

# Annual Report '13



MASSACHUSETTS  
**DOC**

Massachusetts Department of Correction  
2013 Annual Report





# MA DOC Annual Report '13

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The Massachusetts Department of Correction  
is motivated by a deep commitment to our  
vision, mission and core values.

We promote an environment where  
the health & welfare of staff and inmates  
is strengthened by implementing the  
goals, objectives, and key strategies  
of our strategic plan.

# 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



## MASSACHUSETTS DEPARTMENT OF CORRECTION

### FREQUENTLY ASKED QUESTIONS

Compiled by the Research and Planning Division

#### **How many inmates are incarcerated in the Massachusetts Department of Correction (DOC)?**

On January 1, 2014 there were 9,808 criminally sentenced inmates in the jurisdiction of the DOC. There were 523 offenders incarcerated as a civil commitment and 703 pre-trial detainees in the DOC. The total jurisdiction population was 11,034.

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

On January 1, 2014 there were 83 DOC inmates housed in other state or federal correctional facilities; 329 DOC inmates were housed in county correctional facilities.

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

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

#### **What is the DOC overcrowding rate?**

The total custody overcrowding rate for DOC facilities as of December 31, 2013 was 132%. The overcrowding rate for medium security facilities was 146%. The overcrowding rate is based on a snapshot at the end of 2013.

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

For Fiscal Year 2013, the average cost per year to house an inmate in the Massachusetts DOC was \$47,102.03.

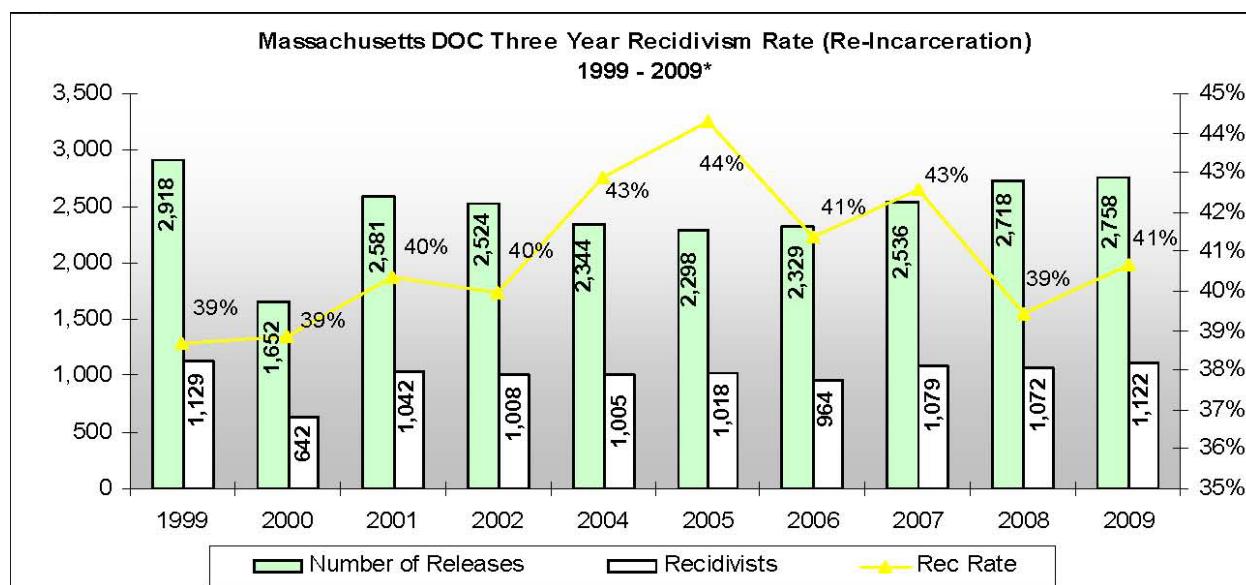
#### **How many "lifers" are incarcerated in Massachusetts DOC facilities?**

On January 1, 2014, there were 2,002 inmates serving a life sentence. Of the 2,002, there were 1,051 inmates serving a first-degree life sentence while the remaining 951 were serving a sentence of second-degree life (926) or an out of state life sentence (25).

#### **What is the gender breakdown of the inmate population?**

Of the 9,808 criminally sentenced inmates in DOC jurisdiction on January 1, 2014, 524 (5%) were female and 9,284 (95%) were male.

**What is the racial/Hispanic ethnicity composition of the inmate population?** Inmates serving criminal sentences on January 1, 2014 reported the following race/ethnicity: White 4,209 (42.9%), Black 2,737 (27.9%), Hispanic 2,581 (26.3%), Asian 133 (1.4%), American Indian/Alaskan Native 58 (0.6%), Native Hawaiian/Pacific Islander 0 (0%), and Other 90 (0.9%).



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

## Strategic Plan

The Massachusetts Department of Correction is motivated by a deep commitment to our vision, mission and core values. We promote a healing environment where the health & welfare of staff and inmates is strengthened by implementing the goals, objective and key strategies of our strategic plan. The seven goals of the 2013-2018 Strategic Plan were:

- Maintain and enhance prison safety and security for the public, staff and inmates
- Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism and promote rehabilitation and reentry.
- Collaborate with external stakeholders and partners to achieve mutual goals and objectives
- Maximize efficiency through process improvements
- Achieve work force excellence
- Promote and enhance communication internally and externally
- Create a healing environment

Our accomplishments are highlighted in this report on the following pages which can serve as a measure of the progress that's been made as we continue on our future course. The below chart visually explains how the goals and their accomplishments are expressed on the following pages.



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

All MassCor staff attended an eight hour safety class and received CPR certification

Color coded schematics replaced fire evacuation plans at the MTC, significantly improving response times

The DOC maintains American Correctional Association (ACA) Eagle Status

Bay State Correctional Center installed new air handling units to increase heat efficiency

Policies and procedures were implemented in response to the Devlin court decision requiring civilly committed inmates to be kept separate and apart from criminally sentenced inmates

K9 searches of visitors began to reduce the potential for contraband introduction

The DOC hosted a four day National Institute of Corrections (NIC) Auditor Training where NIC consultants delivered training for correctional staff from ten states around the country

In May 2013, an inmate escaped from his community work release job and was apprehended a mere two hours later by the Fugitive Apprehension Unit

MassCor converted eyeglasses with a non-metal core for patients and inmates with self-injurious behavior

New Prison Rape Elimination Act (PREA) standards are being implemented across the Department

Video messaging is now available in the visitor's lobby at Bridgewater State Hospital

Disorder management procedures were implemented during a Security Threat Group related disorder, which enhanced staff awareness of the inmate population while honing their disorder management skills

Severe blizzard conditions caused a section of a facility perimeter fence to collapse prompting an immediate plan of action to enhance public safety

From January 2013 to June 2013, there were 5,352 crisis intervention contacts made with inmates across the system

The sale of MP3 players and downloadable music was initiated at several facilities to address inmate idleness

## Compliance rate with ACA and TJC standards

### ACA

The following achieved reaccreditation by the American Correctional Association (ACA)

Bridgewater State Hospital- 100% mandatory 99.75% non-mandatory

Old Colony Correctional Center- 100% mandatory 99.76% non-mandatory

North Central Correctional Institution- 100% mandatory 99.3% non-mandatory

MCI Framingham- 100% mandatory 99.8% non-mandatory

## Annual Fire Safety Officer Training

In July 2013, the Policy Development and Compliance unit facilitated a 3 day annual Fire Safety Officer Certification course for newly appointed state and county correctional staff entering into the world of Fire Safety. The focus of the course is centered on state regulations, DOC policies/procedures, NFP A requirements, and general fire safety officer job duties. The goal is to provide a solid foundation to help staff perform the complex job more effectively. This year the class was also opened to all existing Fire Safety personnel as a newly designed curriculum focused on detailed job functions and the introduction of different outside vendors and stakeholders. Presentations were given by the State Building inspector, the Bridgewater Deputy Fire Chief, Industrial Protection Products, Cintas Fire Protection, and the Department of Fire Services and were well received by all participants. The three day course, held at Warren Hall and included 39 participants to include representatives from most Department of Correction facilities as well as Dukes, Suffolk, Hampden, Hampshire, Middlesex, Bristol and Essex county. A collaboration of state and county facilitators played a major role in this course. In addition to the outside stakeholders, PDCU would also like to thank Sgt. Dan Hickey, Suffolk County Fire Safety Officer for his assistance with class material and the Bridgewater warehouse staff for participating in the mock inspection.

## DOC and Operation Concord

Massachusetts Department of Correction was asked to attend a press conference hosted by a US Attorney. The press conference was to announce the results of Operation Concord, a multi-agency operation which was tasked to reduce drug crime perpetrated by violent gangs in the city of Boston. According to the US Attorney, the Massachusetts DOC played an integral role in the task force's ability to gather intelligence, evidence, and ultimately arrest 29 people who were involved in trafficking drugs and violence in and around Boston.



Former Commissioner Luis S. Spencer (2nd from right) attends the press conference hosted by US Attorney Carmen Ortiz (at podium) where she announced the results of Operation Concord.

**Goal:**  
**Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism and promote rehabilitation and reentry**

A Memorandum of Understanding between the DOC and the Social Security Administration was signed

The DOC was awarded a US Department of Justice Second Chance Act grant to establish CISCO networking academies at three facilities

A classification protocol was developed for inmates housed in the Department Disciplinary Unit to better prepare them for general population housing

The number of inmates releasing from lower levels of security increased by 3.5% in 2013 compared to 2012

A Security Threat Group Derailment Program was initiated at Souza Baranowski Correctional Center (SBCC)

The external classification system was revalidated resulting in changes made to promote reentry and closer align custody level breakdowns to national trends

MCI Plymouth expanded its PreRelease component

A reentry fair was held at South Middlesex Correctional Center (SMCC) where 14 stakeholders presented information to inmates

The Worcester Initiative for Supported Reentry (WISR) was introduced which assists released inmates in the community

America's Test Kitchen interviewed inmates and staff from Northeastern Correctional Center (NECC)

Several new work release employers were established providing increased and valuable work opportunities leading to successful reentry

