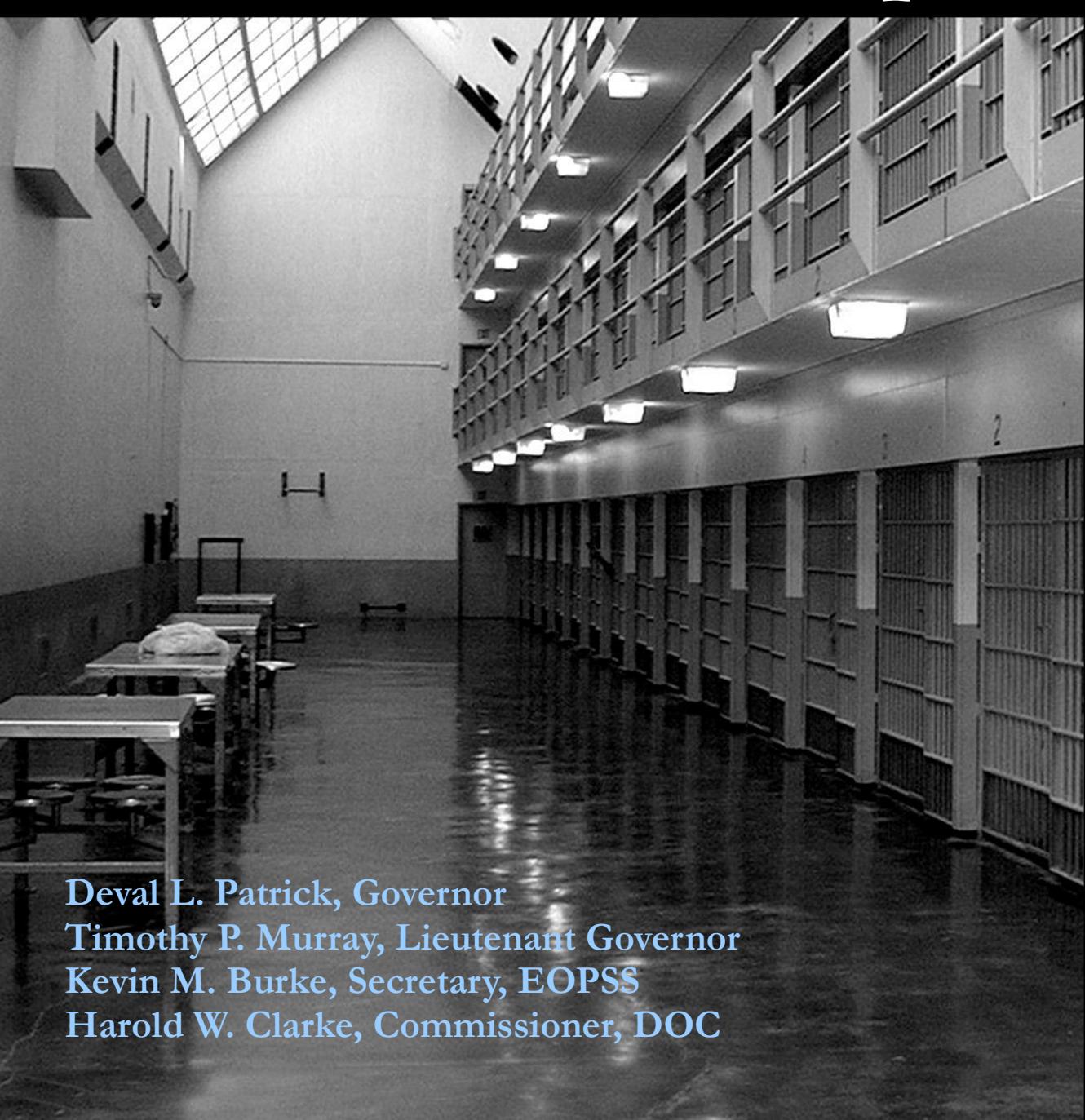


**Commonwealth of Massachusetts**  
Executive Office of Public Safety and Security

# Department of Correction Annual Report 2007



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



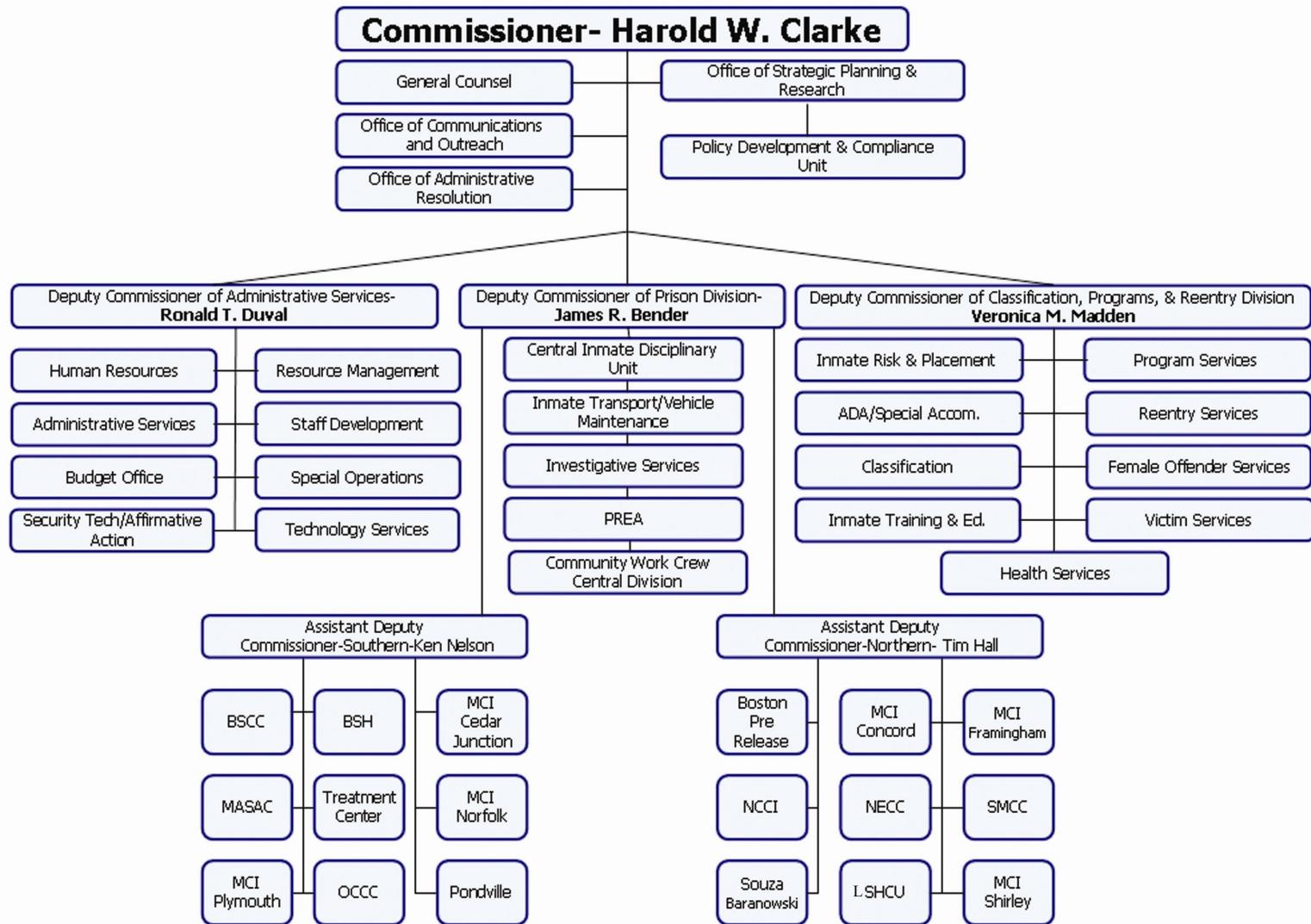


# Annual Report 2007

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# Annual Report 2007



# Department of Correction

# Vision

We are professionals committed to an open and respectful organization dedicated to public safety through the safe, secure, humane confinement and successful community re-entry of our offender population.



# Annual Report 2007

## Commissioner's Message



### Message from Commissioner Harold W. Clarke

The year 2007 was one of dramatic change, starting at the apex of state government with a new Governor and a new administration. As the new Commissioner, one of my major initiatives is reentry. I have been charged with reviewing our agency with an eye towards improving the delivery of services to inmates. Effective reentry will not only enhance security and rehabilitation, but also improve public safety.

Over the last year, the Department completed a comprehensive review of inmate date calculations and centralized the date computation process. This will ensure the timely, appropriate and accurate release of inmates.

The topics of crime, punishment and reintegration of offenders back into the community are being addressed across the United States. We recognize that 97% of inmates will be returning to their communities, and that how we prepare them to return to their communities will be a major determinant for public safety. The prison population across the United States is burgeoning. We recently eclipsed the two million mark of offenders incarcerated in the United States. The crowding we are facing makes it more difficult to address the needs of offenders in preparing them for release. Some of the things we believe are essential for offenders in effective reintegration include: the provision of services i.e. treatment for mental health issues, substance abuse, job training and housing. This will require additional resources in addition to improved collaboration with other agencies and community partners.

Increased levels of services over the past year were designed to meet the needs of the growing number of mentally ill inmates within the Department. Three Residential Treatment Units and a Secure Treatment Program provide services to inmates with serious mental illness and character disorders.

Over the last two years, the Department experienced an increase in prison suicides. In response, the DOC contacted Lindsay Hayes, a nationally recognized expert in the prevention of suicides in prison, to review the Department's physical plant, policies and practices concerning suicide prevention. The Hayes Study was completed in January 2007 and included 29 recommendations. The DOC immediately developed a Corrective Action Plan and has implemented the vast majority of the recommendations. The remaining few, requiring funding and the assistance of outside agencies, are currently being addressed.

Despite all of the challenges that we are facing, we believe the future holds promise and we are gearing up to face these challenges head on.

# OFFICE OF THE COMMISSIONER, HAROLD W. CLARKE

## Division Staff Reports

### Legal Division, Nancy White, General Counsel

**The Legal Division received several favorable appellate decisions this year in the areas of equal protection, qualified immunity, access to the courts, religious accommodation and employment.**

The Supreme Judicial Court (SJC), in considering a male inmate's challenge to his placement in the Department Disciplinary Unit (DDU) at MCI Cedar Junction on equal protection grounds, in which the inmate claimed that his rights had been violated because female inmates are not subjected to punishment in the DDU, held that male and female inmates are not similarly situated for purposes of discipline. In another case, in which inmates sought money damages for the time they spent in restrictive housing conditions in the East Wing of MCI Cedar Junction, the SJC granted qualified immunity to the Department, holding that it was not clearly established law how conditions of confinement were to be measured.

On the federal front regarding the DDU, the First Circuit Court of Appeals affirmed the district court's judgment in favor of the DOC in an access to the courts case. Specifically, the Court upheld the Department's decision to eliminate all hard plastic pens in the DDU in favor of "security flex pens" on security grounds, following an inmate's serious assault of two correction officers with a pen.



