new interventions and initiatives designed to improve access to care and communication between inmates and providers

Ninety nine percent (99%) of offenders are being housed consistent with their assigned custody level

Daily movement schedules were modified which increased program participation attendance rates Implemented a

A Therapeutic Community Model of programming was implemented at the Massachusetts Treatment Center

Prison Rape Elimination Act (PREA) action plans were reviewed or developed

Family reunification events are routinely held

The use of discretionary classification overrides has been studied and found to meet national standards

Strategic Plan—Goal 3—Performance Measures

Creating a safe correctional environment

Classification systems help minimize the potential for violence, escapes and discipline. When inmates are placed in accordance with their custody level designation, a decrease in instances of maladjustment can be realized.

Goal	To match the inmate's classification custody assignment to their actual classification placement for 99% of the classifiable population with the ultimate goal to reach 100%
-------------	--

Accomplished: 99% was maintained for calendar year 2011

Staff Vacancies

Percent of vacancies for 2011 - 11.5%

America's Vet Dogs

The Guide Dog Foundation/America's Vet Dogs are premier organizations providing service dogs to active military and disabled veterans. The Guide Dog Foundation continually works to ensure that American heroes of all eras receive all the tools they need to once again be self-reliant. These dogs will become our hero's heroes, giving them freedom they would not otherwise have.

Inmate handlers and inmate back ups have weekly training sessions with a Vet Dog Trainer from the Guide Dog Foundation. Each handler is given homework and tasks that they work on each week. The puppies have also been paired up with weekend handlers. Their responsibility is to allow the puppies to experience in the community what they would not be provided with in a prison. The goal for our handlers is to train the puppy to be paired with a veteran who is disabled.

The American Vet Dog Program operates in addition to the National Education for Assistance Dog Services (NEADS) Program at select DOC facilities. Staff and inmates are both proud of the American Vet Dogs and NEADS Programs.



Garth, Lee Ann and Paisley are some of the first American Vet Dogs trained at MCI Framingham



Goal:

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



Highlighted Accomplishments

Maintain ties with local towns by sponsoring Community Relations Board meetings

The Garden Program at NCCI Gardner supported community food banks, donating over 750 pounds of vegetables

Tours were given to students and staff from Northeastern University, Boston University, University of Massachusetts, Framingham State University, Bridgewater State University and Harvard University.

The Director of Victim Services partnered with the Massachusetts Office of Victim Assistance on the 2011 Victim Rights Conference

Clinical case conferences are held with participants from the DOC and Department of Mental Health, Department of Public Health and other stakeholders as needed to support the reentry needs of the inmate

Conferred with the Massachusetts State Police for training in the booking and fingerprinting of inmates using new technology

Collaborate with outside law enforcement agencies during monthly intelligence meetings

Increased the number of Corrections Compact Agreements to 25

To strengthen family reunification, the DOC continues its partnership with the Department of Children and Families (DCF)

Community work crews were deployed to support diverse activities such as the Boston Marathon, Walk for Hunger, Run to Remember, AIDS walk and the Children's Hospital Walk

Research Division leadership participated in a national forum with the National Institute of Corrections (NIC) and the Bureau of Justice Statistics (BJS) to improve the collection of state-by-state and national prison data

Superintendent Bissonnette from MCI Framingham developed a partnership with the Guide Dog Foundation

The DOC was a primary partner in a multi-agency collaboration whereby the Department of Mental Health submitted two federal grant applications

The Office of Investigative Services partnered with their counterparts from the Massachusetts Parole Board and Suffolk County Sheriff's Office to exchange information

Some county facilities have been given access to the Inmate Management System to improve the exchange of inmate data

28 judicial staff received a tour of the Massachusetts Alcohol and Substance Abuse Center and the Massachusetts Treatment Center

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 Investigation, Police Departments, community leaders and community providers, Massachusetts Hospital School, local colleges, Massachusetts Sheriffs, Social Security Administration and Federal Bureau of Prisons.

MCI Framingham hosts community/reentry fair

The below article by Lynn Lizotte -MCI Framingham, highlighting collaboration with external stakeholders and partners, appeared in the DOC's September 2011 newsletter– Around the Block.

On June 30, 2011, MCI Framingham welcomed 20 individuals and 16 agencies to introduce themselves to both staff and inmates. Representatives from recovery homes, veterans programs, outpatient counseling, community reentry resources and employment opportunities came together to exchange information with each other and to distribute information to over 200 inmates. One inmate came out of the fair stating that she "found the perfect program for her release." Many inmates said how surprised they were with all the programs wanting to help them.

The agencies were surprised with the amount of opportunities women at MCI Framingham have to help themselves. After the guests ate at MCI Framingham's VanWaters Café, they enthusiastically spoke about the service, quality of food and training the Culinary Arts inmates receive there.

The agencies left with a clear understanding of the DOC's Mission and Vision, MCI Framingham's Program Booklet, contact names and a new, stronger relationship with MCI Framingham's staff. Several agencies asked MCI Framingham to provide this forum quarterly as an exchange of information and to strengthen our partnership. Overall, this Community Fair was a huge success and met our expectations. This success is a result of collaboration between program staff, administration, security and certainly the agencies themselves. We look forward to future information exchange forums with these and other community agencies.





Goal:

Improve business administrative performances



The DOC was awarded a Federal Grant which was used to develop a "Meet to Resolve" mediation program

The Overtime Tracking (OT) database continues to be utilized for the review of all OT used which has assisted staff in the reduction of overtime hours

Members of the Office of Investigative Services, OTIS and Criminal Prosecution Unit met with the Department of Criminal Justice Information Services (DCJIS) to streamline the warrant entry process

The Central Transportation Unit significantly increased the number of DOC video conferences completed from 340 in 2010 to 952 in 2011

Trained 20 staff in Classification Board Hearing Chairmanship

Leadership, Management Accountability and Performance (LMAP) groups were established to conduct a qualitative/quantitative process analysis to increase the utilization of residential substance abuse treatment unit beds throughout the department as well as one pertaining to inmate correspondence

Expanded telemedicine throughout all prison locations

In accordance with Executive Order 533, the Department of Correction shall be represented in a newly established Procurement Advisory Board ("PAB") and will advise Administration and Finance and the Assistant Secretary on Commonwealth-wide strategic sourcing opportunities and procurement reforms

Early payment discounts to vendors are being submitted

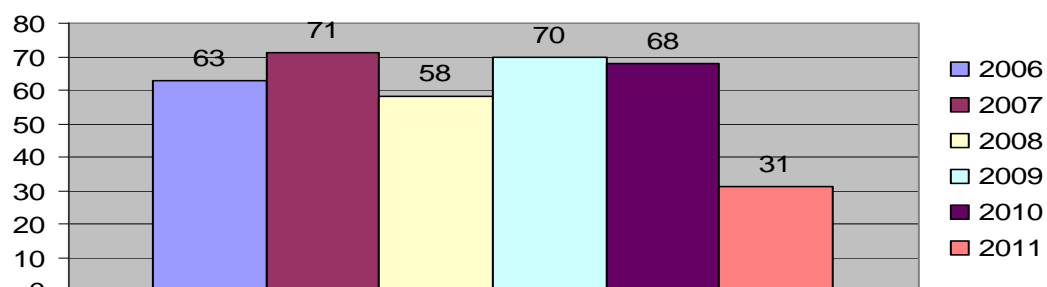
Developed and implemented emergency room (ER) logging system to review all cases resulting in inmate transportation to identify trends and reduce unnecessary ER referrals

Continued with the removal of hazardous waste materials to be in compliance with the Massachusetts Clean State Initiative

Continued quality improvement and consistency efforts indicated in part by a 54% decrease in lawsuits related to the inmate disciplinary process from calendar year 2010 to 2011

Highlighted Accomplishments

Lawsuits Related to Discipline



Strategic Plan—Goal 5—Performance Measures

Percent compliance with Association of State Correctional Administrators (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

SITE	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	AVERAGE
CJ	36.32%	47.03%	44.49%	42.60%	39.60%	44.85%	42.48%
SBCC	37.14%	30.02%	13.79%	33.94%	40.68%	30.31%	30.98%
MCI-C	62.26%	59.21%	60.52%	61.91%	53.84%	60.31%	59.68%
MCI-F	31.71%	21.57%	30.00%	16.75%	22.94%	30.89%	25.64%
MCI-N	52.58%	65.85%	50.12%	59.51%	57.27%	57.51%	57.14%
MCI-S	38.02%	45.99%	39.69%	40.92%	47.78%	40.39%	42.13%
Shirley TA	8.39%	4.64%	28.37%	22.00%	42.79%	24.27%	21.74%
NCCI	40.27%	45.74%	34.47%	41.27%	29.14%	39.86%	38.46%
NECC	68.76%	75.81%	68.96%	72.22%	70.52%	64.57%	70.14%
MTC	71.53%	71.23%	72.67%	70.12%	64.02%	70.52%	70.02%
OCCC	62.40%	64.81%	60.57%	61.34%	59.74%	55.68%	60.76%
BSH	35.59%	35.86%	27.15%	38.24%	38.64%	36.80%	35.38%
MASAC	51.38%	48.72%	42.26%	41.57%	47.73%	59.78%	48.57%
MCI-P	79.52%	81.26%	78.32%	87.19%	84.49%	82.44%	82.20%
BSCC	22.28%	21.86%	35.85%	30.23%	33.95%	19.03%	27.20%
BPRC	30.09%	34.12%	29.79%	28.25%	41.42%	28.77%	32.07%
PCC	24.09%	35.17%	38.84%	27.52%	37.08%	28.09%	31.80%
Industries	87.89%	39.47%	45.59%	55.83%	87.86%	21.71%	56.39%
SMCC	15.88%	21.54%	27.33%	17.93%	24.68%	21.76%	21.52%





Goal:

Achieve work force excellence



The Superintendents of MASAC and MCI Concord attended New Wardens Training offered by the National Institute of Corrections

53 Captains completed the Correctional Leadership Academy for Captains and 22 staff completed the Correctional Leadership Academy for new supervisors

The Division of Resource Management continues to provide safety training for all staff to maintain a safe working environment

"Corrections Today" published an article written by Marcia Gannon and Michele Lapham of MCI Framingham titled *Computer-Assisted Literacy Education Serves as an Intervention for Incarcerated Women*

An Institutional Grievance Coordinator certification program was conducted on July 20 & 21 with all participants passing the exam

The DOC continues to run the Inner Perimeter Security (IPS) Induction Program which certifies the participants in the complexities of this position

Teachers maintain Continuing Education Units (CEU's) externally to retain Massachusetts State Teacher Certification

15 Managers attended the Commonwealth Management Certificate Program (CMCP) or Commonwealth Supervisor Certificate Program (CSCP) which offers statewide managers the opportunity to develop and enhance the skills needed to achieve their goals and lead their staff to success now and into the future

The Recruit Training Program (RTP) was modified in November 2011 to meet the overall economic demands of the DOC while maintaining the original goals of the program

A specialized two-day program for New Lieutenants promoted in June 2011 was implemented in October 2011

Special Operations continues to support the Division of Staff Development by providing specialized training involving use of force, chemical agents, PR-24 baton, specialty impact munitions and firearms, department-wide including recruit training

The Central Inmate Disciplinary Unit developed and conducted formalized training for new department inmate disciplinary officers covering all aspects and duties of the position

The Office of Investigative Services invited a handwriting analysis expert to share his immense knowledge of forensic document examinations with selected staff