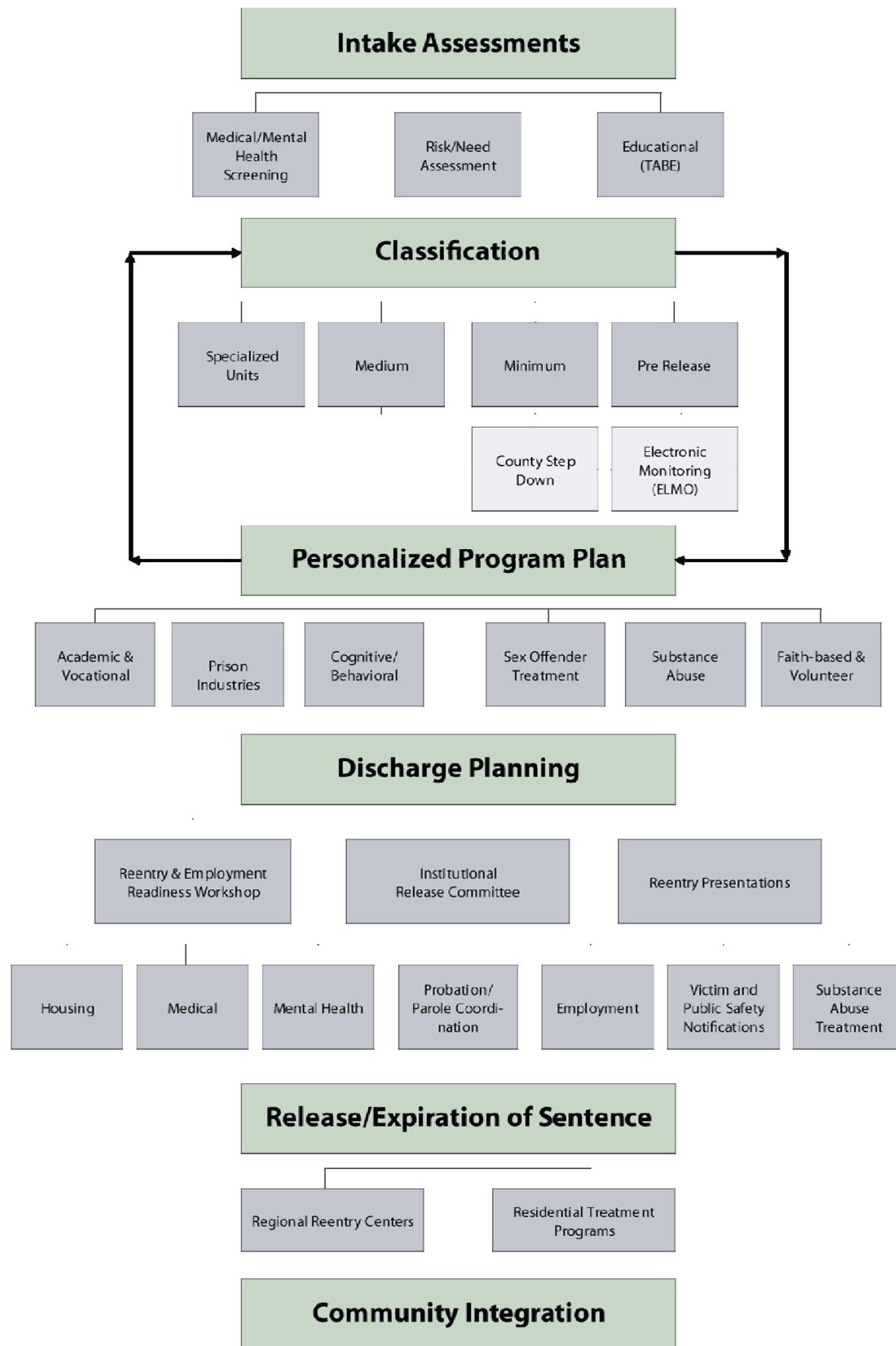
406 permanent volunteers assist MCI Framingham with programming and provide inmates with links to the community

Five transition/reentry beds have been identified at Lemuel Shattuck Hospital (LSH) for inmates releasing with complex medical or mental health issues

The Massachusetts Alcohol and Substance Abuse Center (MASAC) held an open house for community based residential substance abuse providers

An Opiod Overdose Prevention Presentation was made to inmates at MCI Concord

## Massachusetts Department of Correction- Reentry Continuum



**Goal:  
Collaborate with  
external stakeholders  
and partners to  
achieve mutual  
goals and  
objectives**

The DOC and MassHealth continue to partner to ensure releasing inmates are provided with medical coverage upon release

North Central Correctional Institution (NCCI) met with Henry Heywood Hospital administration to review and enhance security procedures applicable to the transport and treatment of inmates

Tri-agency meetings were facilitated by the DOC which included representation from Probation and Parole to improve services and protocols

Staff from the Office of Investigative Services participated in a joint FBI operation takedown called "Operation Concord" involving an investigation into drugs and violence resulting in arrests and executed search warrants

The DOC has partnered with five counties who will accept eligible state inmates nearing release, to be released through their House of Correction for enhanced reentry services

The DOC successfully implemented the Veterans Reentry Partnership with the US Department of Veteran Affairs

An Interstate Compact Agreement was signed with the state of Nevada increasing the number of states with which to exchange inmates to 26

Volunteer appreciation ceremonies are routinely held to recognize the dedication of our volunteer stakeholders who selflessly give their time and expertise

Facility garden programs regularly donate vegetables to local food pantries

Community Work Crews operate from eight correctional facilities to provide services to cities, towns, counties, state agencies and some non-profit organizations.

DOC staff attended the 2013 MASS Buys Expo which is designed to provide an opportunity to discover the latest products and services available

## Stakeholder Addresses at Extended Leadership Team Meetings

In an effort to solidify partnerships with external stakeholders, guest speakers are invited to present at monthly Extended Leadership Team meetings. The following is a list of those who presented during 2013:

January– Middlesex County Sheriff Peter J. Koutoujian  
February– Boston Police Commissioner Edward F. Davis  
March– Toastmasters volunteer George Manoogian  
April– Elizabeth Curtain and Paul Blaney of Community Resources for Justice  
May– Worcester County District Attorney Joseph D. Early  
June– President and Chief Operating Officer of MHM Services, Inc., and Chief Executive Officer of Centurion LLC., Steven W. Wheeler  
July– Chief Executive Officer of the Massachusetts Hospital School Brian Devin  
August– Victim stakeholders: Les Gosule, Dodie LaPlante, Evelyn Tobin, and Connie Santinello  
September– Massachusetts National Guard Brigadier General (retired) Thomas J. Sellers  
October– Boston University Professor and Former DOC Superintendent James Matesanz  
November- Registry of Motor Vehicles Registrar Rachel Kaprielian

## Overcoming the Odds

Overcoming the Odds (OTO) is a collaboration between the Department of Correction, Boston Police Department, Suffolk Superior Probation, Parole, the Suffolk County District Attorney's Office, the United States Attorney's Office, Community Resources for Justice, and several community based service providers. The goal of OTO is to enhance public safety by combining a supportive case management model with informational panels that focus on clearly defining and stressing the consequences of future criminal activity. The target population for this initiative is offenders who have been identified as high risk who are releasing to the greater Boston area.

The supportive case management services are provided by Community Resources for Justice (CRJ) case managers. The CRJ case managers meet with potential participants 60 days prior to an offender's release to provide a comprehensive overview of the Overcoming the Odds initiative. The goal of the "in-reach" is to educate and engage offenders through motivational interviewing and secure their participation in this important initiative. Since the introduction of the CRJ case managers, participation in the informational panels has increased and resources are better targeted to close gaps in the offender's discharge plan. The CRJ case managers also provide supportive case management services up to six months post release.

The CRJ case managers facilitate the informational panels serving as a familiar face who reinforce each presenter's message regarding consequences and access to critical linkages to community based services. The various criminal justice representatives stress that each agency has dedicated specific resources to work collaboratively toward the common goal of public safety and keeping the streets of Boston safe. The clear message is that criminal behavior will not be tolerated and future law violations will be vigorously pursued and prosecuted to the full extent of the law. The service provider panelists describe eligibility criteria and types of services offered by their organizations. They also discuss availability of housing, employment, child care resources and a number of other critical linkages to social services in the community. At the conclusion of the panel, offenders are given the opportunity to meet individually with the service providers to apply for services.

Since the inception of the program in September 2013, over 200 inmates have participated in an informational panel. Informational panels occur every other month at MCI-Concord and quarterly at SBCC. Feedback regarding the program has been positive from all stakeholders to include criminal justice partners, offenders and institutional staff. Department of Correction Correctional Program Officers' (CPO) have forged strong relationships with the various community based service providers, leading to increased housing placements and less shelter placements. Service providers have also reported stronger handoffs from prison to the community primarily due to the OTO initiative.

The successful implementation of the OTO initiative required an unprecedented level of collaboration and cooperation amongst the multiple criminal justice agencies and community based partners. The professionalism, commitment and dedication of all stakeholders enabled a concept to quickly evolve into a cohesive and successfully executed reentry initiative.

## Goal: Maximize efficiency through process improvements

- Contract vendors frequently offer a discount for accelerated payment of their invoices. From July to December, the DOC realized over \$150,000 in prompt payment discounts.
- Regularly scheduled staff meetings were repurposed to include staff from other disciplines to improve business processes
- Kiosks allowing inmates to order commissary, view personal account balances and download music were installed and are operated at several facilities
- A notification board was installed in the lobby of MCI Framingham identifying the Officer-in-Charge to aid the public in addressing issues appropriately
- Inmate medical grievance process is now automated
- Food Service has a computerized menu process, eliminating the need for multiple meetings, saving time and money
- Implemented Mass HR roll-out for Self Service Time and Attendance which automates the rules to calculate pay and streamline the payroll process
- Changes were made to our Vehicle Usage and Control policy requiring the use of seatbelts for all staff and inmates (if not in restraints) driving or riding in state vehicles
- A formalized system for Inter-facility Case Conferences was developed and training was conducted throughout the DOC
- The relocation of administrative offices at Lemuel Shattuck Hospital has improved the overall operation of the facility
- MassCor designed and constructed a specific ammunition box for the controlled distribution of bullets
- A database was developed to ensure accurate information regarding staff that are approved to enter facilities with electronic devices is up to date. This allows for these devices to be strictly controlled
- As a result of the increase in Chapter 123 Section 35 commitments, 12 bunk beds replaced 12 single level beds to alleviate capacity issues at the Massachusetts Alcohol and Substance Abuse Center
- The DOC collaborates with the courts to continue the use of and promotion of video conferencing and telemedicine
- All DOC staff were educated on how to utilize e-pay and e-profile to implement pay advice suppression

## Video Conferencing

Video-conferencing allows an inmate to take part in a court proceeding or medical consultation without having to leave the secure confines of a correctional facility. The inmate can see and hear the proceedings through a television monitor. Likewise, the court or medical provider can see and hear communications from the facility. The use of video-conferencing reduces transportation costs while increasing public safety. Increasing the use of video-conferencing means fewer inmates are leaving the correctional facility.

The use of video conferencing was significantly increased in 2012 largely due to the errors made at a Crime Lab necessitating immediate court hearings for identified cases.

Video Conferences 2011	953
Video Conferences 2012	1799
Video Conferences 2013	1508

## Reporting Time with Self-Service Time and Attendance (SSTA)

Self-Service Time and Attendance (SSTA) is new technology for reporting employee time. The DOC implemented SSTA for selected staff in 2013. This new system allows employees to report and submit attendance online in an online timesheet. Once submitted, the supervisor will review and approve the submission time online. No more paper timesheets!

As an added benefit, with SSTA, leave balances, including Vacation, Personal, Sick, and Comp Time can be viewed by both employee and supervisor.

## Inmate Kiosks

Inmate kiosks were installed beginning in 2013 at MCI Norfolk, MCI Cedar Junction, Boston Pre-Release Center, and Bay State Correctional Center. These kiosks allow inmates to order commissary, view personal account balances and download music. They provide the functionality, user-friendliness and security to make DOC facilities safer and more efficient. The kiosks are lightweight and have a low profile, but are highly secure, stable and energy efficient.