In the area of religious accommodation, the Massachusetts Appeals Court, relying on last year's SJC decision guiding prison officials' actions with regard to inmate religious rights, continued to balance these rights against the Department's compelling security reasons for placing substantial burdens on an inmate's practice of his faith. The case involved the mass movement of 300 inmates from one maximum security institution to another. While the plaintiff, a practicing Muslim, was strip searched by male officers, he claimed that he was within the generalized view of female correction officers located in the booking area. The Court held that under the unique circumstance of a large prison inmate transfer, no substantial burden on plaintiff's free exercise of his religion had occurred. In another case, the Appeals Court upheld the DOC's provision of pork-free, regular diets or alternative/vegetarian diets to Muslim inmates in lieu of halal meat, holding that the plaintiffs had not shown the diets to be doctrinally unacceptable to them. The SJC declined to exercise further appellate review.

In the labor and employment area, the DOC successfully appealed an adverse arbitration decision and an adverse Civil Service Commission decision, both of which had reinstated officers terminated by the Department for using excessive force against an inmate and for lying about their conduct. The Department appealed to the Superior Court on public policy grounds, successfully showing that it has a strict policy of terminating officers for such egregious conduct. The cases underscore the important public policy against correction officers' use of excessive force and lying about such conduct. The Court specifically noted in one of the cases that employees are also subject to criminal prosecution for the filing of false reports.



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## Office of Communications and Outreach,

### Susan J. Martin, Director

The Office of Communications and Outreach reflects the agency's commitment to being open and transparent. The Director of Communications and Outreach is responsible for developing and maintaining the department's communication functions throughout state government, among the agency's staff, as well as with the general public and other interested stakeholders, such as volunteers, advocacy groups, other state agencies, non-for-profit human service agencies, faith based groups, local police chiefs, sheriff's associations, and district attorney associations. The Office of Communications and Outreach encompasses the Public Affairs Office, the Legislative Office, the Audio Visual Production Lab and Web Site support and development.

Through Public Affairs, this office responds to over 1,000 media inquiries a year. On any given day, media with daily, and sometimes hourly, deadlines, look to the Massachusetts Department of Correction for comment on policies and procedures, response to public records requests or cooperation in the development of news and feature stories.

The NEADS Prison Pup Partnership Program at the DOC once again achieved national attention when a puppy trained by inmates was matched with a combat veteran. This time the puppy was trained at MCI Framingham and NBC Nightly News with Lester Holt brought the story nationwide, as the MetroWest Daily News, the Herald and the front page of the Boston Globe provided local coverage.

The DOC opens its doors to its facilities every year during Media Day, giving reporters and photographers insight to staff operations and inmate programming. The Gardner News attended North Central Correctional Institution Media Day and featured Project Wake Up. The Walpole Times highlighted license plates when it attended Media Day at MCI Cedar Junction. In addition, the Shirley Oracle focused on the Industries Program at MCI Shirley and Souza Baranowski Correctional Center. These community newspapers contribute to public awareness of the role their neighborhood facilities play in preparing inmates for reentry by giving them opportunities to learn skills and improve behavior.

During 2007, the Boston Globe Spotlight team focused on the increasing number of suicides, the use of segregation and the treatment of mentally ill inmates at the DOC. As part of the Globe's year-long research for the series, the DOC responded to almost 30 public records requests, close to 30 inmate interviews, and countless requests for information involving many facilities and departments. The DOC was open, transparent and responsive in providing access. The implementation of the Hayes Report recommendations should improve the safety and security of staff and inmates as they deal with these issues.

Other significant stories included the Boston Herald's coverage of the challenge of keeping makeshift weapons out of the hands of inmates in an aging facility like MCI Cedar Junction as well as the challenge of housing state and county inmates at MCI Framingham.

Filmmakers, including "Gone Baby Gone," also contacted the DOC for assistance as they researched material for documentaries and upcoming movies.

The DOC Audio Visual Production Lab provides education and training videos and presentations for staff and inmates, while legislative services are provided through the legislative liaison.



### **Office of Administrative Resolution, Dorothy Fox, Chief**

In 2007, the Office of Administrative Resolution managed a responsive communication system to address concerns and complaints from inmates, families, and the general public. Approximately 10,625 issues were addressed through the efforts of the Department Grievance Office and the Communication Unit.

Of those, the Communication Unit facilitated the resolution of nearly 3,050 communications addressed to the Commissioner, Executive Office of Public Safety and Security, and the Governor's Office. Additionally, the Department Grievance Office and correctional facilities resolved approximately 7,575 inmate grievances. Many other communications were also addressed directly by Superintendents and Division Heads.

**Not only were individual concerns investigated and appropriate resolutions determined, policy and operational improvements were made when legitimate problems were identified.**

Several committees were established to address critical areas in the department. An Informal Resolution Committee developed recommendations for a process that encourages positive communication at the lowest institutional level possible and provides inmates an opportunity to resolve legitimate problems in a responsible manner.

The need for improvements to the inmate property process was also identified through the analysis of grievance statistics. This brought about the implementation of a work group comprised of Deputy Superintendents working collaboratively to review current property practices and identify those factors impacting property operations at the departmental level. Once completed, the committee recommendations are expected to result in improvements and potential cost savings related to this process.

In an effort to further expand communications systems departmentally, a comprehensive Communication and Trend Analysis Database was designed and is in the final stages of development. This application will integrate grievance, correspondence, investigation, and legal data in order to better monitor trends and further improve departmental policy and operational issues.

**The proactive identification and resolution of individual issues and emerging trends continue to contribute to a safer prison environment.**



# Annual Report 2007

## Office of Strategic Planning and Research Divisions,

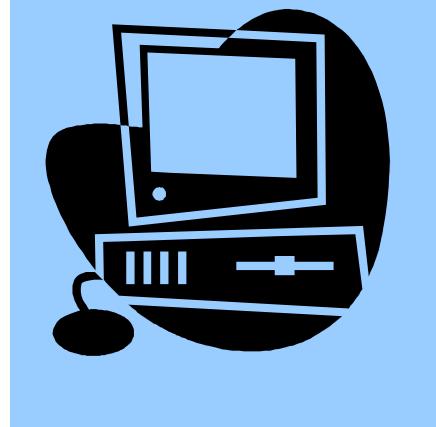
Rhiana Kohl, Executive Director

During 2007, the Office of Strategic Planning and Research had oversight responsibility for the Research and Planning Division, Technology Services Division, Performance Measures Unit and implemented a Grants Management Unit. One of the largest strategic planning initiatives resulted in the completion of an agency-wide Female Offender Strategic Plan.

Via the implementation of the DOC Web page on the Criminal Justice Information System (CJIS) Extranet, we provided a secure means for all law enforcement to access timely information on inmates released from the DOC. This database can be readily searched to assist prison reentry strategies, investigations and community policing.

Agency-wide performance measures were established which have been enhanced by the addition of monthly Institutional Performance Indicators. These indicators provided the foundation for the implementation of a data driven management and accountability forum. Performance Measures were also incorporated into numerous Requests for Responses, and subsequently included in the vendor contracts awarded, such as those for medical and mental health services, and female offender programs.

Additionally, the Research Division continues to field close to 1,000 information requests as well as submits data for numerous national surveys and federal requirements. Among these are the State Criminal Alien Assistance Program (SCAAP) resulting in the award of millions of dollars annually to the State's general fund.



**In collaboration with the DOC Education Division and partnership with community based organization SPAN, Inc, we contributed to the national Prisoner Reentry Initiative by targeting eligible inmates to offer prisoner readiness to strengthen their employability in the community.**

Central Records, a branch of the Research Division at the time, proposed policy changes and initiated strategies to reduce off-site storage of inmate records resulting in reduced costs. Notable inmate case files on microfilm were transferred to State Archives preserving the integrity of these historical documents.

We completed a "roadmap" for a technology bridge between DOC and Parole to enhance information sharing, funded by a Byrne grant from EOPSS. Another joint initiative between DOC and Parole included selection and implementation of an offender risk and needs assessment, COMPAS, for which the Technology Services Division completed setting up the database and transfers from IMS. The Office continued expanding access to the Department's IMS database for agencies outside of the DOC, including Parole, ICE, local police departments, Suffolk and Middlesex County Sheriffs, with plans in place to add other law enforcement and public safety agencies.



*The 2007 PDCU Team*



*One Auditor within the PDCU currently has an assignment that outweighs any audit, task or challenge faced by the unit on any given day. Michael Donaher, a Lieutenant Colonel for the Army National Guard, is currently working for our country on the front line in Iraq. We are proud of his commitment to our country and eagerly await his safe return to the unit.*

**Policy Development and Compliance Unit,  
David Nolan, Director**

The Policy Development and Compliance Unit is tasked with conducting audits at all 18 state facilities and four divisions (Central Transportation Unit, Special Operations Unit, Division of Staff Development and Correctional Industries). In September 2007, the audit process was changed from conducting two three-day audits per year to one five-day audit per year at each institution. This gives the audit team the opportunity to conduct a more comprehensive audit of each facility, while assessing the institution's adherence to Department policy, institutional procedure, established regulations, and standards set by federal, state and local authorities in the areas of life safety, health, fire, environmental safety and sanitation. In addition, the institutions/divisions are assessed for practice in accordance with standard requirements as established by the American Correctional Association (ACA). The Policy Development and Compliance Unit conducted 31 state audits during 2007. The American Correctional Association conducted five reaccreditation audits, all with positive results. The following facilities were reaccredited: Bridgewater State Hospital, Old Colony Correctional Center, North Central Correctional Institution, MCI Framingham, and MCI Cedar Junction.

This unit is also tasked with conducting bi-annual audits at all county correctional facilities. The Sheriff of each county is responsible for implementing and monitoring the requirements set forth in 103 CMR 900.00 through 999.00. The purpose of the audit is to advise appropriate county officials of deficiencies identified, and to make recommendations for improvement. The Policy Development and Compliance Unit conducted a total of 36 county audits during 2007.

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

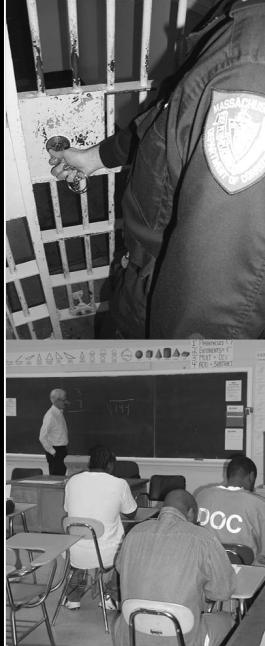
During 2007, the Policy Development and Compliance Unit conducted three Department-wide training courses: Fire Safety Officer Certification Training; Environmental Health and Safety Officer Certification Training; and Auditor Training. All classes were well attended and all attendees were certified.

Technical assistance audits were conducted at several county facilities to include internal audits and the reaccreditation process.