The Office of Investigative Services provided each Inner Perimeter Security staff member with a "Spanish for Corrections" handbook which assists staff members with language barriers pertaining to the correctional environment

Percent of employee turnover for 2011 was 6.7%

Strategic Plan—Goal 6—Performance Measures

Erin Gaffney is the Best in the Business

Erin Gaffney, DOC Director of Victim Services, was named the Best in the Business in the June/July 2011 issue of Corrections Today. Congratulation to Erin on this honor. Excerpts from the article:

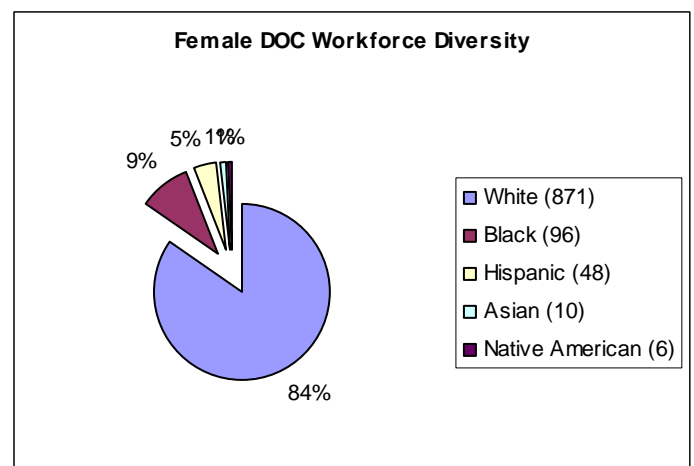
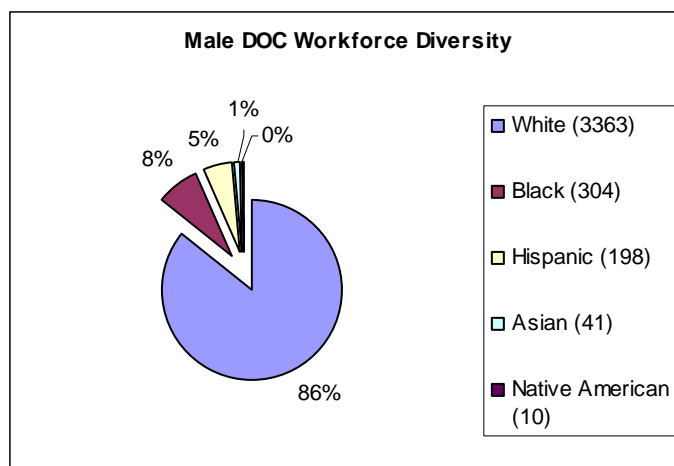
Gaffney, who has been in corrections for 23 years and in victim services since 2000, coordinates the DOC's notification process and helps ensure that crime victims receive appropriate information and services. 'I like that most of my day is involved with helping people who in most cases are trying to deal with hardship. We all sympathize and empathize and do what we can to show people care,' said Gaffney.

Gaffney began her career with the Massachusetts DOC in 1987 as a student intern at MCI Lancaster and was hired after the internship at MCI Framingham. Throughout her career with the DOC, she has held positions as a caseworker, transfer coordinator and director of classification, programs and treatment.

Departmental Training Hours Summary for Training Year 2011 (July 1, 2010 through July 30, 2011)

Position Category	Min Trn Hrs	Number of Employees	Total Hours	Average Hours	Number of Employees Compliant	Percentage Employees Compliant
Administrative/Managerial	40	223	13,185.47	59.1	182	82%
Correction Officers	40	3,468	246,938.80	71.2	3,157	91%
Professional Specialist	40	364	25,503.08	70.1	312	86%
Support (Inmate Contact)	40	272	13,809.65	50.8	188	69%
Clerical/Support	16	552	13,268.81	24.0	368	67%
Total		4,879	337,873.32	68.70	4,207	86%

DOC Workforce Diversity





Goal:

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



Employee forums are routinely held to promote internal communication

The DOC has now produced 33 YouTube videos and has had 52,139 viewers and 86 subscribers

A Media Liaison Communications Work Group has been formed to work on new and existing communication initiatives

The DOC has increased its local media coverage, including articles in the Concord Journal and Walpole Times

The Division of Resource Management continues to work with the Office of Technology and Information Services to expand wireless communications through-out the Department

Instructed health services medical and mental health vendors to provide programmatic goal achievement updates on a quarterly basis

Facility newsletters brought pertinent information to their employees

Increased use of the Intranet enables staff to become equipped with pertinent information to carry out their duties

Efforts are made to invite retirees back to the facilities and interact with current employees

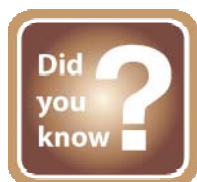
Three facilities hosted a Boston Globe reporter and photographer who were given access to inmates, programming and housing units

The DOC newsletter, Around the Block, is posted on the DOC website and e-mailed to stakeholders

The DOC became one of a number of states to start submitting data for the National Corrections Reporting Program (NCRP) through ABT Associates for the Bureau of Justice Statistics

Morning meetings with the Superintendent and key staff provide clear and concise direction in a timely manner

Highlighted Accomplishments



In 2011, 1541 DOC volunteers delivered an estimated total of 114,875 hours. The 2011 hourly value of a volunteer is \$21.79. The estimated 2011 fiscal value of the Department of Correction volunteers is \$3,158,879.

Strategic Plan—Goal 7—Performance Measures

Community Outreach

Cable Public Access television stations aired an informational segment on the Department's Tactical Team and K-9 Unit. The segment was produced from within the DOC and featured DOC employees. The special aired in the following towns:

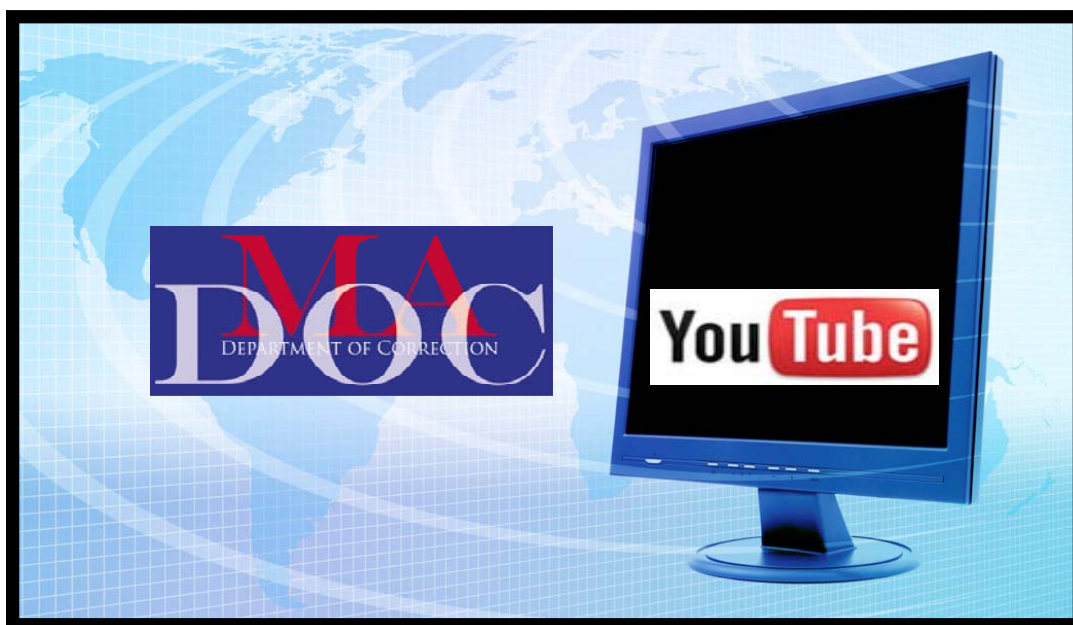
Amherst	Avon	Boylston	Dennis
Dighton	Easthampton	Falmouth	Foxboro
Hanover	Hingham	Lexington	Ludlow
Lunenburg	Malden	Marblehead	Merrimack
Methuen	New Bedford	Old Rochester	Peabody
Plymouth	Shirley	Shrewsbury	Somerset
Stoughton	Wareham	Westwood	Wilmington

The Mass Most Wanted partnership was brokered through Paul Oxford, Chief of Investigative Services. Members of the Communications Committee work monthly to highlight cases from the Mass Most Wanted website and convert them to video to be shown in the prisons, with the hope of garnering tips that can be utilized to solve crimes in Massachusetts. It allows for inmates in the facilities to have the opportunity to give back and become a part of the solution to crime.

Around the Block, The Video Edition is a news magazine type of show that highlights programs and stories from around the Massachusetts Department of Correction. It is hosted by Janice Perez and Christopher Pearson. The show runs on the YouTube channel and is disseminated through MyMassTV.org to public access television channels throughout Massachusetts.

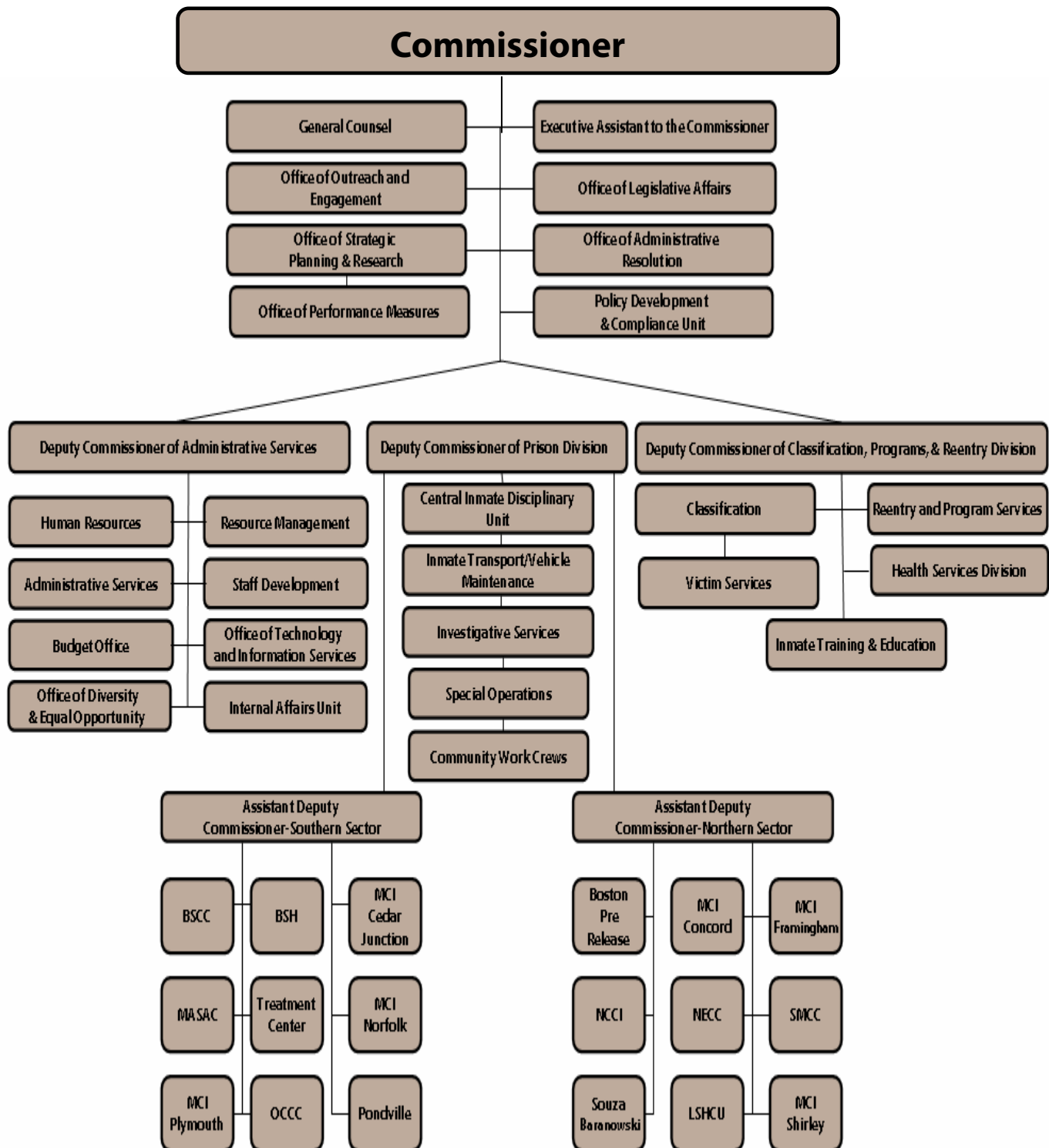
The number of times the external and internal websites are accessed

There have been 52,139 unique visits to the DOC YouTube channel where 33 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, Office of Administrative Resolution, Office of Strategic Planning and Research as well as the Policy Development and Compliance Unit.