## Goal: Achieve work force excellence

As of Dec. 31, the Central Transportation Unit (CTU) has transported 94% of all DOC pre-scheduled trips, which is an increase of 3%

Institutional Wellness Committees continue to coordinate activities with the goal of improving staff morale and education

Utilizing existing technology, a Correctional Recovery Academy (CRA) discussion board was created in an effort to improve communication between security and provider staff

Select staff received training at the State Fire Academy on best practices to deal with contaminated mail

The Commonwealth's Management and Supervisors Certificate Programs continue to be well attended by DOC applicants furthering their knowledge and skill sets

Achieving Performance Excellence (APEX) training which is sponsored through the National Institute of Corrections (NIC) was provided to all Deputy Superintendents and Deputy Directors

The DOC Military Peer Support Program was honored with the Five Patriot Employer Award

A Sergeant received a commendation for his heroic act while off duty assisting victims of a house fire

A Correction Officer was issued citations for an act of bravery while off duty in an incident that resulted in the apprehension of a perpetrator

In an effort to maintain American Correctional Association (ACA) Eagle status, four facilities had successful ACA audits and received re-accreditation

The "Change Agent" initiative phase II began this year with 60 people participating in one of four employee forum groups

The DOC Health Services Division was re-located to DOC Headquarters in Milford providing a healthier environment and easy access to Central Office framework/chain of command

Bridgewater Complex assisted in the NE Institute Water Pollution Control Commission by providing Title 5 soil evaluator training

All Correction Program Officers took Integrated Case Management (ICM) training designed to provide the foundation skills to be an effective case manager. This program provides techniques and tools for minimizing and working with resistance to better prepare inmates for reentry.

33 staff from the Fiscal Office attended a five day training in the Strategic Sourcing Certificate Program which is mandated by Executive Order 533

## Integrated Case Management (ICM)

The Integrated Case Management Program (ICM) has been nationally awarded the International Association of Correctional Training Personnel's (IACTP) Training System Award of Excellence in 2013.

In order to better utilize resources while implementing evidence based practices, the MADOC adopted an ICM approach to case management. The ICM Program has been designed to provide the foundation skills to be an effective case manager. It provides techniques and tools for minimizing and working with resistance in order to be more successful in our goal of better preparing offenders for reentry to our communities.

The MADOC initiated a steering committee to develop the ICM Training Program for Correctional Program Officers (CPOs) assigned case management duties, resulting in the development of a comprehensive training program based off of The National Institute of Corrections, Transition from Prison to Community (TPC) model.

Collectively the steering committee consisted of the Division of Staff Development, the Office of the Assistant Deputy Commissioner of Classification and the Office of Reentry and Program Services Division. The committee identified a collaborative training team that could leverage the expertise and experience from various units to analyze, design, develop and implement the ICM Program.

Case Management is the strategic coordination of services and resources to address a problem or deficiency – in our case, the behaviors that led an inmate to prison. The ICM goes a step further and uses a systemic approach so that different areas work together more effectively to maximize outcomes and achieve the best possible result. When security staff, treatment programs and classification work together to address inmate behavior, we increase positive outcomes.

The ICM model includes assessing the inmate, identifying motivation, implementing appropriate tools and resources, and ultimately holding the inmate responsible for becoming a productive member of the community. A case manager is not a counselor or a therapist. The case manager is a coach who ensures that there is a solid game plan in place, that the players involved – from the treatment staff to the block officer have all the information they need and that all the players are working together to maximize the chance of success.

## Mentor/Protégé Program

Members of the Commissioner's Diversity Advisory Council were discussing the needs of the entry level employee and how to assist them reach higher levels and promotion opportunities in the department. Those discussions lead to the creation of the DOC Employee Mentoring Program Initiative. The program would provide participants opportunity for a transformational experience and to help them visualize professional achievements and accomplishments for their leadership potential.

The DOC Employee Mentoring Program is developed as a tool in the retention of employees and as part of the Governor's Diversity Initiatives. This is a voluntary program that may be utilized by all employees after one year of state service. The Mentoring Program is a way to assist with adaptation to a new job assignment, upward mobility and to participate in career development. This program is designed to target employees who exhibit a high potential and hold participants to a higher standard.

**Goal:  
Promote and  
enhance  
communication  
both internally  
and externally**

DOC staff hosted staff from the Pennsylvania DOC to share information about specialized housing units

Our Facebook has over 3,000 "likes" and we have tied the Facebook and Twitter accounts together to post more effectively

A Superintendent completed the National Institute of Corrections (NIC) training for New Wardens

MCI Framingham staff provided a tour and informational session for Framingham Fire Dept. staff to form a coordinated response during a potential emergency situation

The DOC implemented a poster campaign to inform visitors about our presence online

DOC implemented a Twitter page in July 2013 and has increased efforts to keep the public informed

Health Services Division staff presented at the ACA Winter Conference on the development of the Intensive Treatment Unit for female inmates

External communication with our main food purveyors has allowed Food Services to save several thousands of dollars

Community Relations Board meetings are regularly held between institutional staff and community members

K9 searches of visitors video is shown in institutional lobbies educating visitors of the process

DOC Notify was created and implemented to allow internal communication for employees who do not have access to the electronic mail system

MCI Cedar Junction hosted a tour of the facility for Harvard Prisoners Legal Assistance Project (PLAP)

The Superintendent and Mental Health Director at MASAC were provided the opportunity to educate Probation Officers on the physical plant, security level, substance abuse treatment programs and operations to enhance appropriate referrals for Section 35 admissions

Our YouTube channel currently has over 200 subscribers and we have garnered over 183,000 views of our videos

# Annual Report '13

Massachusetts Department of Correction

**facebook**

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  Log In  
 Keep me logged in      Can't log in?  
[Create Page](#)

Recent:  
 2014  
 2013  
 2012

Timeline   About   Photos   Reviews   Likes   Events   Cover Photo

PEOPLE   >  
 ★★★★☆  
 3,181 likes   19 talking about this

Massachusetts Department of Correction   August 27 · Edited  
 #captured Miguel Cintron was apprehended this afternoon in Brockton without incident. Thank you to all who shared his wanted poster. Great job to the Fugitive Apprehension Unit.

**Twitter**

Search   Have an account? Sign in

MA Corrections @MACorrections  
 The official site of the Massachusetts Department of Correction.  
 Milford, MA

TWEETS 336   PHOTOS/VIDEOS 15   FOLLOWING 438   FOLLOWERS 930   More

Tweets   Tweets & replies

MA Corrections @MACorrections Aug 27  
 #captured Miguel Cintron was captured in Brockton. Thanks to all who shared Kudos to the Fugitive Apprehension Unit

Fugitive Apprehension Unit

**YouTube**

MA DOC for a safe tomorrow

MA Corrections

Home   Videos   Playlists   Channels   About

Uploads   Date added (newest - oldest)   Grid

Family and Friends Handbook PROGRAM SERVICES 174 views 8 months ago

Family and Friends Handbook - TRAINING & EDUCATION 203 views 8 months ago

Family and Friends Handbook ACCOUNTS CANTEEN VISITS 105 views 8 months ago

Family and Friends Handbook ADMINISTRATIVE 163 views 8 months ago

## Goal: Create a healing environment

Wellness Committees continue to coordinate healthy seminars and workplace challenges that promote wellness

Staff rallied in response to the Boston Marathon Bombing raising money for the One Fund

Correctional Employee Week, which is celebrated nationally, was held where a record high number of staff participated in the Wellness Walk/Run

A Service Dog Handler Appreciation Night was held where veterans and their service dogs were guest speakers

A Boston University Professor Appreciation event was held celebrating over 40 years of educational service to the inmate population at no cost to the DOC

Many staff from several facilities and Central Headquarters participate in wheelchair basketball/football tournaments at the MA Hospital School which provides services to children and young adults who have multiple disabilities.

Facilities host staff family and friends tours so that families can understand the correctional environment and support staff

The "Be Positive Project" was initiated to help foster a culture that encourages every employee to be self motivated and self drive

A companion dog program began at Bridgewater State Hospital

Staff, inmates, and patients at Bridgewater State Hospital participated in the second National Alliance on Mental Illness (NAMI) Walk raising money for the organization

99% of DOC inmates are housed consistent with their custody level designation

A Chapel restoration project was initiated at MCI Cedar Junction

The Employee Assistance Services Unit (EASU) is a full service program that provides 24/7, 365 days a year accessibility for crisis intervention and peer counseling, family counseling, financial and credit assistance, and military support

Motivational Enhancement began in the Behavioral Management Unit (BMU) to supplement the core skill program for inmates

The annual Christian Cursillo Retreat was held at Old Colony Correctional Center with 60 inmate participants

## NEADS and American Vet Dog handler appreciation event

This event, held in June 2013, was to celebrate the achievements of the dogs and their inmate and civilian handlers. It was held at MCI-Framingham and had speakers from the DOC as well as two Veterans who received dogs. The Veterans spoke about how the dogs have helped them to cope with their unique challenges and changed their lives for the better. There were also skills demonstrations put on by the inmate handlers with their dogs.



## Correctional Officer/Employee Appreciation Week

In 1984, President Ronald Reagan signed Proclamation 5187 creating "National Correctional Officers' Week" which is held the first full week in May each year. The MA Department of Correction hosts Correction Officer/Employee Appreciation Week to honor the hard work, contributions, dedication, and commitment of the thousands of officers and personnel who work in facilities and divisions across the state. DOC's annual celebration includes refreshments for staff for all shifts, a cookout luncheon, employee recognition awards, an ecumenical service, and a walk/run.

For each institution and division, the Superintendents and Department Heads honor their employees who they feel have gone over and above the call of duty in some way within the past year. The awards given are: Excellence in Job Performance, Outstanding Job Performance, Dedicated Commitment to Health Services Division, Dedicated Commitment to Staff Wellness, Exemplification of Core Values, Professional Appearance, and Community Service. Congratulations to all who have received an award.

While traditionally the DOC has held a walk/run and cookout, this year the Health and Wellness Committee expanded the scope to include an entire day of fun field events and team competitions at the Pond Street Recreational Complex in Norfolk. Among the activities were a 5K run, a 1.5 mile walk, dodgeball, volleyball, wiffle ball, baggo (aka corn hole), a treasure hunt, ladder golf, trivia, and more. The first place overall winner of the field day events – and recipient of the coveted Commissioner's Cup trophy – was Team MCI Norfolk. Other highlights of the day included a cookout as well as the wildly popular karaoke, music, and dancing courtesy of DJ (and Director of Outreach and Communication) Chris Fallon. Under the leadership of Gerri Riley, Chairperson, the Health and Wellness Committee members are to be congratulated for a job well done. Their months of planning and hard work (along with the perfect weather) made the day a complete success, and a great time was had by all.



As in past years, the Celebration of Life ecumenical memorial service, hosted by Chris Fallon, was held on Wednesday, May 8th at St. Jude's Church in Norfolk in remembrance of those employees who have passed away. After a procession of bagpipes and the singing of the National Anthem by Arthur Comer of the Northeastern Correctional Center, a beautiful ceremony started with the Posting of Colors by the Honor Guard and with the song *Peace on Earth* by Michelle Cormier.