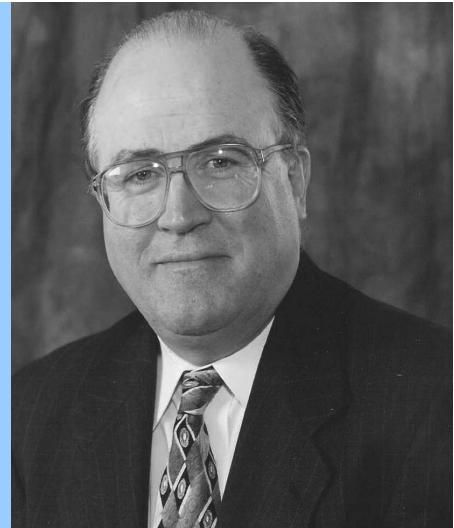


# Department of Correction Mission

The Massachusetts Department of Correction's mission is to promote public safety by incarcerating offenders while providing opportunities for participation in effective programming designed to reduce recidivism.



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



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

### **Division Staff Reports**

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

The Central Inmate Disciplinary Unit, after nearly two years of operational experience under the revised disciplinary process and regulation, conducted a thorough review of the disciplinary system with the assistance of experienced disciplinary and hearings officers and external stakeholders. The review resulted in a series of recommended changes prepared for the public hearing process.

A staff notification system was designed and implemented to ensure that reporting officers are informed of the outcome of any disciplinary report in which the inmate is found not guilty providing an opportunity for quality improvement. The Unit, in conjunction with the Policy Development and Compliance Unit, conducted audits of institutional disciplinary offices designed to ensure disciplinary process compliance with 103 CMR 430.00, Inmate Discipline. All hearing officers and disciplinary officers received specialized training on the implementation of PREA and its impact on the disciplinary process from appropriate charging and referral through resolution of factual disputes at the hearing stage and imposition of sanctions.

#### **Central Transportation Unit, Steven Silva, Director**

During the year 2007, the Department of Correction's Central Transportation Unit transported 9,996 inmates throughout the Commonwealth, as well as the country.

Inmates were transported to various courts, medical appointments, parole hearings, Regional Re-entry Centers, immigration hearings, emergency escorted trips, out of state facilities, as well as Inter- Departmental Transfers.

Members of the CTU's High Risk Transportation Team (HRT) also provided mutual aid to the Massachusetts State Police assisting them in conducting several "Sobriety Check Points" around the state, and provided assistance to both the State Police and the Boston Police Department ensuring public safety during the Boston Red Sox playoff games and the World Series.

During the past year, over 60 new vehicles were added to the Department's fleet, and a new Vehicle Maintenance Center was constructed on the Bridgewater Complex.



# Annual Report 2007

## Office of Investigative Services,

John McLaughlin, Chief

The Office of Investigative Services has a dual mission. The first is the promotion of the Department's Core Values through internal investigations that timely and accurately gather facts and make findings that promote a safe correctional environment. Second, is the protection of overall public safety by working jointly with local, state and federal criminal justice and law enforcement partners.

The following goals and objectives within the Office of Investigative Services were achieved during the 2007 calendar year.

### **Security Standards**

Security standards for confidential information within the Office of Investigative Services (OIS) have been enhanced through the implementation of the following:

All three OIS offices have new Department of Defense approved shredders. These shredders are used by all investigators and staff members to eliminate the possibility of information leakage.

An enhanced Communications Control Center has been installed at OIS Headquarters, to include new flat screen monitors and an improved radio base station. The control center is used by OIS staff to monitor the video surveillance system within the DOC/National Guard Building, including two new recently installed cameras, as well as accessing the Criminal Justice Information System (CJIS) terminal, monitoring the DOC Hotline, and maintaining radio communications with the investigators as needed.

Modifications were made to the Investigations Database to improve confidentiality by providing the appropriate level of access to approved users. These enhancements included the creation of three new profiles within the database: an affirmative profile, domestic violence profile and vendor profile. Through use of these profiles, appropriate staff members will be allowed limited access to the database and notified electronically when investigation complaints are filed which require their attention. Other enhancements to the database included limiting the information general users could view on submitted intake forms, thereby restricting access to only those persons with a justified need to view and/or review the data.

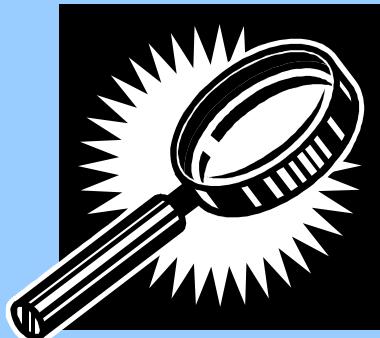
Additionally, work is currently in progress with Tech Services to create a new application within the Investigations Database to accommodate all PREA related investigations, in compliance with state and federal regulations.

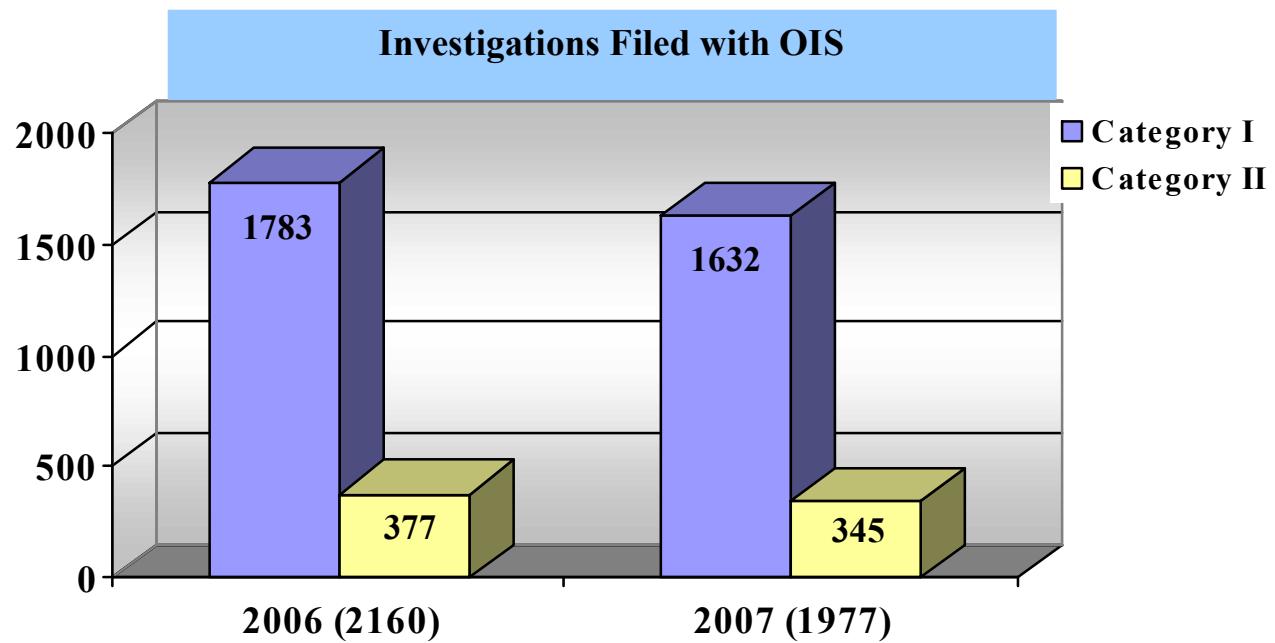
### **Internal Re-Organization**

The Office of Investigative Services has been internally re-structured, to include the utilization of four units within the Division verses the three that were being utilized prior; a captain has been assigned to each OIS location to ensure effective operations and accountability and two Deputy Chief positions have been created.

### **Professional Development Standards**

Standards of professional development through specialized outside training continue to be a priority within OIS. Both institutional investigators as well as OIS staff attended a week long Sexual Assault Investigators certification training course at the Massachusetts State Police Academy. Additionally, staff members within OIS have received specialized training through the Massachusetts Police Institute in the areas of interview techniques, report writing, courtroom testimony and hearings.





*Numbers in chart reflect the total number of investigations filed in 2006 vs. 2007. OIS handled 17% of the total investigations filed in 2006 and 2007. There was an 8.5% decrease in the amount of investigations filed. 169 or 8% of the total investigations filed in 2006 were filed by one inmate.*

The Office of Investigative Services will continue to move forward in areas of security, confidentiality, integrity and professionalism. Through enhancements in technology services, implementation of more effective communication measures, continued training and collaborative efforts with local, state and federal agencies, the Office of Investigative Services will continue to grow and present a level of professionalism we can all be proud of.



# Annual Report 2007

## Prison Rape Elimination Act, Paul DiPaolo, Manager

In August 2007, the Department's policy for Sexual Abusive Behavior Prevention and Intervention 103 DOC 519 was authorized. During the year 2007, the training academy provided PREA awareness level training to all new recruit classes and all in-service training classes. In conjunction with the Academy, the PREA Manager conducted specialized training for all Managers, Disciplinary Officers, DOC Sexual Assault Investigators, and the State Police Certification program.

Communication plans were developed for staff communication and inmate communication with regard to PREA objectives. The Staff plan was implemented first, supported by the development of a staff web site devoted to the PREA Initiative. Articles were written for "Around the Block," a staff newsletter. The inmate communication plan will be implemented to support the roll-out of the inmate orientation program which was also completed in 2007.

Two Data Applications were developed during 2007. The first involved a database which tracks progress toward PREA strategic goals and objectives. The PREA Manager relies upon this database to monitor and document work done by multiple Divisions in this regard. The second involves a web based application which will collect all critical data concerning PREA incidents, related investigations, and outcomes. The application also collects victim and perpetrator demographics, locations of incidents, and other statistics to help administrators analyze trends. This database ensures that the Department can report statistics in an accurate and timely fashion to the Department of Justice in accordance with the PREA Law.

**A Bureau of Justice Grant was awarded to the Department in order to install surveillance camera systems at the Bridgewater State Hospital, the Massachusetts Treatment Center and MCI Framingham. The installation of these systems during calendar year 2007 has proven to be quite significant in improving security.**

A report was filed with the Bureau of Justice Statistics for incidents occurring in 2006. The BJS also conducted a blind inmate survey concerning prisoner sexual abuse at Old Colony Correctional Center in Bridgewater.

The Security Technology Division sponsored a meeting of the Northeast Technology and Product Assessment Committee in Sturbridge, MA in order to focus practitioners on technologies which might contribute to achieving PREA objectives.

## **Deputy Commissioner of Administrative Services Ronald T. Duval**



The Deputy Commissioner of Administrative Services (formerly the Associate Commissioner of Administration) oversees the operational aspects of the Department including the Division of Human Resources, Employee Relations, Administrative and Fiscal Services, the Budget Office, Resource Management, the Division of Staff Development, Office of Security Technology and Affirmative Action and the Special Operations Division.

### **Division Staff Reports**

#### **Division of Human Resources, Karen Hetherson, Director**

##### **Payroll**

In compliance with the MA Health Reform Act, over 500 DOC, Parole, and SORB employees were identified who did not have health insurance with the Commonwealth. All were sent Health Insurance Responsibility Disclosure Forms (HIRD) and to date over half have submitted the HIRD forms. Entries have been made into HRCMS to easily identify employees who have not submitted. This process will be ongoing and a procedure will be implemented to continue to monitor all employees.

Customer Service/Workplace Violence training was held for all of Human Resources Staff to promote awareness, preventive measures and how to handle situations. Workgroups developed a phrase to use during an emergency situation.

Orientation procedures were reviewed and changes were made to streamline the process in the agency.