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, Office of Diversity & Equal Opportunity, Office of Technology and Information Services, and the Internal Affairs Unit.

Office of the Deputy Commissioner- Prison Division

The Deputy Commissioner of Prisons has direct oversight of the following areas: Assistant Deputy Commissioners, Central Inmate Discipline Unit, Inmate Transportation, Investigative Services, Special Operations, 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 (through the Assistant Deputy Commissioner of Classification).



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.

The current workforce has expanded by over 11% since 2008 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 \$ 11,514,187.79 which allows MassCor to continue efforts for reinvestment in equipment and expansion of available offender worker opportunities.

Location	Inmate Workers
NCCI Gardner	97
MCI Shirley Medium	53
Souza Baranowski Correctional Center	13
MCI Framingham	35
MCI Norfolk	214
Bay State Correctional Center	6
MCI Cedar Junction	25
Old Colony Correctional Center	34
Mass. Treatment Center	21
Pondville Correctional Center	4
Totals	502

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 plates in accordance with 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, MCI 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 as well as offender blankets utilized throughout the DOC; 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 assigns 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.





DOC General Information

Employee Assistance Services Unit- Military Peer Support

The Massachusetts Department of Correction and the Military Peer Support Program recognizes returning service member's for their dedicated service during their deployment. The MPSP co-facilitates Welcome Home presentations at the returning veterans facility. The returning veteran is recognized by his facility for his personal sacrifice by awarding him a DOC Challenge Coin and a "Thank you for your Military Service" certificate signed by the Commissioner and the facility Superintendent.

Correction Officer Steven Ledger- North Central Correctional Institution
 Correction Officer Louis Pimentel- Old Colony Correctional Center
 Industrial Instructor Jerome Coelho- Bridgewater State Hospital
 Correction Officer James Bellerose- Souza Baranowski Correctional Center
 Correction Officer Augustine Boutelle- Souza Baranowski Correctional Center
 Correction Officer Danelle Ross- Souza Baranowski Correctional Center
 Lieutenant Michael Cormier- MCI Shirley
 Correction Officer Jeremy Smeltekop- MCI Shirley
 Correction Officer Jason Newman- MCI Norfolk
 Correction Officer David Olson- MCI Norfolk
 Correction Officer William Ramos- MCI Norfolk
 Correction Officer Daryl Johnson- MCI Cedar Junction
 Correctional Officer Colin MacEachern- MCI Cedar Junction
 Correction Officer Chad Garlisi- North Central Correctional Institution
 Lieutenant John Savage- MCI Cedar Junction
 Correction Officer Armand LeFleche- Souza Baranowski Correctional Center
 Correction Officer Steven MacArthur- Souza Baranowski Correctional Center
 Correction Officer Dario Trifone- Souza Baranowski Correctional Center
 Correction Officer Michael McCue- MCI Norfolk
 Correction Officer Scott Snell- MCI Norfolk



Garden of Peace

The below article by Erin Gaffney, Director of Victim Services for the DOC, was featured in the DOC's November 2011 newsletter- Around the Block.

The Seventh Annual Garden of Peace Honor Program was held on Thursday, September 15, 2011. Families and friends, elected officials and the general public listened silently as another 52 names were read aloud and added to the Garden, bringing the number of homicide victims honored in the memorial to more than 700.

The Garden of Peace, Inc., is a non-profit, volunteer organization dedicated to building and maintaining a Massachusetts memorial to homicide victims. The Garden was built entirely with private funds and is staffed by volunteers. The Garden of Peace has become a highly visible symbol of the impact of homicide and the need to remain vigilant in working to end violence. A tranquil spot in the heart of Boston, the Garden brings together people from across Massachusetts who have lost a loved one to homicide.

Two family members of homicide victims shared their stories of loss and hope. Speakers this year included Blake Allison, husband of Anna Allison, who was killed on September 11, 2001 and Carol Schiller, brother of Ed Schiller, who was killed in Newton in 2006. Keynote remarks were offered by Dr. Earl Grollman, a pioneer in the field of crisis intervention.

The ceremony also featured DOC Commissioner Luis Spencer, who read the victim names. As the name of each victim was read, family and friends were invited to light a candle in memory of their loved one. "The Garden of Peace offers support and comfort to families and friends of homicide victims, and I am honored to be a part of this remarkable tribute. I am also reminded of the important work we must continue to do to make our communities safer."



Computers for Schools Donation

On Monday, November 14, 2011, the Massachusetts Department of Correction (DOC) donated 30 PC's and laptops to 22 second grade students at the Franklin D. Roosevelt School in Hyde Park.



The Computers for Schools Program trains inmates to upgrade computers that are donated by large corporations and businesses. With this donation, the DOC Computers for Schools Program has donated approximately 3,935 computers to classrooms throughout the Commonwealth since 1997. The restorations involve the conversion of a computer that is a Pentium 4. DOC provides the CPU, monitor, keyboard and mouse. At an estimated cost of \$200-\$250 for a refurbished computer, this program has saved school districts between \$787,000 to 983,750.

In May 1998, the first computers were refurbished by inmates, with more than two dozen inmates participating in the program. Since the program began, about 461 inmates have participated in the program.

Community Work Crews

In 2011, 355 community work crews provided one million work hours saving the Commonwealth **\$8.1 million**.

Companion Program

Bridgewater State Hospital (BSH) has always been a unique correctional environment in the Massachusetts Department of Correction (DOC). At BSH, men from across Massachusetts are admitted from the court system, county jails and state prisons to receive evaluations and treatment for a variety of significant mental health issues. In addition to those patients being admitted for evaluation and treatment of mental illness, there is another group of men who live among these individuals. Inmate workers housed at BSH serve their own state prison terms and are assigned to BSH strictly as the workforce for the hospital. Although they co-exist with the patients in nearly all areas of life--eating meals together, attending school programs and recreational activities side by side, their identity as mentors or positive role models has always been informally recognized throughout the hospital. Role models can be found in the most unlikely of places, even a correctional setting. In particular, the more impaired patients at BSH have always held the inmate workers in the highest regard, often attempting to emulate and befriend them.

During 2011, BSH staff began to look more seriously at the possible benefits that formalizing these relationships could have. Specifically, that patients would gain "peer" support from those individuals that they already look up to, and these supports would likely encourage the very same treatment goals that the clinical and security staff were trying to help foster - things as simple as attention to basic hygiene, improved interpersonal skills, and decrease in disruptive or aggressive behavioral incidents. Additionally, those inmate workers enrolled in the program would learn about themselves and grow intellectually, emotionally and spiritually. In short, they would gain a better understanding of mental illness and what it means to give selflessly to another in need, a large part of what rehabilitation is all about.

The Companion Program is a highly selective process that matches inmate workers with mentally ill, committed patients. The benefits to the patients have been outstanding. They are maintaining more consistent personal hygiene. They are learning social cues and acceptable interpersonal behaviors and they are more engaged in social and group activities from an otherwise isolated existence. Incidents of mal-adjustment have decreased and the program is quite successful. Congratulations to the staff at BSH for their innovation in addressing the needs of this specialized population.

Therapeutic Communities

During 2011, the Massachusetts Treatment Center (MTC) implemented a Therapeutic Community Model of programming which has shown to have increased sex offender program participation by **58%**. Program participation is crucial in addressing inmate idleness and preparing for reentry. **86%** of the civil population committed to the MTC are currently engaged in treatment compared to 50% in 2010. The staff at the MTC are committed to effecting positive behavioral change in order to eliminate violence, victimization and recidivism as evidenced by this performance measure.



Cell Phones

Correctional agencies throughout the country continue to combat the growing issue of contraband cell phones in prisons. The use of cell phones jeopardizes the safety and security of staff and inmates. In some instances, their use by inmates has been to carry out criminal enterprises. Cell phones can be used to plan or facilitate an escape. Cell phones provide incentives for visitors and staff to become part of an illegal trade as these devices are valued between \$300 - \$1,000. The Massachusetts Department of Correction strives to address this problem through a Cell Phone Interdiction Plan which incorporates strategies in the areas of: prevention, intelligence gathering, searches and detection, canine intervention and technology. Through the implementation of our Cell Phone Interdiction Plan, 110 cell phones were confiscated from out facilities on 2011.

IT'S YOUR CALL!



Illegal cell phones are a serious breach of security!

If you have knowledge of an illegal cell phone or an attempt to introduce a cell phone into the facility, call the DOC Tip Line # (508) 422-3425.

DON'T MAKE THE WRONG CALL!



Delivering or attempting to deliver a cell phone into a prison is a felony!

- Delivering or attempting to deliver a cell phone is a violation of MGL Chapter 268 section 31, and if convicted, punishable by a fine and up to 3 yrs. in prison.
- If you are caught delivering or attempting to deliver a cell phone to an inmate, your visiting privileges will be suspended.
- Any inmate in possession of a cell phone is subject to return to higher security.

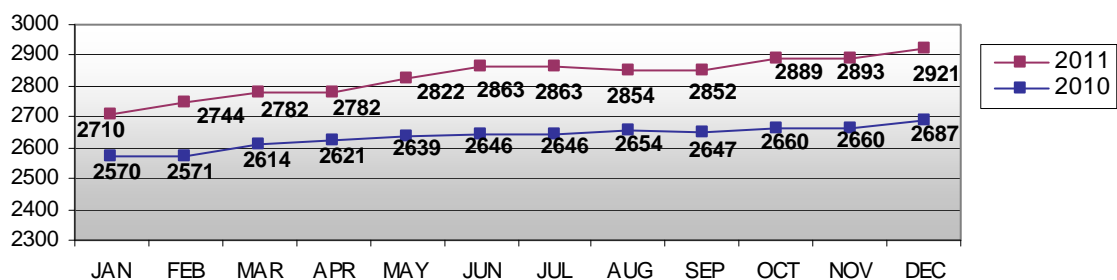
The above posters are displayed in DOC facilities seeking assistance from staff and the public in confiscating cell phones.