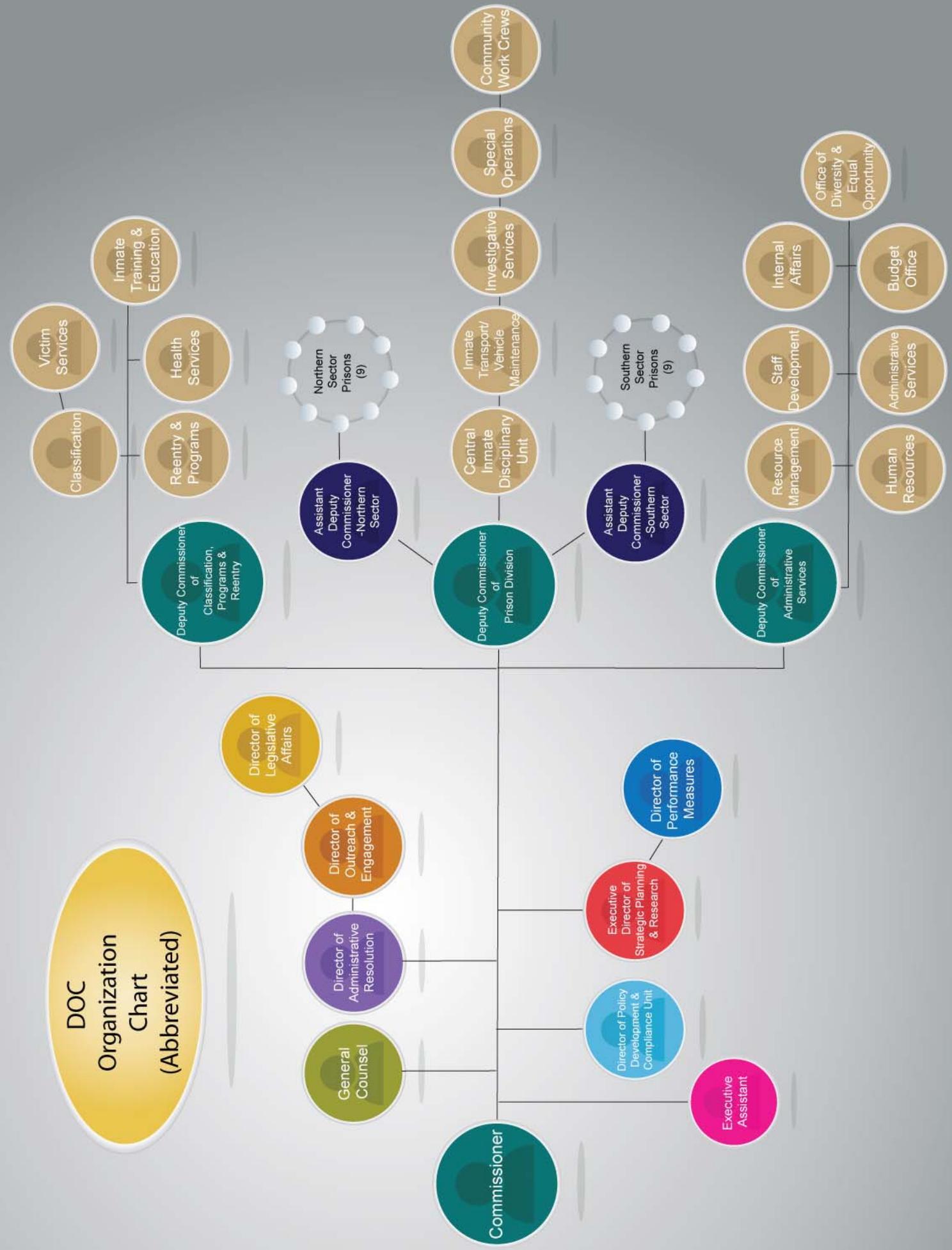


Filled with laughter and tears, singing and dancing, it was an emotional ceremony where friends and loved ones reflected on their memories of the fallen. With the families and loved ones in attendance, some friends told solemn stories, while some relayed their funny memories of their fallen friends. Among the speakers that followed were DOC Commissioner Luis Spencer, Secretary of Public Safety Andrea Cabral, Joseph Bairros of NCCI Gardner, Jeff Smith, Steven Oliveira, Sean Smith, and Jessie Westcoat of MCI Cedar Junction, Michelle Lapham of MCI Framingham, Harvey Tiomkin of MCI Norfolk, Michael Dix of Central Headquarters, and Bill Graves of Resource Management.



*\*\*A longer version of this article appeared in the July 2013 DOC newsletter, Around the Block*

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 has 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).





## Massachusetts Correctional Industries (MassCor)

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 approximately 500 offenders at nine institutions along with our Central Headquarters.

The current workforce has remained consistent during the economic slowdown and we anticipate additional shop expansion which includes installation of state of the art equipment and new business systems. The goal is to employ the maximum number of offenders consistent with effective use of program capital.

Location	Avg. Inmate Workers
<b>NCCI Gardner</b>	92
<b>MCI Shirley Medium</b>	54
<b>Souza-Baranowski Correctional Center</b>	9
<b>MCI Framingham</b>	30
<b>MCI Norfolk</b>	219
<b>Baystate Correctional Center</b>	6
<b>MCI Cedar Junction</b>	38
<b>Old Colony Correctional Center</b>	32
<b>Mass. Treatment Center</b>	23
<b>Pondville Correctional Center</b>	5
<b>Grand Totals</b>	<b>508</b>

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 \$12,768,437.37 which allows MassCor to continue efforts for reinvestment in equipment and expansion of available offender worker opportunities.

### **Braille Production Shop at Bay State Correctional Center:**

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

### **MassCor Auto Plate Shop at MCI Cedar Junction:**

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

**MassCor Flag/Embroidery Shop at MCI Framingham:**

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

**MassCor Industries at MCI Norfolk:**

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

### Healthcare Contract

The DOC has contracted for inmate healthcare services through the public bid process since 1992. In that time, six contracts have been awarded to four different vendors. On July 1, 2013, The Massachusetts Partnership for Correctional Health (MPCH) became the DOC's vendor to provide comprehensive medical, mental health and dental services to the inmate population. All manner of treatments, therapies and services are provided to the inmate population in keeping with community standards of care, as well as through standards established by the American Correctional Association, National Commission on Correctional Health Care and the Joint Commission.

### Fugitive Apprehension Unit

The Massachusetts Department of Correction's Fugitive Apprehension Unit was formed in January of 1983 assuming responsibilities for the arrest of escaped inmates from the former Security Management Team. The primary duty of this Unit remains the investigation and arrest of those inmates who escape from DOC custody. Historically, this Unit has worked closely with the Massachusetts State Police's Violent Fugitive Apprehension Section. This is a partnership which has proved mutually beneficial to both agencies. In addition to these responsibilities, members of the Fugitive Unit serve on state and federal task forces, developing and sharing intelligence. **The Fugitive Apprehension Unit works hard to keep our communities safe!**

In May 2013, a minimum security inmate escaped from the grounds of Pondville Correctional Center only to be **captured** within one day of escape.

In May 2013, a pre- release inmate escaped from community release and was **captured** 2 hours later.

In August 2013, a pre release inmate escaped while from community release and was **captured** within one day of escape.

## Use of Narcotic Detection Dogs

**Did you know?** In 2013, there were 851 instances where illicit contraband was found in our correctional facilities. Illicit substances includes cocaine, marijuana, narcotics, inhalants, alcoholic beverages, "homemade" brews, barbiturates or any medication not prescribed for the inmate.

Drugs in prisons contribute to violence, compromise the health and safety of staff and inmates and hamper inmates' efforts to re-enter society addiction free. The presence of illegal drugs in DOC facilities encourages further criminal behavior and the disciplinary consequences that result impede inmates' chances for parole and to step down to lower security levels.

As its policies and procedures reflect, The Department of Correction (DOC) is committed to both staff and inmate safety and to giving inmates a meaningful chance to benefit from re-entry and other programs that strengthen their chances for post-release success. In that context and in response to an increase in drug and other contraband-related incidents involving visitors, the DOC has employed the use of dogs, trained to detect the presence of drugs, to address this problem.

The dogs, which are Labrador and Golden Retrievers chosen for their inherently gentle natures are referred to as "passive" which is a reference both to how they behave during a search. These dogs are always on a leash and handled by trained personnel, who will walk them past the line of visitors. They have been carefully trained to detect the presence of drug by smell and to alert their handlers to that detection by merely sitting down.

- The dogs do not bark, snarl, paw, or lunge at the individual who alerts them;
- The searches will be random and will not occur every day;
- If the dog alerts to the presence of drugs, the visitor will be asked to step out of line and consent to a search by correctional staff. If the visitor refuses, he or she will not be allowed to visit the inmate and must leave the facility.
- The use of passive, trained canines for these purposes is common practice in correctional settings.

## Dialogue Training

The DOC partnered with the National Institute of Corrections (NIC) for a project to support cultural change within the DOC and to facilitate the use of Dialogue Practices to create Healing Environments within MA DOC facilities to best support the agencies seventh overarching goal within the DOC's Strategic Plan. The Executive Staff and the Extended Leadership Team all received training in the art of Dialogue.



## DOC Major Events

### DOC T-shirt Sales raise over \$42K for One Fund

The Massachusetts Department of Correction (DOC) made a donation in September 2013 to One Fund Boston. Staff at MCI Norfolk collaborated with Massachusetts Correctional Industries to produce custom screen-printed "Boston Strong" t-shirts to sell to DOC employees state-wide. The sale of these shirts raised \$42,328.47 for One Fund Boston.

(Left to right) MCI Norfolk Superintendent Gary Roden, Sergeant Jason King, Nurse Practitioner Catherine Burke-Shahin, Correction Officer Jaime Proctor, Commissioner Luis S. Spencer, Correction Officer Jay Dias, Massachusetts Correctional Industries Director James Karr, and Captain Arnold Larson pose with the donation check made out to One Fund Boston from the Department of Correction.



### Objective Point Base Classification

According to the US Department of Justice, National Institute of Correction Series, *A Guide for Correctional Agencies, Objective Prison Classification*, revalidation of a prison classification system should occur every three to five years; in March 2013, the Department began revalidating its Objective Point Base (OPB) Classification System. OPB Classification Systems rely on factors that have been proven to predict prison adjustment and address issues of overclassification and underclassification.

A Steering Committee was formed, which included a cross section of staff from all of the agency's operational areas. The committee was responsible for assessing the current system; reviewing local and national research and trends; reviewing the current variables and overrides; developing cost-effective solutions; drafting new policies and eventually, a revised classification instrument. The areas under review included weights and cut-offs associated with some of the variables as well as total custody scores; male assessment versus female assessment; legislation; national trends; and departmental policies/barriers.

As part of the revalidation process, the steering committee relied on analyses provided by the DOC's Research and Planning Division to propose appropriate adjustments. Research analyses estimated that the overall effect for the male classification system would potentially increase offenders in minimum security by 221 and decrease offenders in maximum security by 251. Similarly, the shift in female offenders to minimum security showed a potential increase of 20 offenders. The actual outcome exceeded what research analyses revealed would transfer to minimum: 392 male inmates have transferred from medium to minimum security; 22 female inmates transferred from medium to minimum security and 187 male inmates have transferred from maximum to medium thus far. It is anticipated that the custody level breakdown will continue to increase in lower security as inmates are classified under the new system.

## Chapter 84 of the Acts of 2013 "Raise the Age" Law

On September 13, 2013, Governor Patrick signed An Act Expanding Juvenile Jurisdiction into law, codified as Chapter 84 of the Acts of 2013. The Act generally increases the jurisdiction of the Juvenile Court over offenders who commit their crimes before the age of 18. This law declares that youthful offenders committed to the DOC or the county house of correction must be housed in a youthful offender unit separate from the facility's general population.

## Juvenile Lifer Decision

On December 24, 2013, the United States Supreme Court abolished Life without Parole sentences for those who committed their crime while under age 18; juveniles who were originally sentenced to Life without Parole are now serving Life with Parole after 15 years.