As collective bargaining agreements have been ratified and labor agreements were signed, several retroactive payments are being processed. This required calculating, rehiring over 200 terminated employees and ensuring the payments being made are accurate and in the required time frame for each bargaining unit. Notifications were sent out to the State Board of Retirement to ensure that employees who retired from the DOC and Parole Board have new salaries factored in for their pension.

This office processed payments of nearly \$2,000,000 to employees who have been called to Active Duty. Employees have applied for Chapter 77 benefits retroactively to September 11, 2001 and continue to receive benefits.



# Annual Report 2007

## Workers Compensation

The entire Workers' Compensation Unit has attended Train-the-Trainer classes and has been certified as Trainers in Office Ergonomics. This enables them to work with their facilities to ensure that proper office ergonomics are in place.

The IA Unit has successfully developed a tracking database to record all litigation claims. This database will record the timelines to ensure we review each claim for appropriate action. This database has been a valuable tool to manage the cases and to pay any benefits that the employee is entitled to prior to conciliation to decrease the number of attorney fees paid out.

## Personnel

The personnel office developed and conducted a survey to determine why applicants pay to take the civil service exams for Correction Officer and then are eliminated from the hiring process.

We also reviewed the DOC current hiring procedures and process and made significant modifications that will appear in the release of the 201 Selection and Hiring Policy.

In addition, we reviewed and revised the essential functions for the title of Correction Officer, Correctional Program Officers, Recreation Officers and Industrial Instructors.

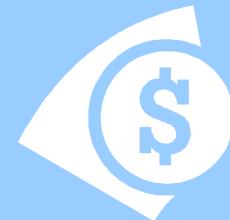
The personnel office reviewed and updated the internal procedures we follow when responding to the State Board of Retirement. This included a review of all wages to be considered as well as the job classifications needed for the different retirement groups in our Department as well as 20/50 retirements.

In conjunction with the Commonwealth's Human Resource Division, we developed and held Civil Service Examinations that affected 14 different titles in the DOC.

## Labor Relations

Labor relations developed and implemented a training program for facility management representatives to present and prosecute cases at Commissioner's Hearings.

As a member of the Commonwealth's Negotiation Team, Labor Relations successfully reached agreement with MCOFU Unit 4, SEIU Units 8 & 10 on successor Collective Bargaining Agreements.



The Workers' Compensation Unit continues to work consistently to reduce workers' compensation costs and reduce the length of absences through aggressive case management and continuous communication with other agencies to explore best practices. As a result we have realized a reduction of 34% in the number of cases managed since August 2005 as well as a monetary savings of \$1,289,508 in workers compensation costs for 2007.

**January through December 2006**

**Civil Service Disciplinary Appeals**

Discipline	Won	Lost	Settled	Dismissed	Withdrawn	Total
Demotions	1	0	0	0	1	2
Suspensions	1	1	8	11	5	26
Terminations	3	6	0	1	0	10
Transfers	0	0	0	1	0	1

**Grievance Arbitrations**

Discipline	Won	Lost	Settled	Withdrawn	Total
Contract Interpretations	19	8	26	6	59
Demotions	1	6	0	0	7
Suspensions	2	3	8	1	14
Terminations	4	4	2	1	11
Transfers	1	0	0	0	1

**Grand Total: 131**

**January through September 2007**

**Civil Service Disciplinary Appeals**

Discipline	Won	Lost	Settled	Dismissed	Withdrawn	Total
Demotions	0	0	0	0	0	0
Suspensions	6	0	20	8	6	40
Terminations	1	1	0	0	0	2
Transfers	0	0	0	0	0	0

**Grievance Arbitrations**

Discipline	Won	Lost	Settled	Withdrawn	Total
Contract Interpretations	12	6	4	4	26
Demotions	3	1	0	0	4
Suspensions	3	2	5	0	10
Terminations	4	2	1	0	7
Transfers	0	0	0	0	0

**Grand Total: 89**



# Annual Report 2007

## Stress Unit

The Stress Unit worked cooperatively with the Victim Service Unit to amend 103 DOC 407 to include notification to the Stress Unit of staff related assaults in the workplace.

The Stress Unit collaborated with the Department's Wellness Manager to develop and implement programs that benefit the wellness of staff.

One of the priorities of the Stress Unit is to continuously work to facilitate an open dialogue and positive working relationship with treatment providers and applicable insurance providers. The Stress Unit consulted with nine mental health providers, three health insurance companies, two in-patient treatment facilities and two intensive outpatient treatment facilities.

There were numerous calls for assistance, which does not include follow-ups with clients. The Stress Unit responded to several critical incidents at the institutions, conducted numerous trainings, and made trips to hospitals and treatment centers. The unit also provided assistance in obtaining benefits for family members of deceased employees.

Three members of the unit are in the beginning stages of the educational component and receiving the necessary training to become certified as Employee Assistance Professionals.

## Domestic Violence

The Domestic Violence Coordinator developed a lesson plan designed to educate employees on the additional obstacles faced by domestic victims of law enforcement personnel. This program titled "When the Abuser Carries a Badge" has been delivered at Shirley and Bridgewater. In addition the training program "Stalking" was presented and well received.

A new brochure was also developed, in conjunction with the approved revisions to the 103 DOC 238 Policy, for the family members of new recruits. This brochure addresses common questions posed by family members and provides telephone numbers for assistance.

In conjunction with the Director of Payroll and the Director of Personnel, a lesson plan was developed and approved on the key elements of customer service. This plan incorporated skills in recognizing behavior that has the potential to escalate into workplace violence. Information was provided on proper reporting of such incidents and available resources. This training was conducted in August with all DHR staff in attendance.

In conjunction with the Governor's Commission on Sexual and Domestic Violence, the Domestic Violence Coordinator was a member on the development committee for sexual assault guidelines for police officers. The Police and Prosecutors Subcommittee continued its work due to the submission and award of a federal \$1.3 million grant for police training on the law enforcement domestic violence guidelines. This training will be provided in a four hour block during in-service training. This has not been part of the in-service curriculum in seven years. To facilitate this training, the curriculum was developed and provided at two train-the-trainer sessions, conducted in August, to train officers at the regional police training academies. The Department will play a prominent role in the management and execution of this grant over the next 24 to 36 months.

## Division of Staff Recruitment

Staff Recruitment has created a strong working relationship with the New England Community Colleges and Universities, as well as established ties with the Commonwealth's Division of Workforce Development One Stop Career Center. The Division of Staff Recruitment has made a point of visiting and/or contacting all of the 32 One-Stop Career Centers. This is an effective and important tool the DOC uses to provide information to potential applicants.

Staff Recruitment has been able to target potential employees from all areas of Massachusetts, the United States, and recently worldwide, by using various law enforcement websites.

Civil Service has been offering a Correction Officer I exam every six months and one of the goals for Staff Recruitment is to increase the CO I candidate pool. With our recruitment efforts, the last two exams have produced over 2000 new applicants to apply to take the exam.

In a short time, the Division of Staff Recruitment has reached out and utilized colleges and universities, high schools, One Stop Career Centers and law enforcement websites to ensure that the Massachusetts DOC can recruit the best possible applicants that are interested in careers with the Massachusetts Department of Correction.



## Administrative Services

### **Major accomplishments during 2007**

**Saved \$141,061 in early payment discounts.** This was achieved by using an aggressive practice to ensure that payments eligible for discounts were prioritized and processed within the contracted discount days.

**Coordinated the competitive procurement process and award of new contracts for inmate medical and inmate mental health services, valued at \$90M.**

**Developed a process to allow for debit calling for domestic inmate phone calls, which will result in lower calling rates for inmates.**

**Saved approximately \$750,000 by bulk purchasing food products.**

**In the area of security technology, a new comprehensive unrestricted web page was designed for the Northeast Technology Product Assessment Committee in order to share relative information on the newest technology developments with other correctional agencies throughout the country.**

A comprehensive Vulnerability Assessment was performed and completed to determine the protection system's effectiveness in mitigating escapes and other potential threats.



# Annual Report 2007

## Budget Office, Kyra Silva, Director



In the management of our financial resources, 2007 was a challenging year for the Department of Correction. The agency's operating budget was essentially level funded, a 0.45% increase from the previous year, which required intensive monitoring/analysis in areas with increasing costs (i.e. offender health care, State Office of Pharmacy Services, utilities, overtime, food and contracts). It was most essential that department managers set specific cost containment measures to maximize spending efficiencies to bring funding in line with the agency's core mission. There were many challenges and achievements during the past year.

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

A new Offender Health Care contract has been signed and funding has been identified, allowing for many enhancements to the prior contract. One of the major enhancements is the improvement of mental health services.

Additional supplemental funding in fiscal year 2008 of \$6.9M was received for implementation of the Harshbarger Report and Hayes Report recommendations on suicide prevention practices within the DOC. This funding has allowed the DOC to proceed with expansion and enhancements as recommended in these reports.

The Department was able to expand research based rehabilitation/education programs for the offender population in the areas of basic education, vocational education, substance abuse, and sex offender treatment through both operating and grant funding, preparing offenders for their reentry to the community. Funding of \$1.2M in line item 8900-1100 was provided this year to assist re-entry programs at the DOC intended to reduce recidivism rates. Additional programming has been provided to better assist the offender population.

The Department was able to backfill 275 Correction Officer positions in 2007 in order to help offset the 250 lost due to attrition, which not only creates a safer environment for both the staff and inmates, but also assists in decreasing an ever-increasing use of overtime.

Many new Payroll Benefit Time Utilization queries/reports have been developed for the Budget Office and the Department to track all employee benefit time used by department staff to determine the sites/staff type with the highest/lowest usage of time.

New queries have been created to assist in the reconciliation of the Budget Office appropriation logs to appropriated funding. These new queries have made the task quicker to reconcile and correct errors if necessary. New and improved reports have been generated to better assist the Budget Office and Department. All of these reports have allowed the agency to better estimate expenditures.



### **MassCor Industries**

MassCor Industries continues to build and rebuild partnerships with all institutions, state agencies, and MassCor customers. The following are accomplishments in calendar year 2007:

The NCCI optical state of the art lab expansion in 2007 has been completed. New equipment was purchased and installed at the NCCI Gardner Optical Lab to accommodate the increase in production requirements from the expansion of the Mass-Health contract. A new internal local area network and new computer system have been installed in the shop to allow for adequate communication. The inmate workforce in the NCCI Optical Shop was increased by a total of 39% to a workforce of 100 offenders.

We have expanded Industries operations to now include a sewing operation at MCI Shirley Medium, providing an increase in offender job opportunities at the facility and allowing offenders to gain skills needed for reentry. We have also begun further expansion to add a T-shirt and boxer short production line to begin in calendar year 2008.

The construction of the new MCI Shirley Showroom has been completed and we expect an increase in retail sales with this new location. It will also expand our existing customer base.

In order to promote MassCor products, the Operational Services Division (OSD) contracts have been recently updated to allow procuring departments access to product information and pricing. Marketing and Sales now works directly with OSD to promote our contracted products through Comm-Pass for governmental agencies, cities and towns, and municipalities.