Security Threat Group

A **Security Threat Group (STG)** is defined as groups, gangs or inmate organizations that have been determined to be acting in concert so as to pose a threat or potential threat to the safety of the public, the staff or the secure orderly operation of an institution or are predatory upon other inmates. Security Threat Group status is established by the Commissioner based upon the security concerns generated by the group's activities and/or history.

Security Threat Group (STG) Member – An inmate, identified by staff through intelligence information or by some other means, who is determined to be associated with a known security threat group.

**Snapshot Data
Total Number of STG Inmates 2010 and 2011**



Rate of escapes in prison

February 2011 an inmate escaped from an authorized community work crew in Boston. Two days later he was taken into custody by the Department of Correction Fugitive Apprehension Unit.

April 2011 an inmate escaped from a contracted substance abuse treatment facility. The Department of Correction Fugitive Apprehension Unit worked quickly with local police departments to effectuate her arrest on the same day of her escape.

April 2011 an inmate escaped from a minimum security facility. Five days later he was taken into custody during the commission of additional crimes.

Inmate on Staff Assaults

An assault with serious injury as defined by the Association of State Correctional Administrators is a physical assault resulting in an injury that requires urgent and immediate medical treatment and restricts the staff's usual activity. Medical treatment should be more extensive than first aid (e.g. cuts requiring stitches, stab wounds, setting of broken bones, etc.).

Comparing 2010 (n=24) and 2011 (n=15), there was a 37.5% decrease in the number of inmate-on-staff assaults with serious injury. The highest number of assaults that occurred was 6, occurring at Souza Baranowski Correctional Center.

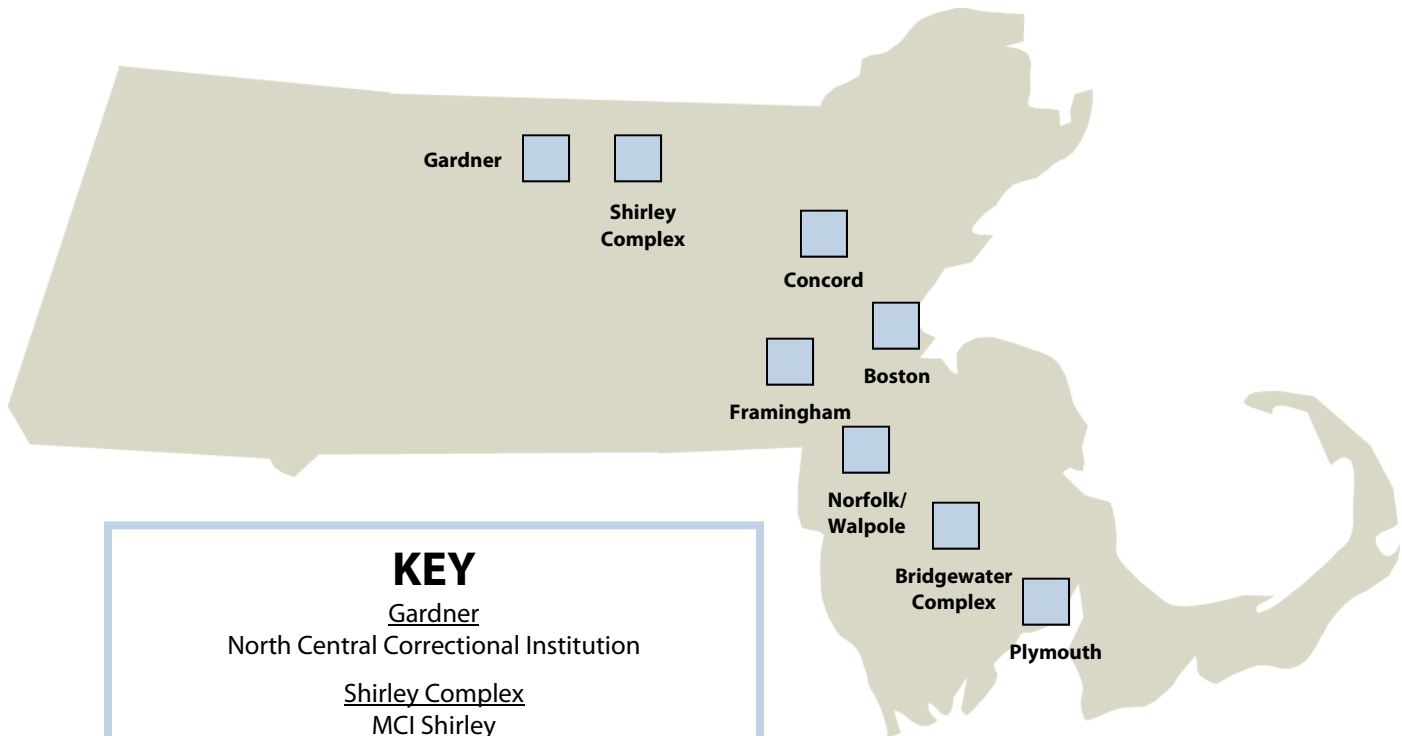
Facility	Number of inmate-on-staff Assaults
Bridgewater	3
Cedar Junction	1
MCI Concord	1
MTC	2
Old Colony	2
SBCC	6
Total	15

Association of State Correctional Administrators (ASCA)

The Performance-Based Measures System (PBMS) is a nationwide automated information system developed by the Association of State Correctional Administrators (ASCA) Performance Measures Committee (PMC) to translate the mission and goals of correctional agencies into a set of uniform measurable outcomes. When agencies participate in PBMS by collecting and sharing measurable data, they gain a clear sense of how well their facilities and agencies are meeting correctional responsibilities or "standards" and how their performance compares with other participants. The Massachusetts Department of Correction supports ASCA by collecting and recording statistical data in the areas of Organizational and Facility Characteristics, Institutional Safety, Substance Abuse, Medical and Mental Health, Justice, Academic Education, Fiscal and Personnel.



Map of DOC Facility Locations



KEY

Gardner

North Central Correctional Institution

Shirley Complex

MCI Shirley

Souza Baranowski Correctional Center

Concord

MCI Concord

Northeastern Correctional Center

Boston

Boston Prerelease Center

Lemuel Shattuck Hospital Correctional Unit

Framingham

MCI Framingham

South Middlesex Correctional Center

Norfolk/Walpole

MCI Norfolk

Pondville Correctional Center

Bay State Correctional Center

MCI Cedar Junction

Bridgewater Complex

Old Colony Correctional Center

Massachusetts Alcohol and Substance Abuse Center

Bridgewater State Hospital

Massachusetts Treatment Center

Plymouth

MCI Plymouth

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, with constant, direct staff supervision.

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 other community based programs and activities.



DOC Facility Descriptions



Bay State Correctional Center (BSCC)

Norfolk, MA

Security Level: Medium
 Initial ACA Accreditation: 1993
 Opened: 1977 - Renovated: 1987 (New Building) - Expanded: 1990, 1995, 2006
 Annual Cost per Offender (FY 2010): \$43,523
 January 1, 2012 Facility Population: 331

- Average Daily Population (ADP): 322
- Design Capacity: 266
- ADP % Design Occupancy: 121%
- Operational Capacity: 332

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
 Initial ACA Accreditation: 2000
 Opened: 1972 - Renovated: 2003 (New Building)
 Annual Cost per Offender (FY 2010): \$38,519
 January 1, 2012 Facility Population: 186

- Average Daily Population (ADP): 184
- Design Capacity: 150
- ADP % Design Occupancy: 123%
- Operational Capacity: 200
- 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, 2012 the majority of inmates were pre-release (153) and 33 were minimum security inmates.



Bridgewater State Hospital (BSH)

Bridgewater, MA

Security Level: Medium
 Initial ACA Accreditation: 1998
 Opened: 1974
 Annual Cost per Offender (FY 2010): \$126,389
 January 1, 2012 Facility Population: 358

- Average Daily Population (ADP): 379
- Design Capacity: 227
- ADP % Design Occupancy: 167%
- Operational Capacity: 392
- Civil Commitments: 339
- Inmate Work Unit: 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 (LSHCU) Jamaica Plain, MA

Security Level: Medium

Opened: 1974 - Expanded: 1982, 1987

Annual Cost per Offender (FY 2011): \$239,856

January 1, 2012 Facility Population: 17

- Average Daily Population (ADP): 24
- Design Capacity: 24
- ADP % Design Occupancy: 101%
- 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, 2012 the population consisted of 17 males; 7 criminally sentenced state inmates and 10 pre-trial detainees. The average age of inmates housed on this date was 52 years old.



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

Security Level: Minimum

Initial ACA Accreditation: 1993

Opened: 1992 - Mission Change: 2002

Annual Cost per Offender (FY 2011): \$67,988

January 1, 2012 Facility Population: 122

- Average Daily Population (ADP): 149
- Design Capacity: 236
- ADP % Design Occupancy: 63%
- Operational Capacity: 170
- 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, 2012 the two populations were about equal with 63 criminally sentenced inmates and 59 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

Initial ACA Accreditation: 1997

Opened: 1986 - Expanded: 1997

Annual Cost per Offender (FY 2011): \$46,702

January 1, 2012 Facility Population: 628

- Average Daily Population (ADP): 629
- Design Capacity: 561
- ADP % Design Occupancy: 112%
- Operational Capacity: 654
- 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, 2012 there were 310 criminally sentenced inmates, 256 SDPs, and 62 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 2011): \$61,212
 January 1, 2012 Facility Population: 833

- Average Daily Population (ADP): 807
Maximum: 735 & Medium: 72
- Design Capacity: Maximum: 561 & Medium: 72
- ADP % Design Occupancy:
Maximum: 131% & Medium: 99%
- Operational Capacity: 646
Maximum: 574 & 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, 2012 MCI-CJ housed 798 criminally sentenced inmates and 35 federal and pre-trial detainees. There were 761 offenders housed in maximum security (125 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 2011): \$38,755

- Average Daily Population (ADP): 1,343
- Design Capacity: 614
- ADP % Design Occupancy: 219%
 - Operational Capacity: 1,390
- January 1, 2012 Facility Population: 1,324

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, 2012 MCI-C housed 1,061 criminally sentenced inmates and 263 pre-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 2011): \$49,011
 January 1, 2012 Facility Population: 631

- Average Daily Population (ADP): 666
Medium: 452 & ATU: 214
- Design Capacity: Medium: 388 & ATU: 64
- ADP % Design Occupancy: 147%
Medium: 116% & ATU: 334%
- 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, 2012, this medium security facility housed 411 criminally sentenced inmates, 207 detainees on awaiting trial status, and 13 civil commitments.