## The Commissioner's Challenge Coin

The Commissioner's Challenge Coin will be presented by the Commissioner or the Deputy Commissioners on his behalf, to those staff members or external stakeholders who exemplify the core values of the Massachusetts Department of Correction through their actions and commitment to excellence.

The front of the coin displays the Commissioner's badge and reads "Department of Correction, Office of the Commissioner." The rear of the coin displays the Massachusetts state Seal, The Executive Office of Public Safety and Security patch and the Massachusetts Department of Correction patch, and lists the core values of the Massachusetts Department of Correction, "responsible, respectful, honest, caring."



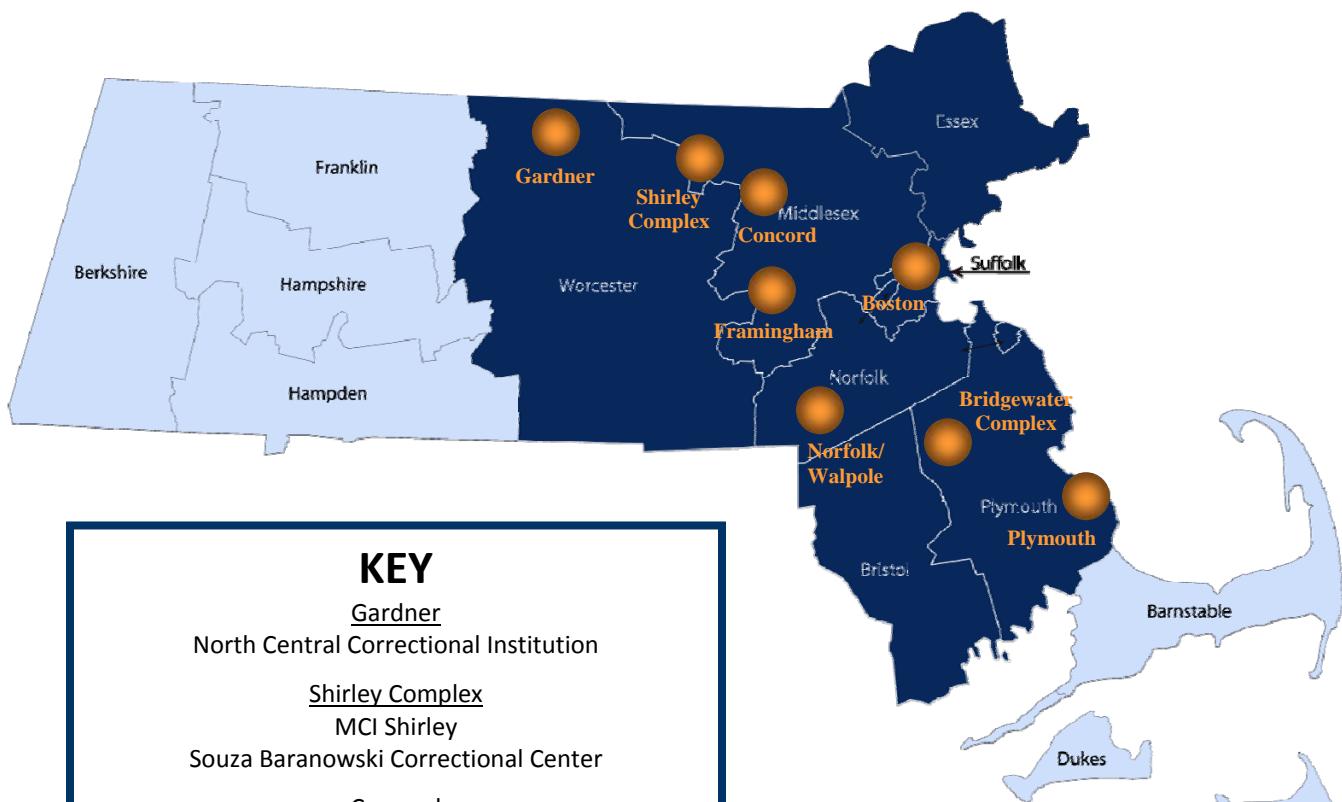
Front



Back



## Map of DOC Facility Locations



## DOC Facility Security Levels

### Maximum Security

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

### Medium Security

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

### Minimum Security

At this security level the perimeter may be marked by non-secure boundaries. Offender movement and interactions are controlled by rules and regulations. In preparation for reentry, a greater degree of responsibility and autonomy is restored to the offender while still providing for supervision and monitoring of behavior and activity. Offenders at this security level do not present a significant risk to the safety of staff, other offenders or the public. Program participation is geared toward the offender's potential reintegration into the community. Access to the community is limited, 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 2013): \$45,053  
January 1, 2014 Facility Population: 271

Average Daily Population (ADP): 308  
Design Capacity: 266  
ADP % Design Occupancy: 116%  
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 wheelchair 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 2013): \$41,394  
January 1, 2014 Facility Population: 162

Average Daily Population (ADP): 173  
Design Capacity: 150  
ADP % Design Occupancy: 115%  
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, 2014 the majority of inmates were pre-release (125) and 37 were minimum security inmates.



### Bridgewater State Hospital (BSH)

*Bridgewater, MA*

Security Level: Medium  
Initial ACA Accreditation: 1998  
Opened: 1974  
Annual Cost per Offender (FY 2013): \$114,110  
January 1, 2014 Facility Population: 336

Average Daily Population (ADP): 346  
Design Capacity: 227  
DP % Design Occupancy: 152%  
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, pre-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 2013): \$259,855  
 January 1, 2014 Facility Population: 19

Average Daily Population (ADP): 23  
 Design Capacity: 24  
 ADP % Design Occupancy: 96%  
 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, 2014 the population consisted of 13 criminally sentenced state inmates, five pre- trial detainees and one temporary civil commitments. The average age of inmates housed on this date was 51 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 2013): \$64,055  
 January 1, 2014 Facility Population: 106

Average Daily Population (ADP): 153  
 Design Capacity: 236  
 ADP % Design Occupancy: 65%  
 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 90 days. As of January 1, 2014 the two populations were about equal with 56 criminally sentenced inmates and 50 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 2013): \$50,769  
 January 1, 2014 Facility Population: 565

Average Daily Population (ADP): 580  
 Design Capacity: 561  
 ADP % Design Occupancy: 103%  
 Operational Capacity: 673  
 Sentenced: 312  
 Civil Commitments: 361

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. In July 2013, the operational capacity was decreased by two beds for civil commitments. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with re-offending. On January 1, 2014 there were 300 criminally sentenced inmates, 225 SDPs, and 40 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 2013): \$60,207  
January 1, 2014 Facility Population: 750

Average Daily Population (ADP): 779  
Maximum: 706 & Medium: 73  
Design Capacity: Maximum: 555 & Medium: 78  
ADP % Design Occupancy: 123%  
Maximum: 127% & Medium: 94%  
Operational Capacity: 646  
Maximum: 568 & Medium: 78

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, 2014 MCI-CJ housed 713 criminally sentenced inmates and 37 federal and pre-trial detainees. There were 688 offenders housed in maximum security (124 of those in DDU) and 62 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 2013): \$41,703  
January 1, 2014 Facility Population: 1,205

Average Daily Population (ADP): 1,253  
Design Capacity: 614  
ADP % Design Occupancy: 204%  
Operational Capacity: 1,384

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, 2014 MCI-C housed 993 criminally sentenced inmates and 212 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 2013): \$57,526  
January 1, 2014 Facility Population: 672

Average Daily Population (ADP): 649  
Medium: 368 & ATU: 281  
Design Capacity: Medium: 388 & ATU: 64  
ADP % Design Occupancy: 144%  
Medium: 97% & ATU: 439%  
Operational Capacity: 588

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. In July 2013, the operational capacity decreased by 40 in the modular unit. On January 1, 2014, this medium security facility housed 390 criminally sentenced inmates, 277 detainees on awaiting trial status, and 5 civil commitments.



### MCI Norfolk (MCI-N)

*Norfolk, MA*

Security Level: Medium  
 Initial ACA Accreditation: 2003  
 Opened: 1931  
 Annual Cost per Offender (FY 2013): \$36,534  
 January 1, 2014 Facility Population: 1,449

Average Daily Population (ADP): 1,442  
 Design Capacity: 1,084  
 ADP % Design Occupancy: 133%  
 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 & Pre-Release  
 Initial ACA Accreditation: 1994  
 Opened: 1952  
 Annual Cost per Offender (FY 2013): \$42,619  
 January 1, 2014 Facility Population: 176

Average Daily Population (ADP): 163  
 Design Capacity: 151  
 ADP % Design Occupancy: 108%  
 Operational Capacity: 227  
 Minimum: 212 & Pre-Release: 15

MCI-P originated as a Prison Camp in the 1950s on the grounds of the Myles Standish State Forest. The facility houses criminally sentenced males, partnering with and providing inmate community work crews and services to neighboring towns enhancing inmate reentry and preparation. In 2012, MCI-P opened a pre-release component in response to one of the many reentry initiatives outlined in the Massachusetts Corrections Master Plan. In October 2013, MCI-P increased its pre-release capacity to 15 beds and decreased minimum to 212 beds. On January 1, 2014 there were 164 minimum and 12 pre-release security inmates.



### 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 2013): \$36,997  
 January 1, 2014 Facility Population: 1,341

Average Daily Population (ADP): 1,388  
 Medium: 1,150 & Minimum: 238  
 Design Capacity: Medium: 720 & Minimum: 299  
 ADP % Design Occupancy: 136%  
 Medium: 160% & Minimum: 80%  
 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 (1,139) with 202 housed in minimum security on January 1, 2014. 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 2013): \$42,868  
January 1, 2014 Facility Population: 934

Average Daily Population (ADP): 969  
Medium: 945 & Minimum: 24  
Design Capacity: Med: 568 & Min: 30  
ADP % Design Occupancy:  
Medium: 166% & Minimum: 80%  
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 (908) with 26 housed in minimum security on January 1, 2014. 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 2013): \$39,267  
January 1, 2014 Facility Population: 250

Average Daily Population (ADP): 245  
Design Capacity: 150  
ADP % Design Occupancy: 163%  
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 (193) with 57 in pre-release on January 1, 2014. 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 2013): \$45,112  
January 1, 2014 Facility Population: 882

Average Daily Population (ADP): 901  
Medium: 783 & Minimum: 119  
Design Capacity: Medium: 480 & Minimum: 100  
ADP % Design Occupancy: 155%  
Medium: 163% & Minimum: 119%  
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 (773) with 109 housed in minimum security on January 1, 2014.



### Pondville Correctional Center (PCC)

**Norfolk, MA**

Security Level: Minimum & Pre-release  
 Initial ACA Accreditation: 1994  
 Opened: 1990  
 Annual Cost per Offender (FY 2013): \$36,845  
 January 1, 2014 Facility Population: 188

Average Daily Population (ADP): 182  
 Design Capacity: 100  
 ADP % Design Occupancy: 182%  
 Operational Capacity: 200  
 Minimum: 145 & Pre-release: 55

PCC is a facility for criminally sentenced males housing 136 minimum and 52 pre-release inmates on January 1, 2014. 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 2013): \$41,724  
 January 1, 2014 Facility Population: 117

Average Daily Population (ADP): 121  
 Design Capacity: 125  
 ADP % Design Occupancy: 97%  
 Operational Capacity: 185  
 Minimum: 140 & Pre-release: 45

SMCC is a facility for criminally sentenced state and county females housing 99 minimum and 18 pre-release inmates on January 1, 2014. 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 2013): \$50,680  
 January 1, 2014 Facility Population: 1,190

Average Daily Population (ADP): 1,189  
 Design Capacity: 1,024  
 ADP % Design Occupancy: 116%  
 Operational Capacity: 1,410

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 2012

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 access facility operations and to gauge compliance with applicable standards. The follow-up audit is conducted six months after the initial audit to assess if corrective action was taken on deficiencies noted. As a response to the notice of non-compliance, each sheriff/facility administrator is required to file with the Commissioner of Corrections, a written response to the audit report within a period of 60 days. The response shall include a plan of action and target date for completion for each standard noted as being out of compliance.