**With growth and improvement, MassCor will be able to hire and train additional offenders in industry programs. These effective programs assist offenders in returning to the community with marketable skills to better their chance at a successful future, and reduce the rate of recidivism in the Commonwealth.**



# Annual Report 2007

## Division of Resource Management,

**Jeffrey Quick, Director**

A Capital Asset Management Information System (CAMIS) program has been acquired by the Division of Capital Asset Management (DCAM) to replace the old Facility Management and Maintenance System as the standard for all state agencies. The Division of Resource Management (DRM) is working with DCAM on the standards phase through June 30, 2008. DRM is currently inputting facility data and training staff for the CAMIS system. DRM will work with DCAM to fully load in all CAMIS data for all DOC facilities.

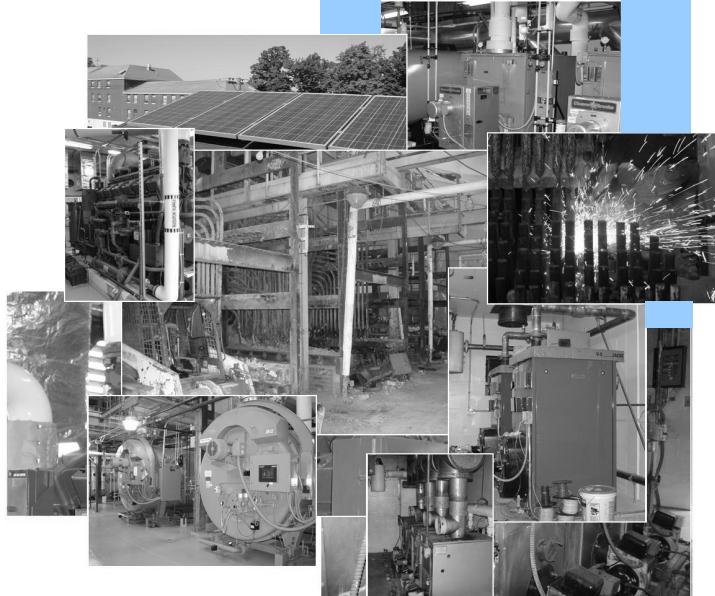
In conjunction with a recommendation to pursue capital funding through DCAM for physical plant improvements, DCAM is developing a scope for a correctional Master Plan Study. This will proceed through June 2008. Symmes Maini & McKee Associates have been selected by the Designer Selection Board for this Master Study.

DRM continues to pursue the land use agreements with the Executive Office of Environmental Affairs (EOEA) at Concord and Shirley in conjunction with the Sudbury Land Trust. Revenue offered by the Sudbury Land Trust will be transferred to EOEA and utilized for environmental issues within the Department. Legislative language is currently being finalized for submission to the Legislature.

We have moved into the Operations and Maintenance phase for the co-generation to power plant low-pressure downgrade at MCI Norfolk and MCI Cedar Junction at Walpole, and the Chapter 25A project at the Bridgewater and Norfolk/Walpole Complexes

DRM is maintaining compliance with the Clean State Initiative and preparing for the next phase of Storm Water-Phase II, Executive Order #438, which is part of the State Sustainability project, including compliance and beyond compliance matters, through June 30, 2008. The Department is currently in compliance with the Phase II permitting and the annual status reports. Upcoming work includes maintenance, repairs and monitoring of drainage system.

We continue to map the department's water systems for each facility with procurement of mapping/database software and training of staff.



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

The Division of Staff Development (DSD) underwent a significant reorganization to enhance the infrastructure within the Division resulting in an increase in fairness, accountability and communication across all levels of the Division. The cultural shift has influenced the behaviors of all staff and further aligned the Division to the Department's core values. The Division also implemented systems to provide for increased collaboration and teamwork amongst the divisional areas. The shift has empowered staff to perform the duties of their job in a more effective manner. The allocation of resources in a more effective and efficient manner has allowed for the centralization of many of the daily operations.

The Division remained committed to building training capacity throughout the organization through the competency development of a community of instructors. During 2007, Division staff facilitated four Entry-Level Training for Trainers. These programs increased the professionalism of the instructors within the classroom and provided staff with the necessary knowledge to design and develop training that will foster the knowledge, skills and competencies necessary to perform the essential duties of the job.

Technology was leveraged this year to increase the availability and accountability of updated policy standards and information systems. The infrastructure continues to build, resulting in a dynamic system to index and organize the Department's knowledge and learning materials, allowing users the options to choose what they need and when they need it.

In response to the Hayes Report recommendations, a revised Suicide, Prevention, and Intervention and Evaluation Program was developed and initiated in March 2007, providing participants with a comprehensive understanding of suicide prevention and mental illness as it relates to the inmate population under the care and custody of the Department, thereby increasing knowledge, skills and abilities to recognize the signs, symptoms and risk factors and the appropriate intervention techniques, communication/referral protocols and emergency response/care procedures.

The Prison Rape Elimination Act (PREA) remained a top priority for the Division in all respective areas. Training has been provided in multiple venues to include the design, development, and delivery of a three-hour training module for the Recruit Training Program. In collaboration with the Massachusetts State Police, a 40-hour Sexual Assault Certification Program has been implemented and 40 staff are certified as Sexual Assault Investigators.

Health and Wellness has significantly increased during 2007. Emphasis was placed on healthy lifestyle habits, stress, physiology and effective coping strategies and incorporated into the pre-service (recruit training), in service, institution/division and specialized training offerings.



**The Department was recognized by the Bay State Games in support of the Mass Shape Up Program with 44 teams and over 350 employees participating in the event.**



# Annual Report 2007

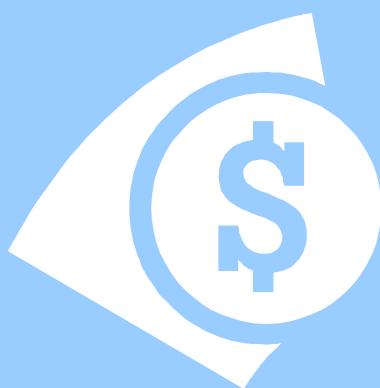
## Special Operations Division, Steven Ayala, Director

The transition of 25 percent of the Department of Correction from the S & W Model 64, .38 handgun to the Sig Sauer Model 2340, .40 caliber semi-auto handgun, continues to be on schedule. Currently there are approximately 250 staff members going through the Transition process per month.

The review and revision of the 103 DOC 559, Special Operations Response Units, and the 103 DOC 560, Disorder Management, has been completed.

The standardization of all video cameras and formats has been rolled out to the facilities and is currently on line. Video Operator Training is available via the Staff Development Training Catalog.

The Division assisted the Bristol County House of Correction with jail operations to include use of force, tactical operations and overall facility operations.



**The overall reduction in the amounts of chemical agents and specialty impact munitions needed within the Department of Correction has had an approximate cost savings to the Department of \$30,000 annually.**





### **Canine Unit:**

Provided 48 Mutual Aid Requests to area Police Departments for narcotic searches (i.e., house, car, schools, etc.)

Provided Mutual Aid Assistance to 16 area Police Departments for patrol canine (i.e., tracking, felony subjects, lost persons, warrants)

### **Special Operations Response Units:**

(Please note the timeframe)

MCI Cedar Junction Detail (August 11, 2005 through September, 2007) - The Special Operations Response Unit provided security for various institutional needs (cell extraction, spontaneous use of forces, cell searches, chow hall coverage).

BIO Tech Conference - May 6, 2007 through May 9, 2007 - The Special Operations Response Unit provided security with the MA State Police for this conference.

MCI Cedar Junction DDU - August 3, 2007 - The Special Operations Response Unit, along with MCI Cedar Junction Institutional Staff, conducted a one-day search of the Department Disciplinary Unit.

MCI Concord - August 14, 2007 through August 16, 2007 - The Special Operations Response Unit, along with Training Academy Recruit Class #301, conducted a three-day search of MCI Concord.

MCI Cedar Junction DDU Tier - September 29, 2007 - The Special Operations Response Unit, along with MCI Cedar Junction Inner Perimeter Staff, conducted a one-day search of MCI Cedar Junction.

MCI-Cedar Junction 10 Block Disturbance - October 17, 2007 - The Special Operations Response Unit provided assistance to the MCI Cedar Junction Staff.

Boston Red Sox Game 7 - October 21, 2007 - The Special Operations Response Unit (TRT, SRT, Canine & CTU) assisted the Boston Police Department, MA State Police and other law enforcement agencies in maintaining crowd control and transportation of arrested individuals.

Boston Red Sox Game 4 of the World Series - October 28, 2007 - The Special Operations Response Unit (TRT, SRT, Canine & CTU) assisted the Boston Police Department, MA State Police and other law enforcement agencies in maintaining crowd control and transportation of arrested individuals.

Boston Red Sox Victory Parade - October 30, 2007 - The Special Operations Response Unit (TRT & CTU) assisted the Boston Police Department in maintaining crowd control and transportation of arrested individuals.



# Annual Report 2007

## Deputy Commissioner of Classification, Programs & Reentry Division **Veronica M. Madden**



The Office of the Deputy Commissioner of Classification, Programs, and Reentry Division (formerly the Associate Commissioner for Re-entry and Reintegration) seeks to increase public safety and reduce recidivism by: matching offenders' custody needs with appropriate security level placement through an objective, validated classification process; accurately assessing offenders' risk to re-offend and identifying needed programs, treatment and education; effectively and efficiently delivering evidence-based programs proven to address criminogenic needs; providing educational and vocational services that will lead to good citizenship and stable employment; providing necessary and appropriate medical, mental health and dental care; holding offenders accountable for program participation; and providing reentry planning through effective case management and coordination of services with other state agencies and community providers. These services are delivered in collaboration with other criminal justice and human service agencies, sensitive to the needs of victims and accompanied by appropriate notification and referrals for services to certified victims of crime. This office also has a special oversight relationship with the three facilities for civil commitments: Bridgewater State Hospital, Massachusetts Alcohol and Substance Abuse Center and Massachusetts Treatment Center for the Sexually Dangerous.

### Division Staff Reports

#### Office of Inmate Risk and Placement, Diane Silva, Executive Director

The mission of this office is to develop, implement and monitor a classification system that promotes public safety; minimizes the potential for prison violence, escape and institutional misconduct; and determines prisoner risk or custody level using a set of criteria that have been tested to demonstrate acceptable reliability and validity.