MCI Norfolk (MCI-N)

Norfolk, MA

Security Level: Medium
 Initial ACA Accreditation: 2003
 Opened: 1931
 Annual Cost per Offender (FY 2011): \$34,210
 January 1, 2012 Facility Population: 1,504

- Average Daily Population (ADP): 1,514
- Design Capacity: 1,084
- ADP % Design Occupancy: 140%
- 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 2011): \$38,951
 January 1, 2012 Facility Population: 184

- Average Daily Population (ADP): 184
- Design Capacity: 151
- ADP % Design Occupancy: 122%
- 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 2011): \$34,435
 January 1, 2012 Facility Population: 1,486

- Average Daily Population (ADP): 1,511
 Medium: 1,198 & Minimum: 313
- Design Capacity: Medium: 720 & Minimum: 299
- ADP % Design Occupancy:
 Medium: 166% & Minimum: 105%
- 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 (1,175) with 311 housed in minimum security on January 1, 2012. 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***

Security Level: Medium & Minimum
 Initial ACA Accreditation: 1989
 Opened: 1981 - Renovations: 1982, 1993
 Annual Cost per Offender (FY 2011): \$42,433
 January 1, 2012 Facility Population: 1012

- Average Daily Population (ADP): 966
 Medium: 940 & Minimum: 26
- Design Capacity: Med:568&Min:30
- ADP % Design Occupancy:
 Medium: 165% & Minimum: 86%
- Operational Capacity: 1,022
 Medium: 992 & Minimum: 30

NCCI is a facility housing criminally sentenced males. The majority of inmates are in medium security housing units (989) with 23 housed in minimum security on January 1, 2012. 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***

Security Level: Minimum & Pre-release
 Initial ACA Accreditation: 1982
 Opened: 1932
 Annual Cost per Offender (FY 2011): \$36,507
 January 1, 2012 Facility Population: 265

- Average Daily Population (ADP): 266
- Design Capacity: 150
- ADP % Design Occupancy: 177%
- 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 (201) with 64 in pre-release on January 1, 2012. 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***

Security Level: Medium & Minimum
 Initial ACA Accreditation: 1989
 Opened: 1987 - Expanded: 1990 Modular Unit
 Annual Cost per Offender (FY 2011): \$44,969
 January 1, 2012 Facility Population: 921

- Average Daily Population (ADP): 891
 Medium: 751 & Minimum: 140
- Design Capacity: Medium: 480 & Minimum: 100
- ADP % Design Occupancy:
 Medium: 156% & Minimum: 140%
- 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 units (775) with 146 housed in minimum security on January 1, 2012.


Pondville Correctional Center (PCC)
Norfolk, MA

Security Level: Minimum & Pre-release
 Initial ACA Accreditation: 1994
 Opened: 1990
 Annual Cost per Offender (FY 2011): \$33,528
 January 1, 2012 Facility Population: 190

- Average Daily Population (ADP): 191
- Design Capacity: 100
- ADP % Design Occupancy: 191%
- Operational Capacity: 200
 Minimum: 145 & Pre-release: 55

PCC is a facility for criminally sentenced males housing 135 minimum and 55 pre-release inmates on January 1, 2012. 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
 Initial ACA Accreditation: 1983
 Opened: 1976
 Mission Change: 2002 all Female
 Annual Cost per Offender (FY 2011): \$37,370
 January 1, 2012 Facility Population: 139

- Average Daily Population (ADP): 157
- Design Capacity: 125
- ADP % Design Occupancy: 126%
- Operational Capacity: 185
 Minimum: 140 & Pre-release: 45

SMCC is a facility for criminally sentenced state and county females housing 111 minimum and 28 pre-release inmates on January 1, 2012. 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
 Initial ACA Accreditation: 2001
 Opened: 1998
 Annual Cost per Offender (FY 2011): \$46,387
 January 1, 2012 Facility Population: 1,316

- Average Daily Population (ADP): 1,292
- Design Capacity: 1,024
- ADP % Design Occupancy: 126%
- Operational Capacity: 1,380

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 2011

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

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

Initial and Final Cycle One Standards

During 2011, there were no facilities audited under Initial or Final Cycle One Standards.

Initial Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 48	42	4	2	0

Final Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 570	531	27	12	0

Initial Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 662	527	114	21	0

Final Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 376	347	21	8	0

Initial Cycle Four Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 299	255	27	11	6

Final Cycle Four Standards

During 2011, there were no facilities audited under Final Cycle Four Standards.

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, including 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).

Custody Population

An individual is considered to be in Massachusetts DOC custody when they are being held in a Massachusetts DOC facility.

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":

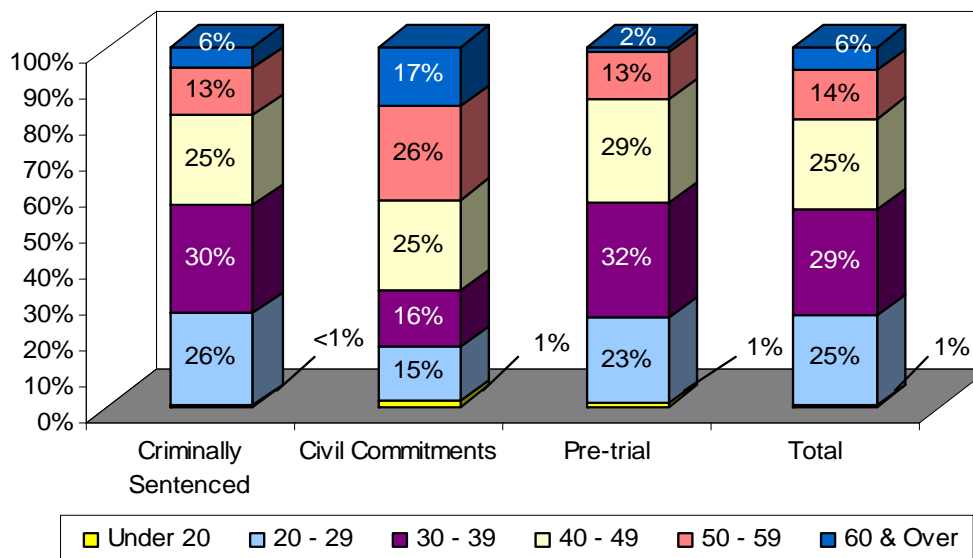
The involuntary commitment of an individual via legal means to incarcerate an individual against their will.

Pre-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 DOC Total Jurisdiction Population:
Age in Years by Commitment Type on January 1, 2012**

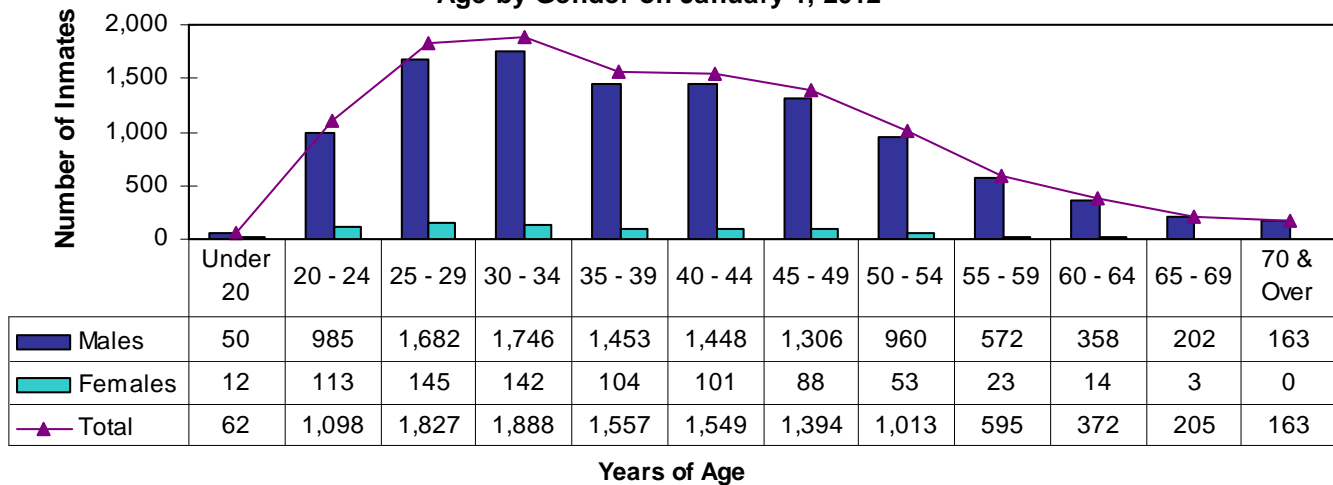




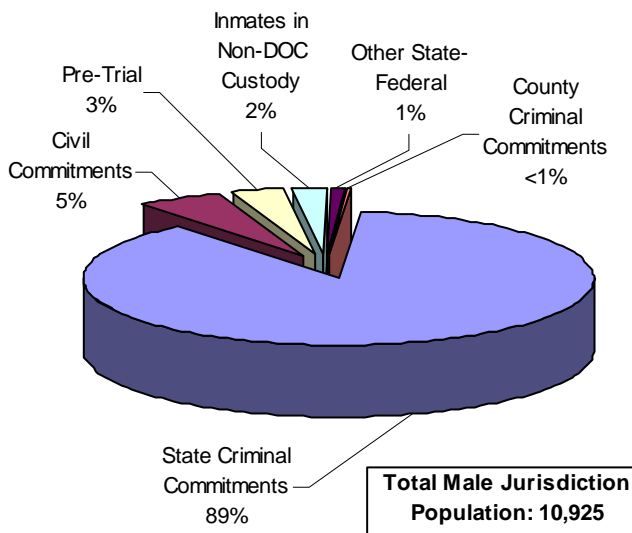
**Massachusetts DOC Total Jurisdiction Population:
Age in Years by Commitment Type on January 1, 2012**

Age (In Years)	Criminally Sentenced	Civil Commitments	Pre-Trial	Total
60 & Over	628	102	10	740
50 - 59	1,371	156	81	1,608
40 - 49	2,609	153	181	2,943
30 - 39	3,149	96	200	3,445
20 - 29	2,687	92	146	2,925
Under 20	47	8	7	62
Total	10,491	607	625	11,723

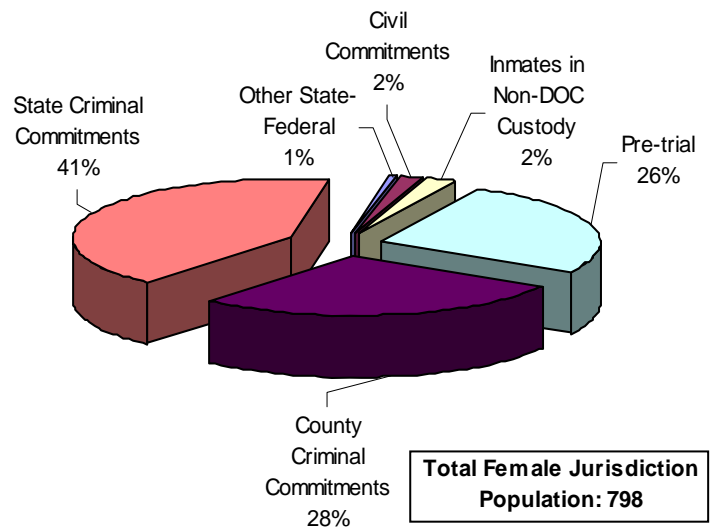
**Massachusetts DOC Total Jurisdiction Population:
Age by Gender on January 1, 2012**