### Initial Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total - 625</b>	<b>485</b>	<b>140</b>	<b>0</b>	<b>0</b>

### Final Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total - 392</b>	<b>370</b>	<b>22</b>	<b>0</b>	<b>0</b>

### Initial Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total - 330</b>	<b>268</b>	<b>49</b>	<b>13</b>	<b>0</b>

\*During 2013, there were no facilities audited under Final Cycle Two Standards, or Initial or Final Cycle Three Standards

### Initial Cycle Four Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total - 50</b>	<b>47</b>	<b>3</b>	<b>0</b>	<b>0</b>

### Final Cycle Four Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
<b>Total - 637</b>	<b>534</b>	<b>44</b>	<b>46</b>	<b>13</b>

## 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"**:

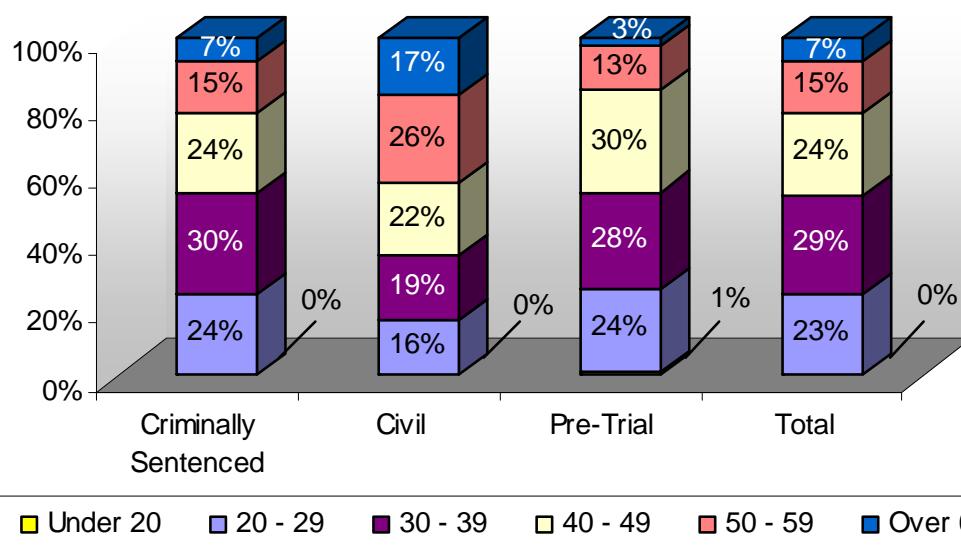
The involuntary commitment of an individual via legal means to incarcerate an individual against their will.

**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 Jurisdiction Population by Age in Years and Commitment Type on January 1, 2014**

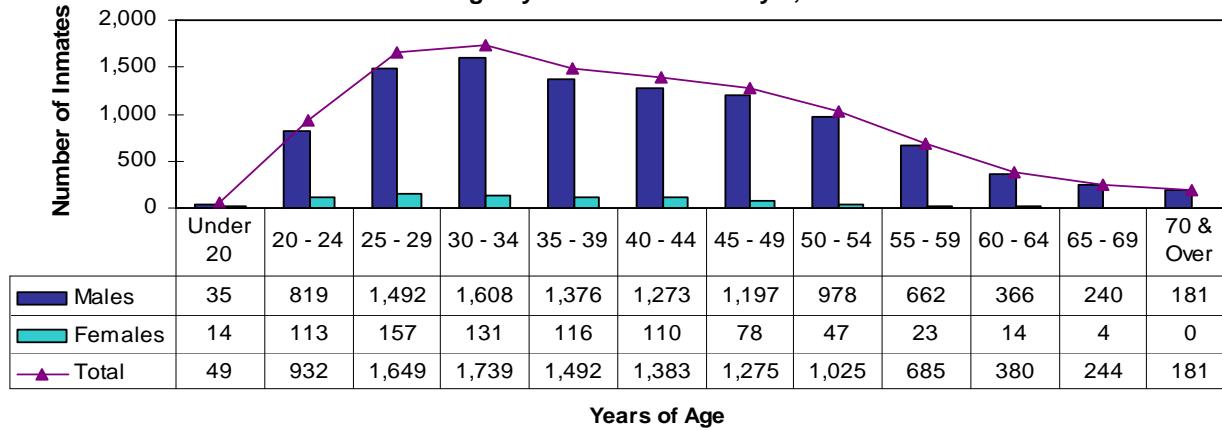




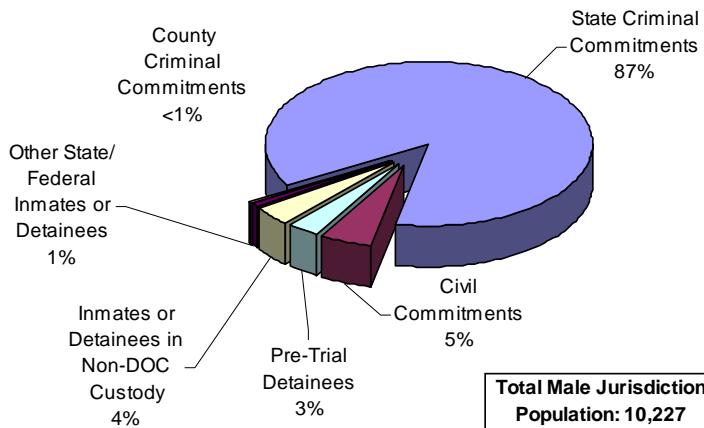
### Massachusetts DOC Jurisdiction Population by Age in Years and Commitment Type on January 1, 2014

Age (In Years)	Criminally Sentenced	Civil Commitments	Pre-Trial	Total
Over 60	695	91	19	805
50 - 59	1,483	135	92	1,710
40 - 49	2,334	113	211	2,658
30 - 39	2,932	99	200	3,231
20 - 29	2,326	84	171	2,581
Under 20	38	1	10	49
<b>Total</b>	<b>9,808</b>	<b>523</b>	<b>703</b>	<b>11,034</b>

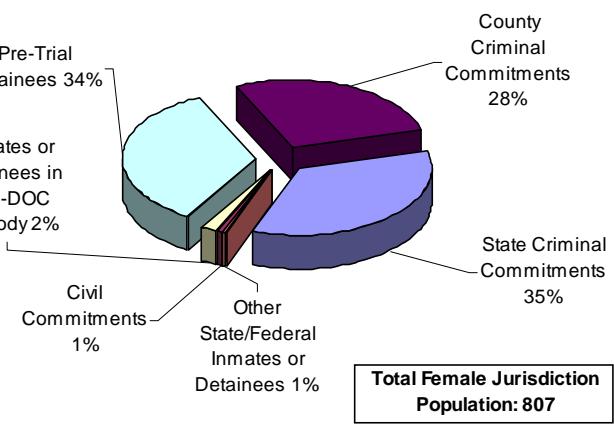
### Massachusetts DOC Total Jurisdiction Population: Age by Gender on January 1, 2014



### Massachusetts DOC Total Jurisdiction Population: Males by Type of Sentence on January 1, 2014



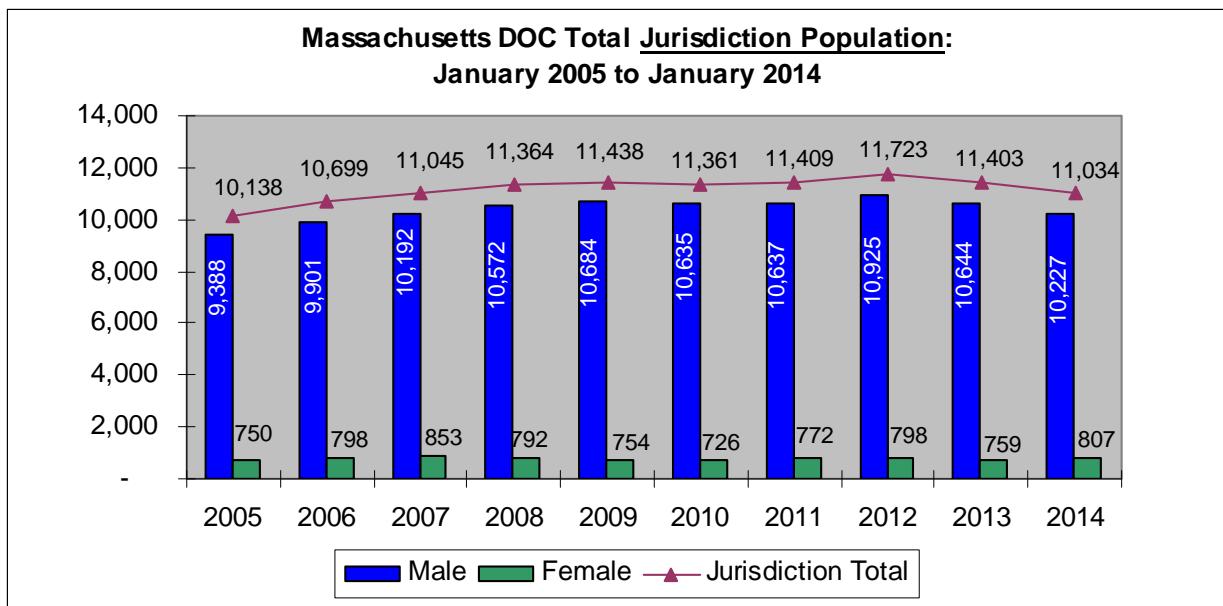
### Massachusetts DOC Total Jurisdiction Population: Females by Type of Sentence on January 1, 2014



**Massachusetts DOC Jurisdiction Population by Race/ Ethnicity and Commitment Type on January 1, 2014**

Race/ Ethnicity*	Criminally Sentenced	Civil Commitments	Pre-trial	Total
White	4,209	337	336	4,882
Black	2,737	97	229	3,063
Hispanic	2,581	62	112	2,755
Asian	133	5	7	145
Native American	58	14	1	73
Other	90	8	18	116
<b>Total</b>	<b>9,808</b>	<b>523</b>	<b>703</b>	<b>11,034</b>