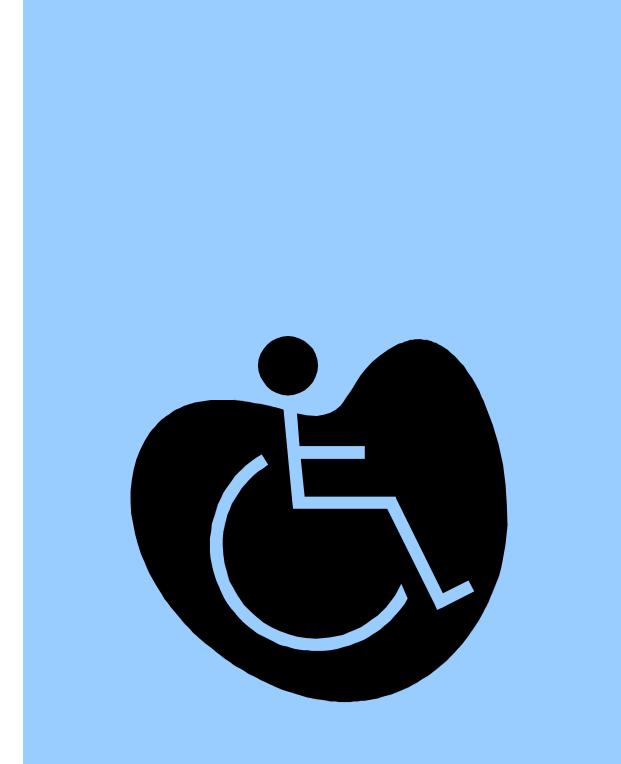
The Executive Director of Inmate Risk and Placement in conjunction with the Director of the Classification Division coordinated the creation, training and implementation of a new objective classification system. This new system is free from any barriers to the appropriate classification of offenders and employs a standardized evaluation and custody level assignment using objectively defined criteria. The training plan developed was delivered to each institution and division and incorporated individualized training for the Correction Program Officers so as to increase the effectiveness of applying the information. Full implementation for the male

objective classification system has been realized. Training for the female offenders began in November 2007 and implementation is expected in early 2008. Override rates are routinely reviewed by the Classification Division for compliance with national standards.

The Executive Director revised and prepared the Classification Regulation for public hearing, coordinating the assistance of stakeholders to include representation from Massachusetts Correctional Legal Services (MCLS), Parole, Sex Offender Registry Board and County Corrections. The newly revised regulation is transparent, well communicated, has a specified appeal process and will be implemented by staff that are appropriately selected and trained in response to the Governor's Commission on Correction Reform recommendations.

The Executive Director is an active member of the PREA Steering Committee and contributed to the newly developed PREA policy and strategic plan pursuant to the Prison Rape Elimination Act of 2003 (PL 108-79).

In collaboration with Parole, the Executive Director established and coordinated the efforts of a DOC Implementation Team for the use and evaluation of COMPAS (Criminal Offender Management Profiling for Alternative Sanctions) as the new risk and needs assessment instrument for both agencies. COMPAS is a computerized data base and analysis system for criminal justice practitioners who must make decisions regarding the placement, supervision and case management of offenders. The tool has been validated on correctional populations. There are approximately 22 scale options inclusive of risk screen, risk profile and need dimensions that are consistent with the criminogenic need areas. The tool also includes a recently developed reentry assessment which would complement the reentry goals and mission of the Massachusetts Department of Correction. The instruments are available in Spanish.



**ADA / Special Accommodations,**  
**John A. Luongo, Director**

On April 5, 2007, the office of ADA/Special Accommodations was created to support public safety by providing the physically challenged inmate population and those inmates who are disabled by reason of mental illness or developmental disability the opportunity for reasonable accommodation through housing, program and work assignments designed to enhance skills necessary to support successful reentry to the community.

During the past six months the Director of ADA/Special Accommodations has met with representatives of the following agencies that advocate for the disabled population:

Perkins School for the Blind  
Disabled Persons Protection Commission  
Mass. Office of Disability  
Mass. Dept. of Mental Retardation  
Mass. Dept. of Mental Health  
Mass. Commission for the Blind  
Mass. Commission for the Deaf and Hard of Hearing  
Mass. Rehabilitation Commission

These meetings were held to discuss matters of mutual interest that relate to the disabled population currently in the custody of the Massachusetts Department of Correction and to assist providers with access to one centralized point of entry to the Massachusetts Department of Correction.



# Annual Report 2007

## Classification Division, Carol Mici, Director

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

The Director of the Classification Division has been working collaboratively with other staff in the DOC on a Female Offender Advisory Group to address the 102 Governor's Commission on Correction Reform recommendations pertaining to female offenders. Progress of recommendations was submitted to Deputy Commissioner James R. Bender.

A comprehensive review of the Date Computation Unit was conducted and centralization of the institutional date computation function began in May 2007. A plan of action was proposed, approved and is being accomplished in a phased system. The review process of final inmate releases was enhanced by the hiring of two managers dedicated to the accuracy and monitoring of complex computation of sentences. The centralization of the date computation function will be enhanced by the addition of six positions that will focus on the processing of new male commitments concerning all date computations functions post commitment until release. Development of a comprehensive training program for all newly hired date computation staff began which will be accompanied by an updated Date Computation Manual.

**A comprehensive review of the Date Computation Unit was conducted and centralization of the institutional date computation function began in May 2007.**

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

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

In response to the increase in awaiting trial admissions (52A's) from Suffolk, Middlesex and Worcester counties, a new tracking form, which is updated weekly, was developed to highlight the increase and for review in overcrowding meetings and bed utilization decisions.

Country, Federal and Interstate staff attended and played a part in the National Association of Extradition Officials Training Conference in June 2007. Working with attending states' staff, an Interstate Corrections Compact Mission Statement, a National Survey Form, and the nationally standardized referral form were developed. As a result of the training conference, a new agreement with the state of Wyoming was secured and agreements with Montana, Kansas and Nevada are being pursued.

Overcrowding within the Department of Correction heightened this past year. The DOC gave necessary assistance to Worcester County for the housing of 60 county inmates and detainees and added over 200 beds in medium, minimum, and pre-release levels of security. The DOC resumed working with the Federal Bureau of Prisons which allows the transfer of state inmates to federal custody. Management of priority transfers was still accomplished despite overcrowding issues.

## Vocational Highlights

The Building Trades Program at MCI-Shirley offers bathroom vanities, kitchen cabinets and prefabricated “green” wall panels for sale at cost to Habitat for Humanity affiliates and Community Development Corporations that build low to moderate income housing. This program is currently building the wall panels for the Family Reunification Project at South Middlesex Correctional Center. This program provides offenders with valuable vocational skills which are transferable to the community and assist in securing employment upon release which is critical to reentry. A revolving account was established for the deposit of monies received from the sale of the cabinets and vanities to be used for the purchase of additional supplies. To date, 51 bathroom vanities and 14 complete sets of kitchen cabinets have been sold.

Violent Offender Initiative/Truth in Sentencing (VOI/TIS) grant funds supported the multi-room renovations and establishment of a cosmetology school at MCI-Framingham. This program will lead to a state cosmetologist license and provide training in an area which labor statistics reveal will be hiring for years to come. Interviews for the instructor were held on January 29, 2007 and classes began late February. The participants are completing 1,000 training hours. The state cosmetology exam was given in March 2008.

The culinary program at MCI Framingham for women will begin in 2008. The commercial kitchen has been established and the extensive renovation of the dining room is nearly complete. It will join the other culinary programs in operation at six of the male institutions and will provide female offenders skills in all aspects of food preparation, serving and menu planning, which lead to good jobs post-release.

Recognizing that inmates releasing from the DOC will require some familiarity with computers, the Education Division responded by offering an eight week basic computer literacy training course. This program is targeting inmates releasing from the Department who have not taken advantage of our longer, more comprehensive computer program so they can meet the challenge of reentry with the necessary technological knowledge. The pilot program ran during the summer 2007 and will go system-wide during late fall.

Low Voltage Wiring Short-Term Certification Program was completed at MCI Norfolk. 21 of the 25 inmates who participated passed the low voltage



wiring certification program administered by C-Tech. This program was funded by Youthful Offender grant monies for those inmates at MCI Norfolk who qualified. Youthful Offender grant monies support programming for inmates 25 years of age or under, have a high school diploma, or equivalent, and are within five years of being released or parole eligible.

The Wheels for the World program was re-established in February 2007. This program teaches the repair of wheelchairs and is added to the list of reparation programs where giving back to the community is the focus. The repaired chairs are sent to needy countries throughout the world.

The Division of Inmate Training and Education completed a pilot apprenticeship project with the Department’s Prison Industries Program and the Division of Apprenticeship Training to provide education and job training credits towards apprenticeships to increase the employability of released inmates in the areas of welding and sheet metal at MCI Norfolk and the optical shop at North Central Correctional Center at Gardner. In these programs, inmates earn apprentice hours for the time spent on curriculum as well as on-the-job training hours, resulting in better educated, more highly trained inmates able to prove themselves on community worksites.

# Annual Report 2007

## Academic Achievements

One of 20 states receiving federal funds from the US Department of Justice, the Department of Correction was awarded \$471,000 under the *Prisoner Reentry Initiative (PRI) Grant Program*. This grant will assist non-violent reintegrating offenders who are returning to the Boston area in their efforts to obtain work, training, education, mentoring, substance abuse and other necessary services. To date, 163 referrals have been made to our non-profit partner, SPAN, Inc. This grant is servicing returning inmates released from the DOC and is in partnership with Suffolk County House of Correction.

An electronic law library for inmates is being piloted at three institutions: Bay State Correctional Center, MCI Norfolk and Pondville Correctional Center. LexisNexis is the vendor for the content which is delivered through a dedicated law library server. The move from print library materials to an electronic library is intended to relieve the serious space deficiencies, reduce costs and give us the ability to provide the law library to inmates in separate and special populations. The pilot will be evaluated early in 2008 and, given a successful outcome, expansion of the electronic law library to other DOC facilities is intended.

Additional Grants – Other grants received during 2007 include:

<b>Perkins Vocational</b>	<b>MA Dept. of Education</b>	<b>\$112, 019</b>
<b>Title I</b>	<b>MA Dept. of Education</b>	<b>\$61, 358</b>
<b>Youthful Offender</b>	<b>U.S. Dept. of Education</b>	<b>\$128, 799</b>
<b>GED Test Center</b>	<b>MA Dept. of Education</b>	<b>\$4, 954</b>

## Program Services Division, Christopher Mitchell, Director

The mission of the Program Services Division is to promote public safety and reduce recidivism by providing evidence-based programming, meaningful religious services, and a multi-faceted network of volunteer programs aimed at preparing offenders for successful reintegration back into the community.

In February 2007, the Department brought the procurement process to conclusion and awarded Spectrum Health Systems, Inc., three program contracts that were subsequently consolidated into one Residential and Non-Residential Treatment Services contract. The new contract sustained existing residential substance abuse programs, transition planning workshops, general population programming, domestic violence programming, and family services programming for female offenders. In addition, the new contract expanded services to include a motivational enhancement program, non-residential substance abuse programs, parenting programming, victim of violence programming for female offenders, general population programming and a high-risk offender program for inmates placed in the DDU at MCI Cedar Junction.

The Education Division increased the number of GED tests administered during 2007 to 568 from 502 in 2006 and from 407 tests in 2005. The Massachusetts Department of Education provided re-training for all Massachusetts Department of Correction GED examiners in November 2006. In 2007, special training has been provided in teaching GED math with the hope of raising test scores in the area of most prevalent failure.

Adult Basic Education Refunding Package – The grant submission of the Division of Inmate Training and Education received the highest rating of all proposals to the Department of Education in the corrections category. This grant funding package was approved for five years and will provide salaries, textbooks and equipment for four DOC teachers and totals \$246,419.

In FY07, 682 inmates successfully completed the eight-month residential Correctional Recovery Academy program. This represents a 27% increase from the previous fiscal year. This increase can be attributed to the reduction in the overall program length from ten to eight months. This reduction was implemented without a lessening of program intensity or any of the service elements being affected.