**Massachusetts DOC Total Jurisdiction Population:
Males by Type of Sentence on January 1, 2012**



**Massachusetts DOC Total Jurisdiction Population:
Females by Type of Sentence on January 1, 2012**

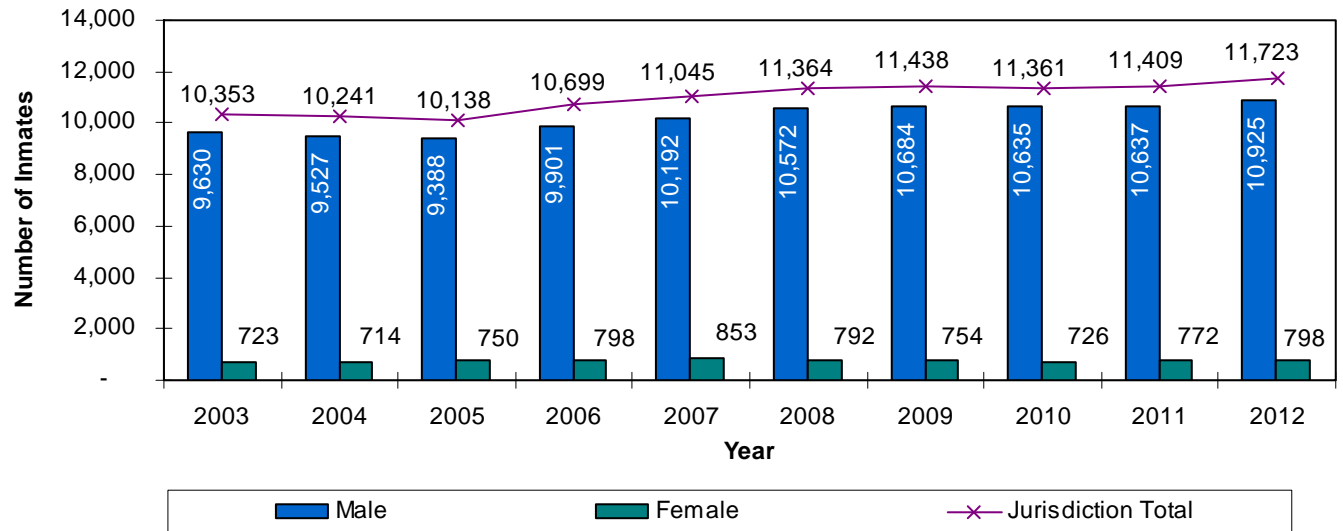


**Massachusetts DOC Total Jurisdiction Population:
Race/Ethnicity by Commitment Type on January 1, 2012**

Race/Ethnicity*	Criminally Sentenced	Civil Commitments	Pre-trial	Total
White	4,350	421	287	5,058
Black	2,986	104	219	3,309
Hispanic	2,886	63	94	3,043
Asian	145	2	5	152
Native American	64	15	2	81
Other	60	2	18	80
Total	10,491	607	625	11,723

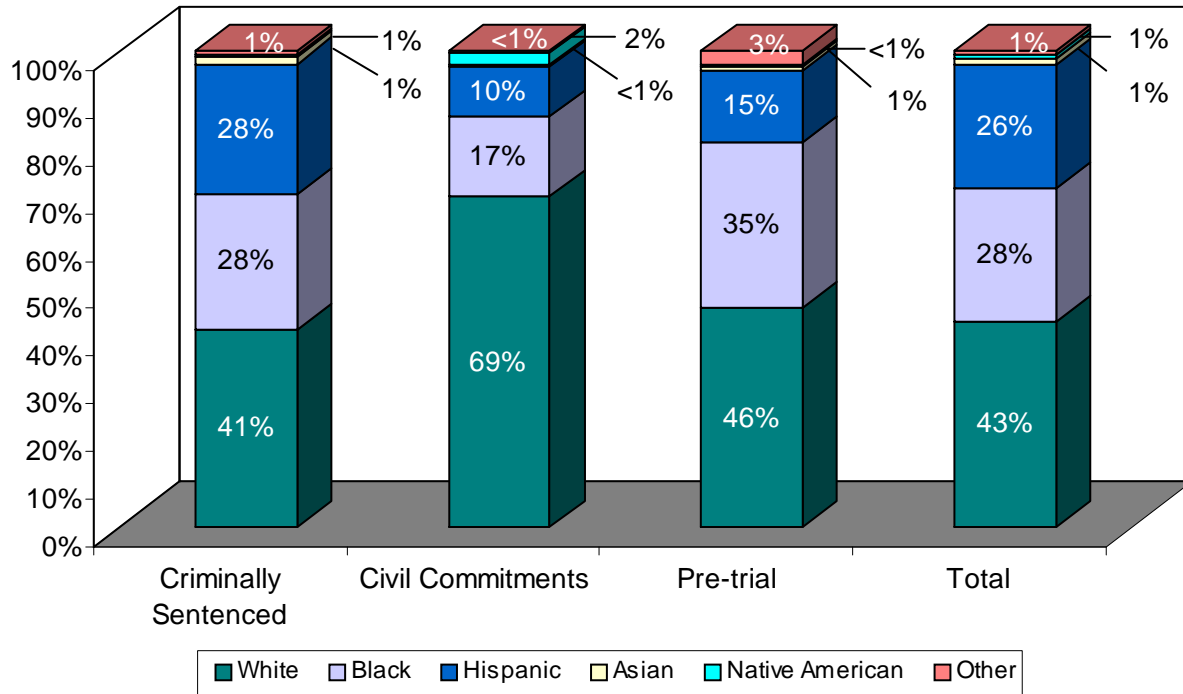
*Race/Ethnicity is self-reported by inmate at time of admission.

**Massachusetts DOC Total Jurisdiction Population:
January 2003 to January 2012**



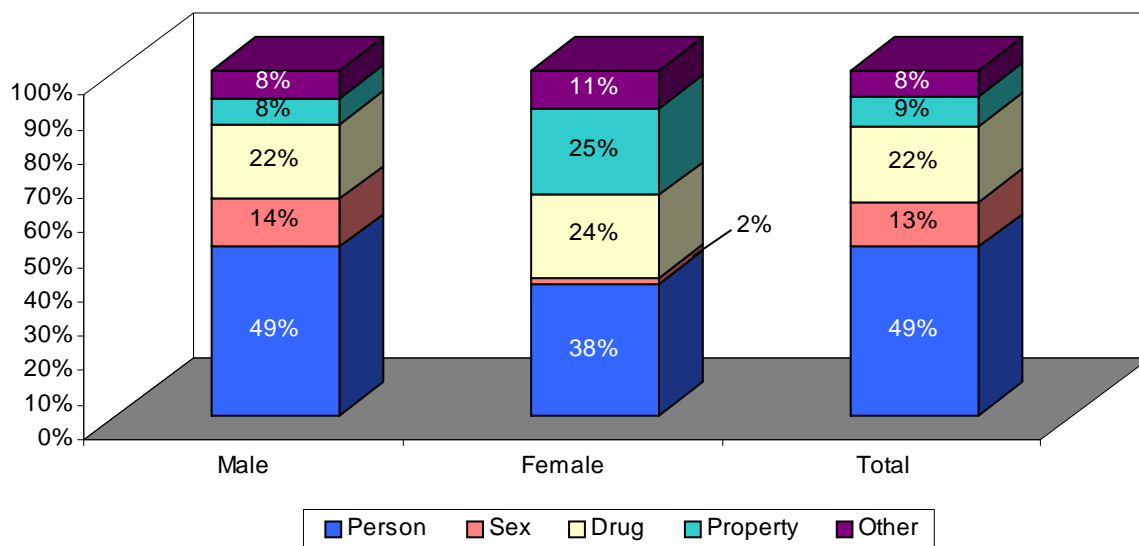


**Massachusetts DOC Total Jurisdiction Population:
Race/Ethnicity* by Commitment Type on January 1, 2012**



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

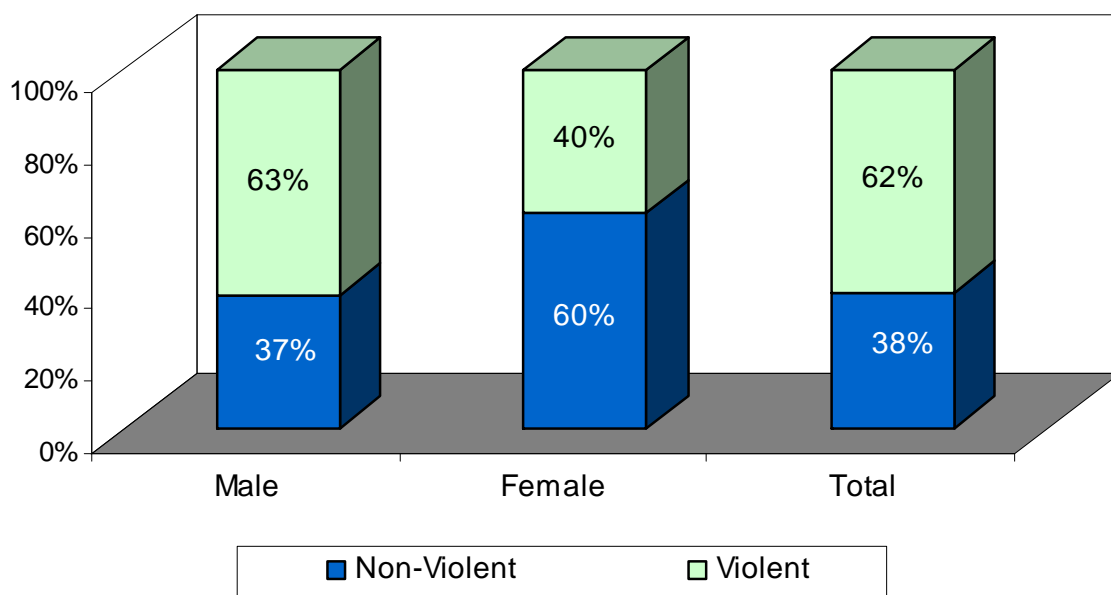
**Massachusetts DOC Criminally Sentenced Jurisdiction Population:
Governing Offense by Gender on January 1, 2012**



**Massachusetts DOC Criminally Sentenced Jurisdiction Population:
Governing Offense by Gender on January 1, 2012**

	Governing Offense	Male	Female	Total
Violent Offenses	Person	4,883	219	5,102
	Sex	1,363	9	1,372
Non-Violent Offenses	Drug	2,142	141	2,283
	Property	770	145	915
	Other	757	62	819
	Total	9,915	576	10,491

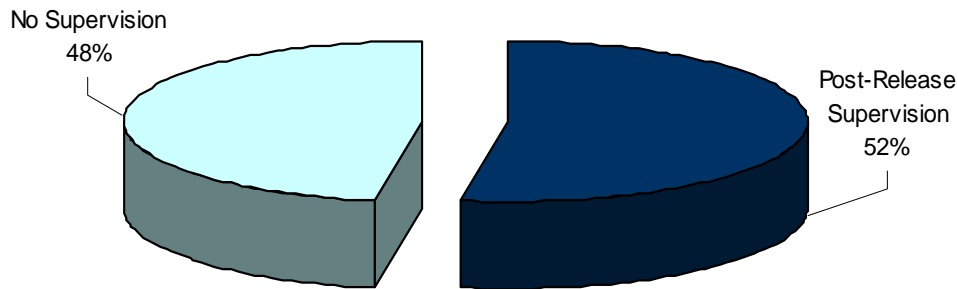
**Massachusetts DOC Criminally Sentenced Jurisdiction Population by
Violent/Non-Violent Offense and Gender on January 1, 2012**