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

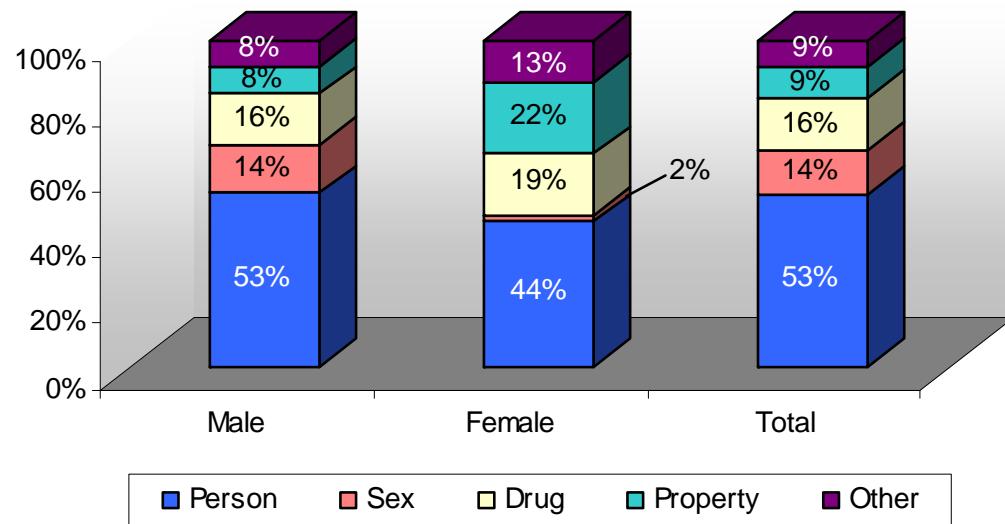


**Massachusetts DOC Criminally Sentenced Jurisdiction Population by Governing Offense and Gender on January 1, 2014**

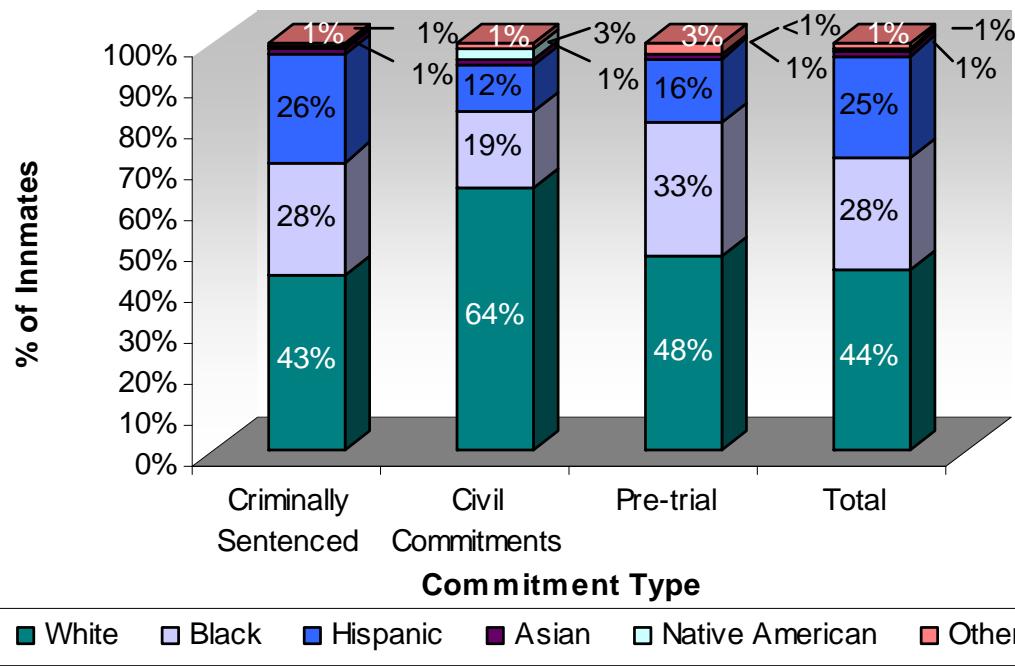
	Governing Offense	Male	Female	Total
Violent Offenses	Person	4,941	233	5,174
	Sex	1,331	11	1,342
Non-Violent Offenses	Drug	1,467	97	1,564
	Property	780	113	893
	Other	765	70	835
	<b>Total</b>	<b>9,284</b>	<b>524</b>	<b>9,808</b>



## Massachusetts DOC Criminally Sentenced Jurisdiction Population by Governing Offense and Gender on January 1, 2014

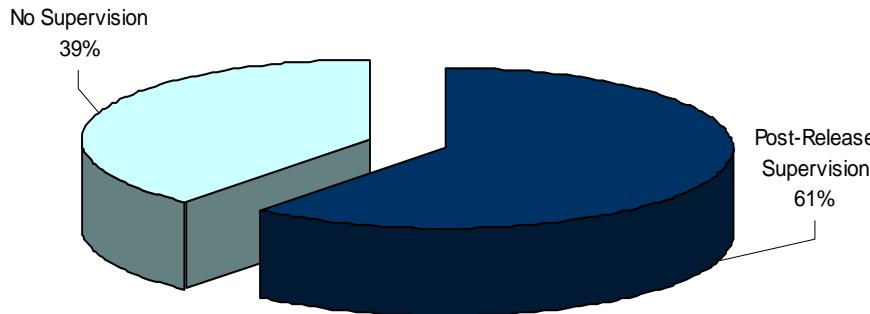


## Massachusetts DOC Jurisdiction Population: Race/Ethnicity\* by Commitment Type on January 1, 2014



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

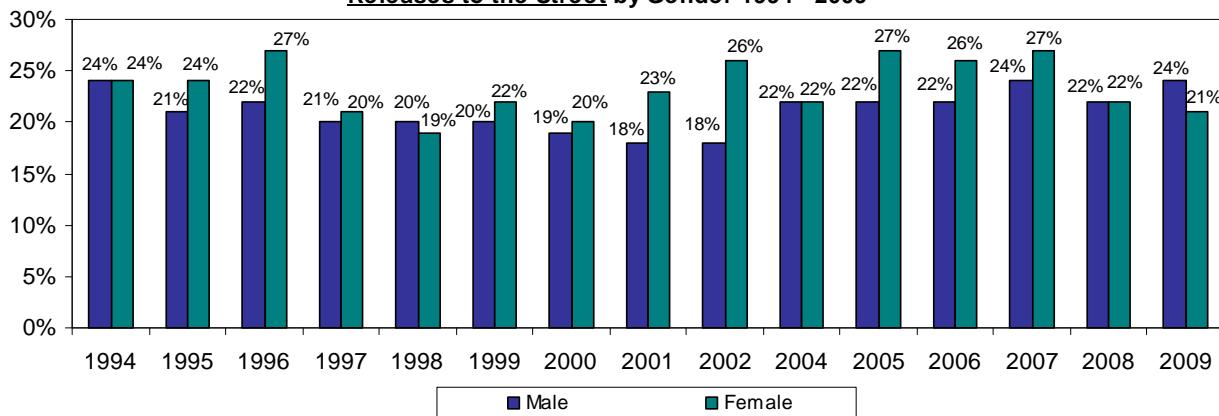
**Massachusetts DOC 2013 Criminally Sentenced Jurisdiction Population**  
**Releases to the Street:**  
**Post-Release Supervision Status\***



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

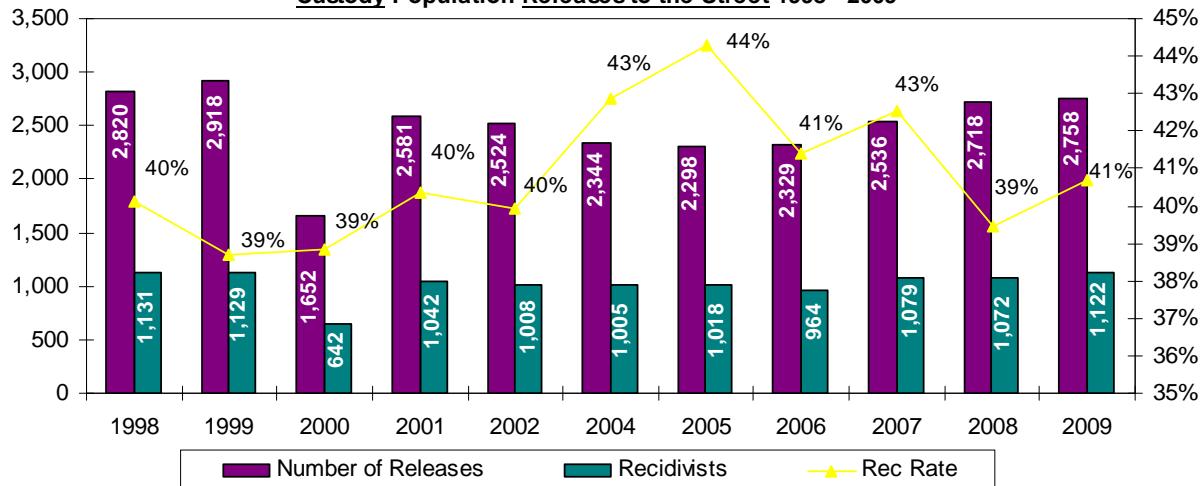
\*\*Note: Starting in 2012, releases to the street include parole to the street, expiration of sentence, court releases and releases from a parole detainer.

**Massachusetts DOC One Year Recidivism Rate for Custody Population**  
**Releases to the Street by Gender 1994 - 2009\***



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

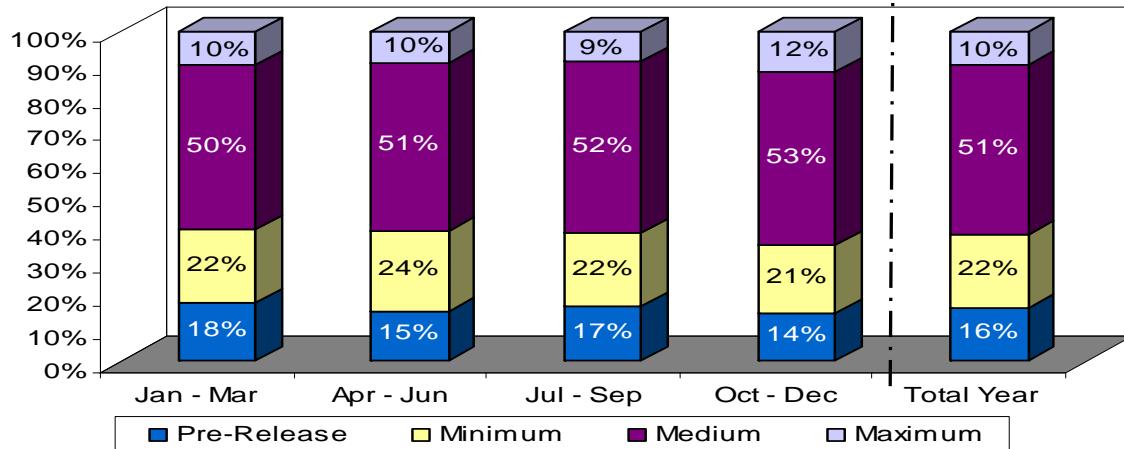
**Massachusetts DOC Three Year Recidivism Rate (Re-incarceration) for Custody Population Releases to the Street 1998 - 2009\***



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



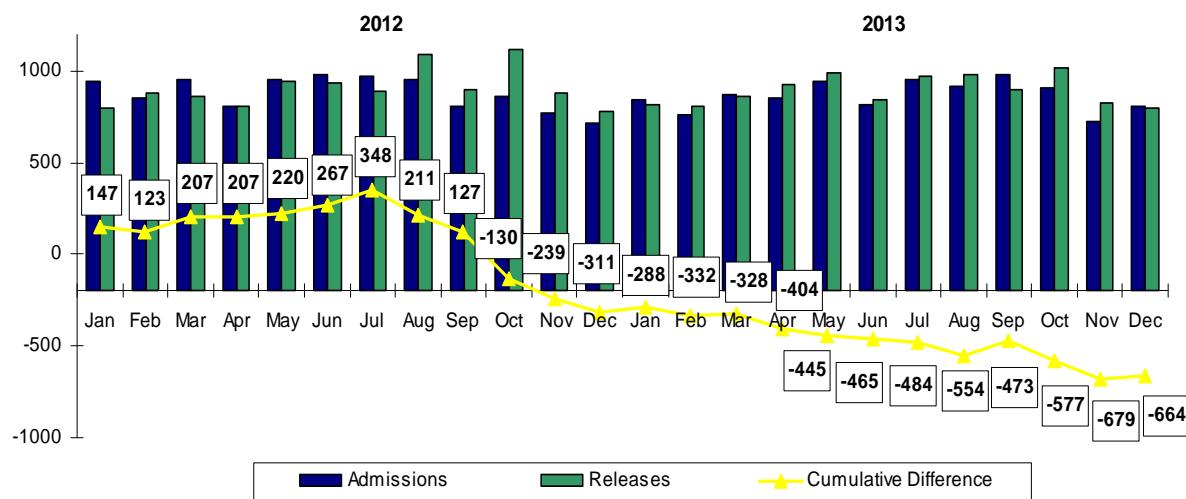
**Massachusetts DOC 2013 Criminally Sentenced Jurisdiction  
Population Releases to the Street:  
Quarterly by Security Level**



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

Note: Starting in 2012, releases to the street include parole to the street, expiration of sentence, court releases and releases from a parole detainer.