In FY07, 1,346 inmates successfully completed a Transition Workshop. This represents a 10% decrease from the previous fiscal year. This decrease can be attributed to the expansion of the Transition workshops in April 2007 from five to ten days. The Workshops are now more comprehensive and focused on teaching inmates skills and strategies designed to enhance employability upon release. The Workshop includes a four-day curriculum on seeking, securing, and maintaining employment. The curriculum incorporates career interest surveys and job skills assessments, sample job applications, resume writing and mock job interviews. The curriculum also focuses on soft skills and educates offenders on CORI, Employer Tax Credit programs, and the Federal Bonding Program. Employers have identified acquisition of soft skills as critical to successfully function in the workplace.

The Program Services Division has established an Evidence-Based Practices Training Program to prepare volunteers to facilitate Cognitive Skills Workshops. The Department's Division of Staff Development certified this curriculum that was developed by the Deputy Director of Program Services. Volunteerism is an extremely cost-effective method to expand our existing continuum of evidence based programs, reduce inmate idleness and prepare offenders for their eventual release to the community. The four-hour training prepares volunteers to teach introductory Cognitive Skills Workshops and is designed to improve the overall quality of volunteer facilitated programs. Trained volunteers will facilitate introductory workshops that teach inmates problem solving, interpersonal communication, conflict resolution, employment soft skills and other cognitive skills. A program evaluation is being developed with input from the Office of Strategic Planning and Research.

In an effort to engage the faith-based community in offender reentry and reintegration, the Program Services Division was the catalyst in the development of a Faith-Based and Community Aftercare Consortium group. This group is comprised of 16 private non-profit organizations that are partnering with the Department of Correction in a coordinated effort to identify and provide aftercare services to inmates releasing into the community.

Gender responsive and trauma-informed approaches have been incorporated into the framework of treatment services for female offenders. As part of the new contracted programs, Spectrum has collaborated with the Institute for Health & Recovery, a statewide organization dedicated to improving services for women and their children affected by the abuse of alcohol and drugs and histories of violence and trauma. This partnership has resulted in the implementation of gender specific and trauma-informed curriculum and training for Spectrum program staff.

In FY 07, Program Services began work to expand and enhance the continuum of parenting programming for male offenders that will involve the implementation of a skills based graduate maintenance track for the Fatherhood Program. This initiative will also include the development of structured family reunification activities and the establishment of a memorandum of understanding with the Department of Social Services (DSS) regarding information sharing. As part of this project, Program Services has been in communication with representatives of the National Fatherhood Initiative (NFI), National Incarcerated Parents and Families Network (NIPFN), and Community Care Services (CCS) to implement a graduate maintenance component and reunification activities.

In June 2007, the Department successfully negotiated a two-year contract extension with Forensic Health Services Inc, the Sex Offender Treatment provider. This achievement allows for the continuation of a program designed to reduce recidivism by bringing under control and modifying the behaviors and symptoms that contributed to sexual offending. In addition, one full time bilingual position was added to the contract to more adequately match staffing characteristics to the linguistic diversity of the inmate population. Continued active participation in the statewide Comprehensive Approaches to Sex Offender Management project and the Massachusetts Coalition of Sex Offender Management enables the Department to be current in the statewide strategies needed to effectively manage the sex offender population.



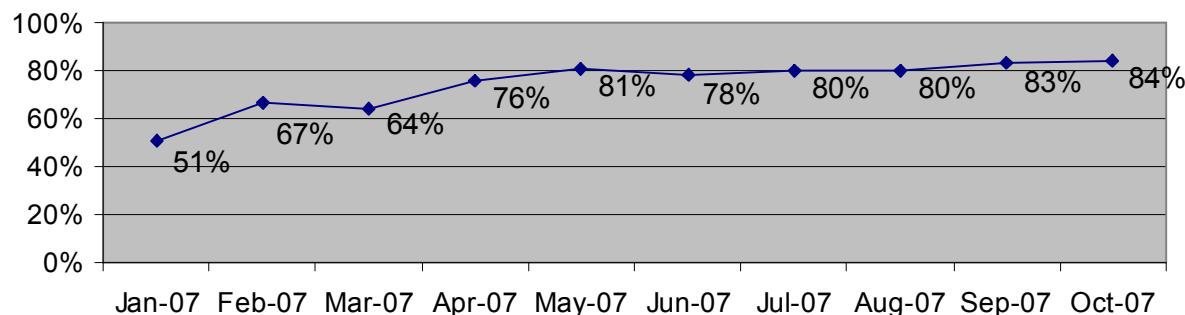
# Annual Report 2007

## Reentry Services Division, Geralyn Riley, Director

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

Department of Correction/MassHealth Pilot Program- It is recognized that reentry efforts are enhanced when offenders release with adequate health care coverage. The Reentry Services Division implemented an electronic application process to secure MassHealth coverage for eligible inmates prior to release. During this past year, the number of eligible inmates releasing with MassHealth coverage has increased by more than 50%. Beginning with an average of 13% of the eligible inmates releasing with MassHealth coverage to a current 84% shows the dedication to the mission of the Department of Correction and underscores the importance of providing the foundation for critical continuity of care to mental health, medical and substance abuse treatment. In August, the Massachusetts Department of Correction and the MassHealth Pilot Program was a regional finalist for the 2007 Council of State Government (CSG) Innovations Award.

**Percentage of Inmates Approved for MassHealth Coverage  
(January 2007 to October 2007)**



The Offender Employment Workgroup was created in May 2007 to review the recent recommendations made by the Reentry Roundtable on Employment of Ex-Offenders published by the Crime and Justice Institute. The workgroup is co-chaired by the Director of Reentry Services and the Director of Inmate Training and Education and is attended by managers from the Department's Industries Program as well as the Program Services Division. The goal of the workgroup is to prepare inmates in obtaining gainful employment upon release and to increase self-sufficiency and meet the needs of their community. In 2007, a job readiness educational packet, "Employment Information for Former Offenders," was created in collaboration with the Division of Career Services and is distributed to inmates to assist them in getting ready for their job search.

The Department's Reentry Services Division has coordinated with the Parole Board to provide "Reentry Presentations" to inmates within six months of release on topics including, but not limited to: Reentry Housing Program, Regional Reentry Centers, Parole's Transitional Housing Program (formerly VOI/TIS), Employment and MassHealth. Since the presentations began in March 2007, approximately 35 presentations have been conducted. These presentations will continue to be conducted quarterly at each of the DOC facilities. Feedback forms were distributed to the inmates in order to determine if the resources presented were viewed as valuable and presented in a clear and precise manner.

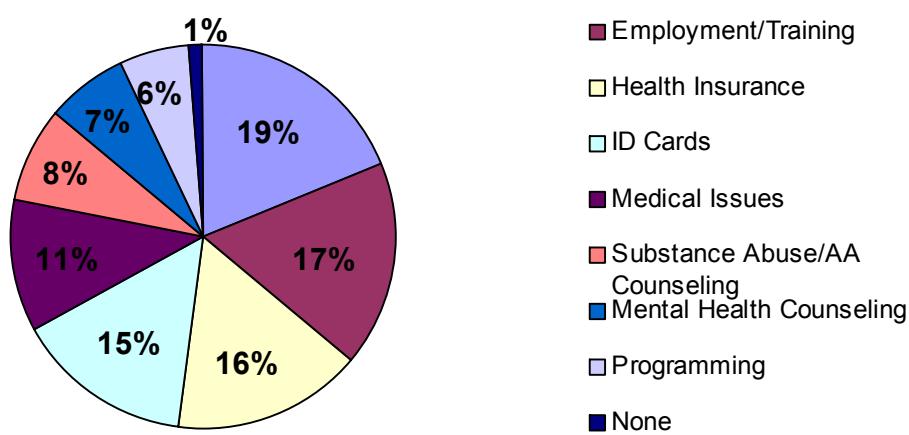
In February 2007, for the first time in the history of the contract, an annual report was published by SMOC to document housing placements and outcomes.

In 2007, the Department of Correction provided extensive external presentations focused on the DOC's Reentry process including, but not limited to: Women in Criminal Justice Conference, Correctional Association of Massachusetts (CAM) Annual Conference, Division of Career Services, DOC Volunteer Forums, Spectrum Health Services, Council on State Governments Eastern Regional Conference, Boston Police Department, City of Boston Reentry Summit held at Northeastern University, Governor's Commission to End Homelessness and the Mental Health Release Planning Forum. This forum was hosted by the Department of Correction to educate mental health providers including staff from the Department of Mental Health Forensic Transition Team, Massachusetts Behavioral Health Partnership, UMASS Discharge Planner and MassHealth.

Starting in Fall 2007, the Reentry Services Division catalog course curriculum was extended to eight hours and was enhanced to include external presenters, discussions on community issues/concerns regarding the release of offenders, updated information on reentry initiatives, all for a more "hands on" approach.



### Resources Most Helpful Upon Release



# Annual Report 2007

## Female Offender Services, Michelle Donaher, Director

A standing committee of DOC stakeholders and policymakers monitored the status and progress of the plans for the most critical recommendations outlined in the Dedicated Female Offender Review. The Female Offender Advisory Committee met quarterly. Plans were developed in March and updated effective in July. In September, the planning process began for the next level of recommendations. Technical expertise was provided to the Executive Director of Strategic Planning and Research to assist in updating the Strategic Plan for Female Offender Management.

As a PREA Committee Member, the Director also assisted with the development and implementation of gender-responsive strategies using trauma-informed models for PREA implementation at the facilities for female offenders; provided input to policy language, contracts, and training regarding PREA implementation; reached out to other stakeholders and policymakers nationally; and obtained a PREA video for female offenders.

Technical assistance was provided to Family Justice (FJ) and Parole, as part of an Executive Office of Public Safety and Security (EOPSS) Reentry Grant , in developing and piloting a Relational Inquiry Tool. The Director represented the DOC, as an Advisory Board Member to FJ, on this initiative. The project was completed with the option of seeking implementation technical assistance from FJ with NIC funding.

Participation in the procurement process for the contracts for Program Services, Medical, Mental Health, Women and Children's Program and Framingham Women's Transition Program insured that language includes gender responsiveness and integration of trauma informed models in each of the contracts.

## **Contract language includes gender responsiveness and integration of trauma informed models.**

## Victim Services, Erin Gaffney, Director

The mission of this office is to provide information and notification to victims of crime and other concerned individuals whose offenders are in the custody of the Massachusetts Department of Correction. These services are administered with respect, compassion and confidentiality.

In response to the Prison Rape Elimination Act (PREA), services to inmate victims were introduced and accepted as part of the new process addressing PREA incidents. The Victim Services Unit developed procedures for addressing the needs of inmate victims.

The Victim Services Unit worked to identify a unified approach for victim notification efforts with the Massachusetts Parole Board and developed a process to ensure uniformity and defined clear roles and responsibilities throughout the notification process. Certified petitioners are referred to the Parole Regional Reentry Center nearest to their community to learn of services. All DOC release notification letters were modified to include pertinent information regarding accessing community resources.