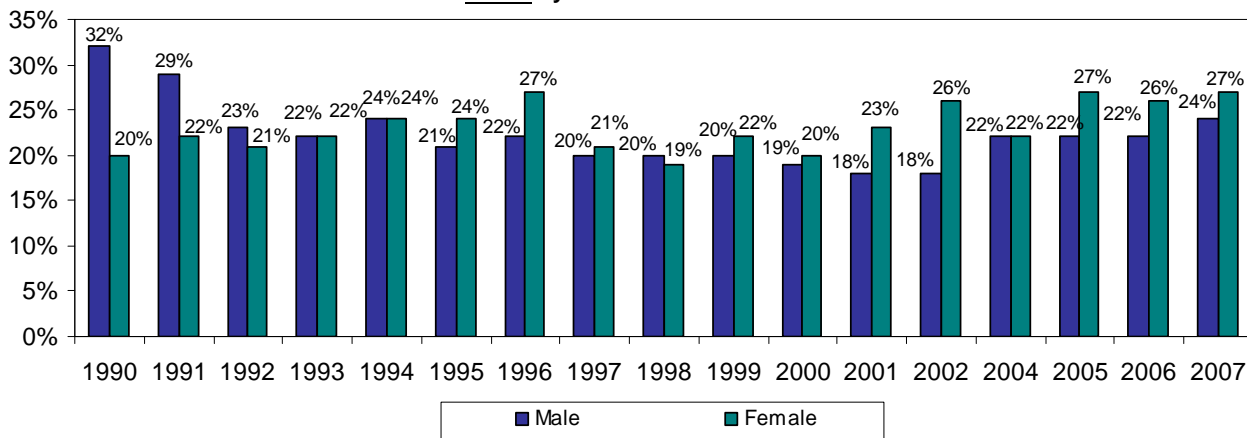
**Massachusetts DOC 2011 Criminally Sentenced Jurisdiction Population Releases
to the Street:**

Post-Release Supervision Status*



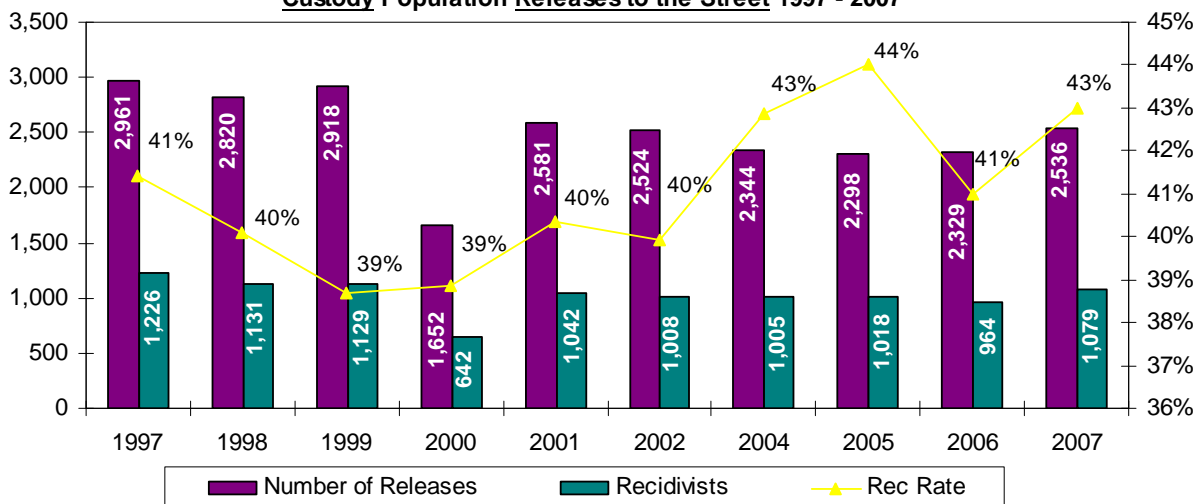
*Inmates under post-release supervision may be supervised by parole, probation, or both.

Massachusetts DOC One Year Recidivism Rate for Custody Population Releases to the Street by Gender 1990 - 2007*



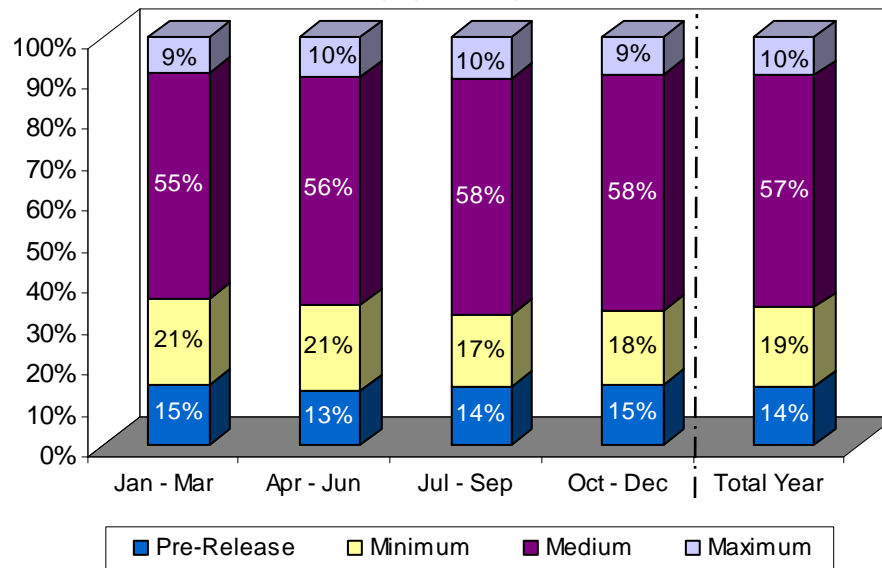
*Data for 2000 is based on January-July. 2003 data is currently unavailable.

Massachusetts DOC Three Year Recidivism Rate (Re-incarceration) for Custody Population Releases to the Street 1997 - 2007*



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

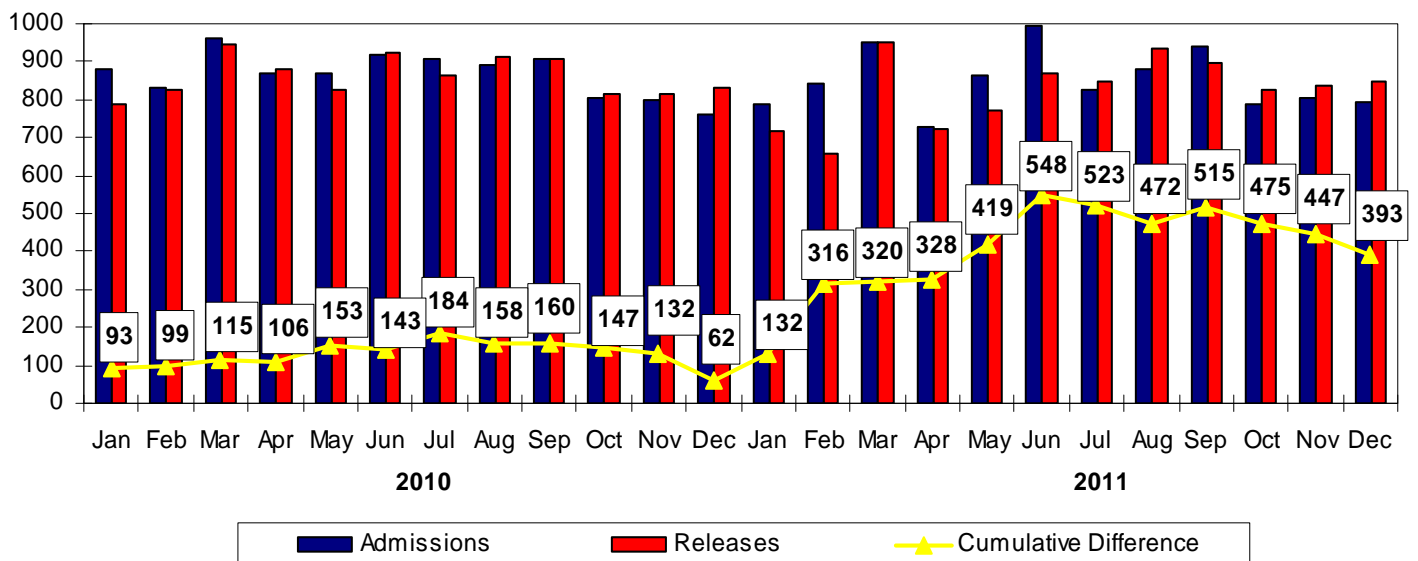
**Massachusetts DOC 2011 Criminally Sentenced Jurisdiction
Population Releases to the Street:
Quarterly by Security Level**



**Massachusetts DOC 2011 Criminally Sentenced Jurisdiction Population
Releases to the Street:
Quarterly by Security Level**

Security Level	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Total Year
Maximum	47	55	66	52	220
Medium	295	316	367	317	1,295
Minimum	112	118	110	100	440
Pre-Release	79	75	92	80	326
Total	533	564	635	549	2,281

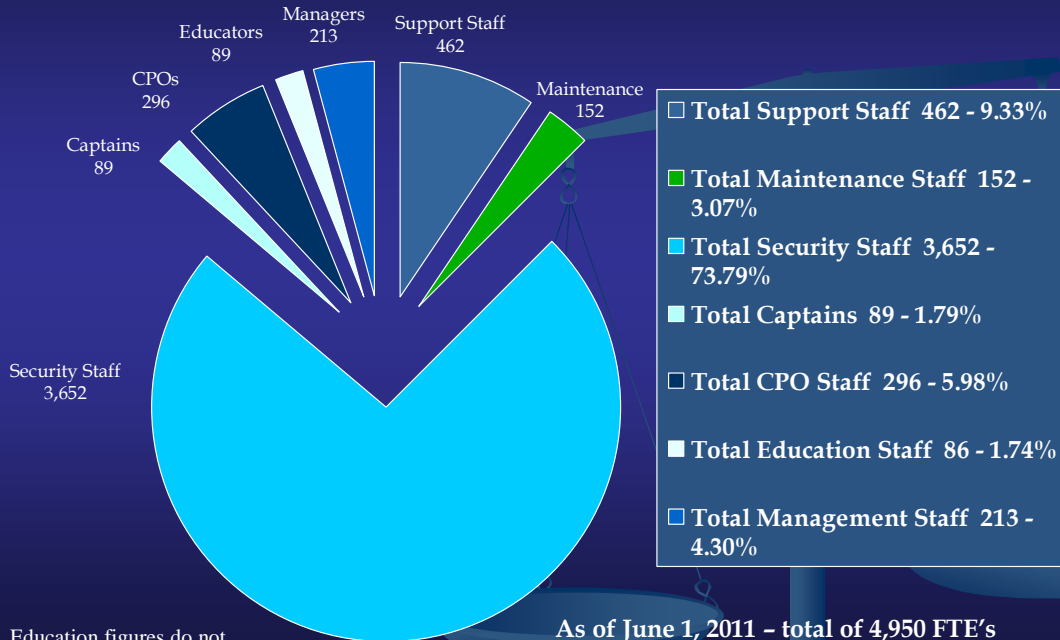
**Massachusetts DOC Total Jurisdiction Population:
Admissions and Releases by Month, 2010 - 2011**