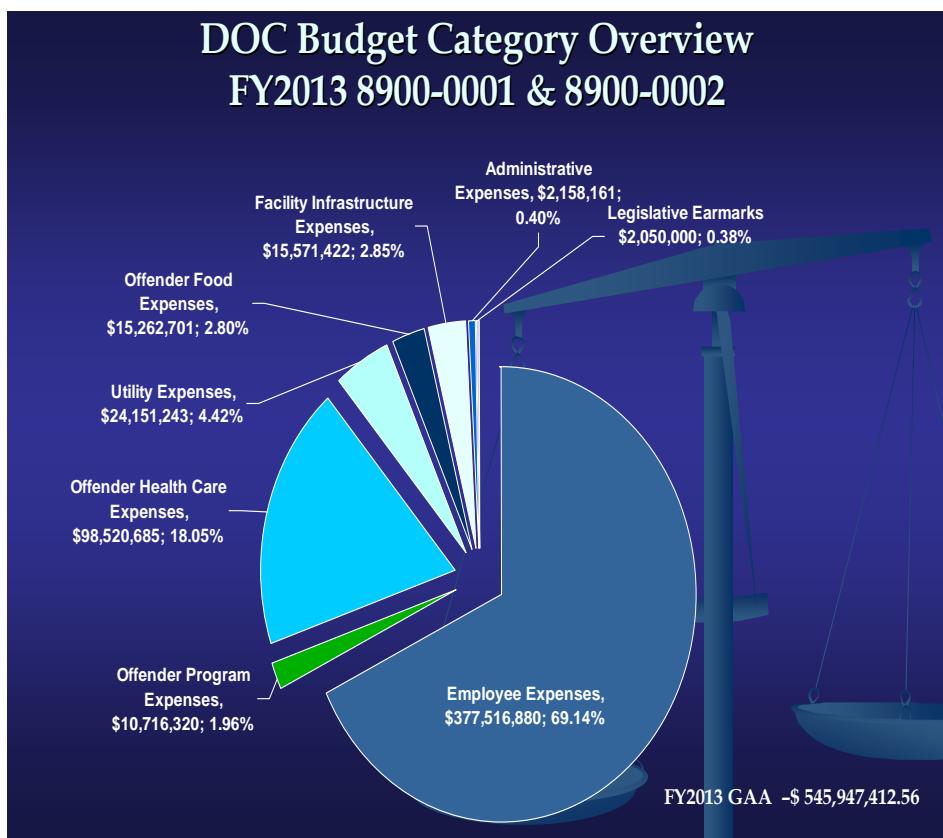
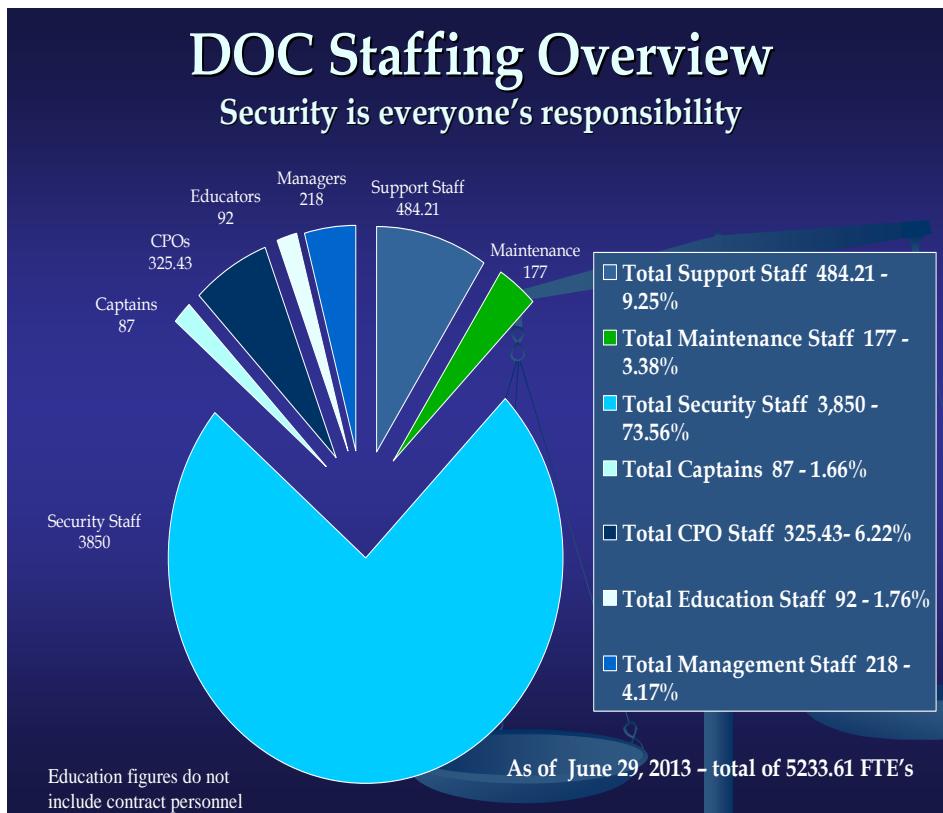
**Massachusetts DOC Total Jurisdiction Population:  
Admissions and Releases by Month 2012 - 2013**



**Massachusetts DOC 2013 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	68	66	58	83	275
Medium	330	353	335	359	1,377
Minimum	147	167	145	140	599
Pre-Release	117	105	107	98	427
<b>Total</b>	<b>662</b>	<b>691</b>	<b>645</b>	<b>680</b>	<b>2,678</b>

Inmates under post-release supervision may be supervised by parole, probation, or both. Note: Starting in 2012, releases to the street include parole to the street, expiration of sentence, court releases and releases from a parole detainer.





The Department of Correction would like to dedicate this page to those affected by the Boston Marathon bombing that occurred on April 15, 2013. Many members of our DOC family were profoundly impacted by this event. Some were responders, some ran the marathon, some were spectators, some were assigned to marathon operations, some were victims, and many others were involved in some way. The bravery exhibited by all is to be commended as we continue to heal and strive for a better tomorrow.

We are proud citizens of the Commonwealth.

## DOC Beyond Excellence Awards- 2013

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 - Terrance Kingman, Training Coordinator  
Bay State Correctional Center Employee of the Year -Jennifer Pires, Correction Officer I  
Boston Pre Release Center Employee of the Year - Jan Rego, Correction Officer I  
Bridgewater State Hospital Employee of the Year - Joy Gallant, Correctional Program Officer  
Lemuel Shattuck Hospital Correctional Unit Employee of the Year -Jennifer Edgerton, Correctional Program Officer  
Massachusetts Alcohol and Substance Abuse Center Employee of the Year—Donald Beauvais, Correction Officer I  
MCI Cedar Junction Employee of the Year - David Cusak, Correction Officer/Chef  
MCI Concord Employee of the Year—John Belair, Captain  
MCI Framingham Employee of the Year - Jennifer Turgeon, Sergeant  
MCI Norfolk Employee of the Year—Andrew Rego, Captain  
MCI Plymouth Employee of the Year—Peter Guilbeault, Industrial Instructor III  
MCI Shirley Employee of the Year—Matthew Arpano, Lieutenant  
Massachusetts Treatment Center Employee of the Year - Jeffrey Gonsalves, Sergeant  
North Central Correctional Institution Employee of the Year— David Francis, Correction Officer I  
Northeastern Correctional Center Employee of the Year—Robert Lennon, Lieutenant  
Old Colony Correctional Center Employee of the Year—Donna Fernandes, Clerk V  
Pondville Correctional Center Employee of the Year - Richard Butler, Correctional Program Officer  
South Middlesex Correctional Center Employee of the Year—Janice Perez, Correctional Program Officer  
Souza Baranowski Correctional Center Employee of the Year - Nestor Cruz, Lieutenant

### ***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.

Cheryl Gilmour, Administrator, Health Services Division

**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.

Daphne Betts, Correction Officer I, MASAC



**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.

Dana Neitlich, Assistant Director, Massachusetts Partnership for Correctional Healthcare

**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.

Rachel Boland, First Step Program, MCI Framingham

**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.

Ana Rosas, Administrative Assistant I, Office of Administrative Resolution

**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.

Employee Assistance Services Unit– Esther Gonsalves Linda Harriman, Nissa LeClerc, Kevin Scales, Amy Calvao, Alfredo (Sonny) Silva, Jr., Susan Clavin

**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.

Lee Wilbar, Industrial Instructor III, Pondville Correctional Center

**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.

Ingrid Adam, MCI Shirley

#### ***Special Recognition***

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

Brad Ostergard, Correction Officer I and Michael Wetherbee, Correction Officer I- Souza Baranowski 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.

MCI Framingham Group– George Brown, Jaymie Derderian-Babaian, Carrie Holowecki, Kathy Howard, Jen Korn,

Gayle Lewis, Lynn Lizotte, Morgan McGinty, Leo Nortey, Phillip Restifo, and Kristie Stauffer

**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.

Christopher Mitchell, Director of Program Services and Reentry

And

MCI Norfolk Operations Group— Sergeant Jason King, Correction Officer Jay Dias, Sergeant Jaime Proctor, and Correction Officer Dan Robert.

**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.

Michael Boyd, Sergeant, Lemuel Shattuck Hospital Correctional Unit

**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.

Paul Glavin, Correction Officer I, Lemuel Shattuck Hospital Correctional Unit

**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 Center

Bruce Gelb, Superintendent, Souza Baranowski 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 Concord Employee of the Year—John Belair, Captain

#### **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.

Fred Smith, St. Francis House— Boston

**Produced by**

**Diane Silva**  
**Director of Performance Measures**

**Cara Savelli**  
**Program Coordinator**

The production of this report would not be possible without the assistance of the following divisions of the Massachusetts Department of Correction

Policy Development and Compliance Unit

MassCor

Central Transportation

Classification

Programs and Reentry

Audit and Compliance

Research and planning

And 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](http://www.mass.gov/doc)**