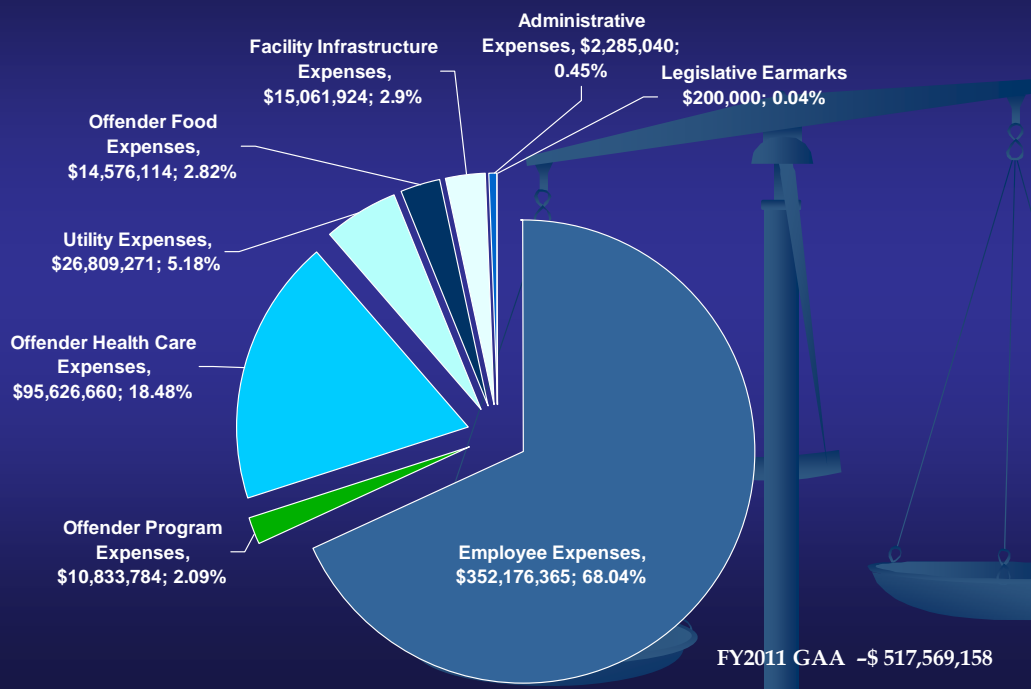


DOC Staffing Overview

Security is everyone's responsibility



DOC Budget Category Overview FY2011 8900-0001, 8900-0002 & 8900-0006



2011 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. The Correctional Employee of the Year Award program consists of 4 levels.

MEDAL OF HONOR.

The highest award.

Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, *in the face of certain and imminent danger to life and limb.*

The Medal of Honor award has historically been reserved for those acts which:

- are performed in the course of a dangerous incident;
- are performed to save/protect the life of a colleague or inmate;
- are performed in selfless disregard for the employee's own safety;
- often result in great cost to the employee (including loss of life).

Medal of Honor recipients should display the highest levels of professionalism, competence, leadership, and clear thinking during a dangerous incident while on or off duty.

MEDAL OF VALOR.

The second highest award.

Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, *disregarding the potential for danger to him/herself.*

The Medal of Valor award has historically been reserved for those acts which:

- are performed in the course of a dangerous incident;
- are performed to save/protect the life of a colleague or inmate;
- are performed at a high degree of risk to the employee;
- are performed on duty or off duty.

DOC Recipients:

Northeastern Correctional Center - Cpt. Miguel Archilla Jr., Sgt. Robert Small, Sgt. Dean Gray, Sgt. David Babineau, CO Thomas Galvin Jr., and RN Sharon Griffin

Souza Baranowski Correctional Center -CO Joshua Gagnon and CO Scott Laverdure

MERITORIOUS RECOGNITION.

The third highest award.

Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, but whose actions may not reach the level of Honor or Valor.

The Meritorious Recognition Award has historically been reserved for those acts which:

- are performed in addition to the regular course of duty;
- show great benefit to a colleague or inmate;
- demonstrate professionalism and selflessness;
- demonstrate high levels of professionalism and competence.

DOC Recipients:

North Central Correctional Institution Sgt. Charles Schnurpfeil

MCI Concord - CO Jose Cid Jr.

Souza Baranowski Correctional Center - Lt. David Reniere, Lt. Donna Ellis, Sgt. John Kramer, CO Jeffrey Ellegood, CO Brian Douaire, CO Aldwin Ducos Jr. and CO Joseph Gaidanowicz Jr.



Souza Baranowski Correctional Center - Lt. Donald Ferrara, Lt. Michael Moran, CO Steven Mason, CO Kevin Shepard, CO Ryan Hillis, CO Richard Barber, CO Michael Snow and CO Dustin Belland

COMMUNITY SERVICE AWARD.

Awarded to the correctional employee(s) who demonstrates actions, above and beyond the call of duty, which are of extraordinary service to the community. Community is defined as either the correctional community or the community at large.

DOC Recipient:

MCI Norfolk- CPO D Kenny Lizotte

DOC Beyond Excellence Recipients 2011

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.

Institution / Division Employee of the Year

Individuals selected for this award are being honored for overall consistent excellence in performance and a demonstrated commitment to professionalism.

Central Headquarters Employee of the Year - Haydee Pineda, Administrative Assistant
 Bay State Correctional Center Employee of the Year -Paul Labouliere, Correction Officer
 Boston Pre Release Center Employee of the Year - Martin Scopa, Sergeant
 Bridgewater State Hospital Employee of the Year - Robert Deneault, Lieutenant
 Lemuel Shattuck Hospital Correctional Unit Employee of the Year -Addiel Castillo-Avila, Correction Officer
 Massachusetts Alcohol and Substance Abuse Center Employee of the Year—Cornelius Matthews, Correction Officer
 MCI Cedar Junction Employee of the Year - Daniel Sullivan, Sergeant
 MCI Concord Employee of the Year—Mark Paone, Correction Officer
 MCI Framingham Employee of the Year - Paul Henderson, Captain
 MCI Norfolk Employee of the Year—Richard Farmer, Lieutenant
 MCI Plymouth Employee of the Year—Jeffrey Johnson, Correction Officer
 MCI Shirley Employee of the Year—Shawn LeBlanc, Correction Officer
 Massachusetts Treatment Center Employee of the Year - Wayne Beckwith, Lieutenant
 North Central Correctional Institution Employee of the Year—Brian Garipey, Correction Officer
 Northeastern Correctional Center Employee of the Year—Ellen Flaminio, Director
 Old Colony Correctional Center Employee of the Year—Debra Kennedy, Sergeant
 Pondville Correctional Center Employee of the Year - Kristine Marcotte, Clerk
 South Middlesex Correctional Center Employee of the Year—Jason Patterson, Correction Program Officer
 Souza Baranowski Correctional Center Employee of the Year - Jeffrey Guerin, Captain

Professional Excellence

Individuals selected for this award are being honored for professional excellence in the subgroups described below.

Administrator - this award recognizes on the job excellence among managers who exhibit exemplary managerial and supervisory skills and who have made significant contributions within the scope of their responsibilities or who have shown excellence in leadership.

Jeffrey Bolger, Director

Care and Custody - this award recognizes individuals who exemplify the highest standards of professionalism in the care and custody of the inmate population. Nominees selected have demonstrated superior knowledge of corrections or have contributed significantly to the operation of their facility/division.

Brian Gariepy, Correction Officer, North Central Correctional Institution

Contract Health Care – this award recognizes individuals who exemplify the highest standards of professionalism in the provision of medical or mental health care to the inmate population. Nominees have demonstrated outstanding performance and knowledge of correctional health care with particular emphasis on responsiveness to facility needs.

Sharlene Sullivan, Mental Health Director, North Central Correctional Institution

Contract Other - this award recognizes significant contributions to a program or operation area within the Department. Nominees have demonstrated outstanding performance with particular emphasis on responsiveness to institution/division needs.

Gabrielle Kalis, Program Facilitator, South Middlesex Correctional Center

Office Clerical - this award recognizes office clerical personnel who have performed their duties throughout the year in a consistently superior manner. Nominees have demonstrated such traits as exceptional organizational skills, initiative, innovativeness, flexibility, or excellent interpersonal skills, which improved the quality/quantity of work or the climate of the work unit.

Roselle Arsenault, Clerk IV, MCI Shirley

Support Services - this award recognizes employees who have made specific contributions to the effectiveness and efficiency of the operation of an institution or division through innovative ideas, vigorous and industrious effort, providing an exemplary role model to other employees or other related contributions.

Gary Temple, Auditor III, Audit & Compliance Division

Technical/Maintenance - this award recognizes individuals for outstanding, consistent performance in their specialized areas of technical expertise. Nominees selected have demonstrated outstanding technical knowledge, excellent work and interpersonal skills, and have made significant contributions to their respective areas.

James Sargent, Industrial Instructor, MCI Shirley
Carmen Rivera de Sturges, Correction Officer, MCI Shirley

Volunteer - this award recognizes significant contributions as a volunteer in an approved Department program. Nominees selected have demonstrated outstanding performance with particular emphasis on reintegrating the offender into the community by helping establish and maintain community ties.

Robert Cunningham, Concord Prison Outreach, Northeastern Correctional Center

Special Recognition

Joseph Ribeiro Award of Valor - this award recognizes those employees who best exemplify the qualities of bravery and courage.

Lieutenant Jason Fuller, Correction Officers Matthew Lee, Shayne Hetherson, Michael Hallman, Gabriel Sullivan, Christopher Meleo, and James Coveney, Old Colony Correctional Center



Charles Gaughan Award - this award recognizes those employees who best exemplify the spirit of humanity and compassion. Nominees have demonstrated exceptional care to those in their charge.

Donald Horsman, Chaplain, Old Colony Correctional Center

Commissioner's Citation - this award recognizes those employees who have developed exceptional and innovative initiatives. Such initiatives shall have made a significant contribution to the Department in areas of security, operations, programs or cost savings.

Ryan Desmond, Sergeant, MCI Shirley

Humanitarian Award - this award recognizes those employees who made exceptional efforts that resulted in some lifesaving or heroic act beyond the scope of their duties.

Charles Schnurpfeil, Sergeant, MCI Cedar Junction

Distinguished Service Award

This award is to honor one individual employed by the Department for continued professional excellence throughout his/her Department career which lasted at least 15 years.

Thomas Ficco, Sergeant, MCI Norfolk

Superintendent and Deputy Superintendent of the Year

The superintendent and deputy superintendent selected for this award shall have shown the highest standards of professionalism, overall consistent excellence in performance of his/her duties, and outstanding leadership capabilities. The individual exhibits exemplary managerial and supervisory skills, has made significant contributions within the scope of his/her job responsibilities and has developed exceptional and innovative initiatives. In addition, this individual shall have represented both his/her institution and the Department in a positive and informative manner to internal and external representatives.

Christine Verdini, Deputy Superintendent, North Central Correctional Institution
Michael Thompson, Superintendent, Pondville Correctional Center

Department of Correction Employee of the Year

This award is presented to one employee, chosen from the recipients of all the other award categories. This employee is recognized as the overall outstanding employee in the Department.

MCI Plymouth Employee of the Year—Jeffrey Johnson, Correction Officer

Innovations in Public Safety Partnership Award

This award is presented to a person or federal, state or local agency or organization that, in partnership with the Department, has directly impacted the public's safety through such efforts that support the Department's vision and mission.

Hampden County Sheriff's Department

Produced by

Diane Silva
Director of Performance Measures

Cara Savelli
Program Coordinator

Primary Contributors

Rhiana Kohl, Ph.D., Executive Director of Strategic Planning and Research
Susan McDonald, Research Analyst III
Denise Raynor, Deputy Director, MassCor
Jennifer Gaffney, Director of Policy Development and Compliance Unit

Editors

Chris Fallon, Director of Outreach and Engagement
Diane Wiffin, Director of Public Affairs
Lynn Bissonnette, Superintendent, MCI Framingham
Phillip Silva, Director of Inmate Discipline
Mike Thompson, Superintendent, Pondville Correctional Center

Thank you to all those who made contributions to this annual report.

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



NOTES