The third annual Garden of Peace Honor Program was held on September 20, 2007. Families and friends, elected officials and the general public listened silently as 52 names were read aloud and added to the Garden. The Garden of Peace is a volunteer organization dedicated to building and maintaining a Massachusetts memorial to homicide victims. Massachusetts Attorney General Martha Coakley served as the honorary host for this year's ceremony. The event was co-chaired by the DOC Director of Victim Services. The Deputy Commissioner of Classification, Programs, and Reentry read victim names.

The Victim Services Unit continues to see an increase in victim contact. From November 2006 to November 2007, over 6,654 phone and letter notifications were made to certified petitioners. Statistical information from the computer based information and notification system (VINE) provides evidence of a significant increase in notification activity. 505,244 searches were performed to locate an inmate in our custody using the web, compared to 362,175 in 2006, and 23,040 phone calls were made to locate an inmate using this service compared to 17,397 in 2006.





**Health Services Division,**  
**Terre Marshall, Director**

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

The bid process was completed for the comprehensive health and mental health contract for the Department of Correction. The University of Massachusetts Medical School, Commonwealth Medicine, Correctional Health Program, was awarded the Medical Services component. The mental health services contract was awarded to MHM Services, Inc. The new contracts began on July 1, 2007.

Highlights of the new medical contract are: the establishment of electronic medical records, hospice and palliative care, services specifically for aging inmates and a specially tailored formulary restricted for a corrections environment. Also, the expansion of telemedicine, preventive disease management program, and Female Offender Services with a trauma informed environment. Highlights also include enhanced detoxification protocols and substance abuse screening, dental services, integration of medical, mental health, substance abuse and sex offender treatment, implementation of comprehensive reentry program of discharge planning for both medical and mental health treatment and also improved grievance system and reduced response time.

In April 2006, due to a recent spike in the number of inmate suicides, the Commissioner requested a complete operational review by a nationally recognized expert in the field of suicide prevention strategies. Therefore, the DOC commissioned Lindsay

Hayes, Project Director with the National Center on Institutions and Alternatives, to undertake a comprehensive review of agency policies, procedures and practices. A representative from the Health Services Division (HSD) spearheaded this review by facilitating the consultant's entry into correctional institutions, staff interviews and document reviews. In February 2007, the report was received, reviewed and accepted by the Department. A Task Force of key Department officials was established to develop a corrective action plan with Health Services Division staff playing key roles in putting into place the majority of the 29 recommendations. Although most of the changes have been completed, periodic reports to the Task Force are made by the Director of Health Services regarding ongoing implementation efforts.

The Secure Treatment Program (STP) is being established at the Souza Baranowski Correctional Center (SBCC). The Secure Treatment Program will provide enhanced mental health treatment interventions to inmates currently diagnosed with an Axis I and/or Axis II mental illness who, due to their disciplinary status, are typically housed in the Department Disciplinary Unit (DDU) or Special Management Unit. The program design utilizes an integrated, interdisciplinary treatment approach that affords successful inmates increasing degrees of incentives, and correspondingly increasing degrees of responsibilities. The program is designed to meet the mental health needs of these individuals while taking into consideration their disciplinary status and safety and security needs of the system. Unique therapeutic modules, based on those successfully implemented in a neighboring jurisdiction, are being fabricated and installed to provide the highest level of security, while maintaining therapeutic group activities. The program is designed and will provide inmates with enhanced access to rehabilitation services to promote their adaptive functioning within the correctional setting. The specialized unit will also provide psychiatric and behavioral interventions that enable the motivated inmate to adjust to environmental demands and to be reintegrated into a general population. The STP is targeted to begin operation in January 2008 on a phase-in schedule.



# County Correctional Facility Audit Report 2007

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

The statistical data and common themes for each cycle assessed in 2007 are outlined below.

Cycle	Compliance	Non-Compliance	Non-Applicable
Initial Cycle Two Standards (1 Facility Audited)	43	5	2
Final Cycle Two Standards (12 Facilities Audited)	413	24	10
Initial Cycle Three Standards (11 Facilities Audited)	457	77	21
Final Cycle Three Standards (7 Facilities Audited)	280	35	8
Initial Cycle Four Standards (Seven Facilities Audited)	260	23	5

## **Commonalities between facilities for non-compliance findings**

### **Initial Cycle Two Standards**

- |                                   |                     |
|-----------------------------------|---------------------|
| 924.01 Physical Security Measures | 924.06 Searches     |
| 924.05 Inmate Movement            | 924.09 Use of Force |

### **Final Cycle Two Standards**

- |  |  |
|--|--|
| 924.01 Physical Security Measures      | 924.06 Searches                              |
| 924.02 Security and Control Management | 924.07 Firearms, Ammunition, Chemical Agents |
| 924.05 Inmate Movement                 |  |

### **Initial Cycle Three Standards**

- |   |   |
|---|---|
| 910.02 Goals and Objectives                           | 928.10 Food Storage                         |
| 915.03 Orientation and Training Requirements          | 928.11 Food Areas and Equipment             |
| 924.11 Medical Attention                              | 943.06 Procedures for Disciplinary Hearings |
| 942.12 Use of Restraint Equipment                     | 950.02 Visiting Rules and Regulations       |
| 924.13 Control of Tools, Culinary, and Medical Equip. | 950.03 Identification and Sign In           |
| 924.14 Control of Keys                                | 950.07 Visiting Records                     |
| 924.15 Inmate Transportation                          | 952.01 Community Release Programs           |
| 928.01 Food Service Regulations                       | 952.02 Work/Educational Release Programs    |
| 928.03 Health Protection for Inmates and Staff        | 952.03 Furloughs                            |
| 928.08 Food Preparation                               |   |

### **Final Cycle Three Standards**

- 924.13 Control of Tools, Culinary, and Medical Equip.

### **Initial Cycle Four Standards**

- |  |
|--|
| 920.02 Building Code Regulations                             |
| 920.07 Cell Design and General Housing Area Requirements     |
| 920.08 Multiple Occupancy Areas                              |
| 920.11 Special Management/Isolation Cells                    |
| 920.12 Light, Circulation, Temperature, Noise Requirements   |
| 926.02 Management and Inspection of Special Management Units |

# Department of Correction Facilities

## Southern Sector Facilities

Bay State Correctional Center  
Bridgewater State Hospital  
MCI Cedar Junction  
Massachusetts Alcohol and Substance Abuse Center  
Massachusetts Treatment Center  
MCI Norfolk  
MCI Plymouth  
Old Colony Correctional Center  
Pondville Correctional Center

## Northern Sector Facilities

Boston Pre Release  
MCI Concord  
MCI Framingham  
North Central Correctional Institution  
South Middlesex Correctional Center  
Northeastern Correctional Center  
Souza Baranowski Correctional Center  
MCI Shirley  
Lemuel Shattuck Hospital Correctional Unit



# Annual Report 2007

## Assistant Deputy Commissioner, Southern Sector, Kenneth W. Nelson Southern Sector Facility Reports

### BAY STATE CORRECTIONAL CENTER, Michael Corsini, Superintendent

To improve security, we have begun the installation of expanded metal grates on the windows of the Main Housing Unit. The first floor has been completed in-house. The manufacturing of the grates has been shifted to Correctional Industries so the project can be completed sooner. With the installation of the new locks throughout the facility an entirely new controlled movement plan has been developed and shall be implemented in mid January. 11 out of 16 cameras were installed in the Modular Housing Unit to improve security in the living areas. These cameras have been placed on the wave reader program. The holding cells were redesigned and improved under the direction of Central Headquarters to assist in preventing suicides. A major Capital Project (Modular Bathrooms) was completed in May. There was high inmate attendance at the two Reentry Presentations co-presented by Parole and the Reentry Division. The Massachusetts Commission for the Blind conducted a training session for inmates on how to assist blind persons.



### BRIDGEWATER STATE HOSPITAL,

#### Karin Bergeron, Superintendent

Bridgewater State Hospital has experienced a reduction in the utilization of seclusion and restraint beginning with the month of September 2007. A Seclusion and Restraint Workgroup was developed and is exploring safe alternatives to seclusion and restraint. Reduction/elimination of seclusion and restraint is a National Patient Safety Goal by the Joint Commission.

The control room which manages access to the Intensive Treatment Unit was moved in January. This move brought the control room into compliance with Department of Correction Policy. The video surveillance cameras required under M.G.L. 123 and the O'Sullivan Agreement were moved into this new control center which was then staffed according to the law and the agreement. The location of this new control room allowed for less disruption and distraction to the staff assigned to monitor the cameras. This move along with the change in the location of the clinical assessment area is in part responsible for the reduction in seclusion and restraint and better monitoring of patients who are at risk.

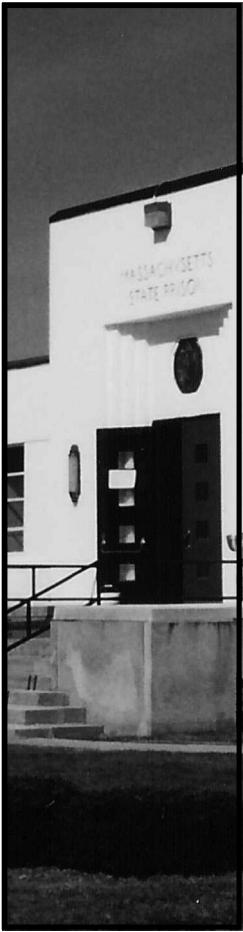
As part of the facility wide vulnerability assessment for PREA, the patient library was identified as a high-risk area. A plan was developed to totally

restructure the area utilizing a new floor plan and additional cameras. New shelving was purchased through the central program account and will be installed upon receipt. Cameras were placed in those areas identified as vulnerable.

The Bridgewater State Hospital Infirmary has been expanded to include 12 additional beds for chronically ill inmates in need of assisted daily living care. As of November 13, 2007, two patients have been received. Inmates are being carefully screened before placement due to the vulnerability of the Bridgewater patients.

The DOC/DMH workgroup was reinstated. This group works toward solving issues that have an impact on both agencies. Issues currently under review include sharing medical and clinical information in an appropriate manner and ways to ensure smooth transition from BSH to DMH for those patients that will re-enter the community via that route.

In spite of an increase in staff vacancies, Bridgewater State Hospital has reduced its overtime use in FY 2008 over the corresponding period in FY 2007 by 5000 hours.



### **MCI CEDAR JUNCTION, Peter St. Amand, Superintendent**

Through volunteers, MCI Cedar Junction provided increased opportunities for participation in effective programming designed to reduce recidivism. The programs were designed to change criminogenic thinking/behavior to conform to community standards by stressing self-confidence and personal approach.

Numerous kitchen equipment repairs took place, to include the installation of a new convection oven, a new oven to replace the old rotary oven, two new steam cookers, repair to the turbo-washer, and the Hobart mixer was returned to service. A Health Services Unit Watch Cell assessment was conducted by the Division of Resource Management in conjunction with DOC Health Services due to recommendations made in the Hayes Report. A Preventative Maintenance Program was implemented, utilizing the existing Capital Asset Management System. An outside contractor was hired to perform door maintenance in the Department Disciplinary Unit and our maintenance staff was trained to service these doors.

Vocational programming had consistently strong enrollments and the computer and Commercial Drivers License programs are providing real skills that will allow inmates to better prepare for seeking employment when released.

### **MASSACHUSETTS ALCOHOL AND SUBSTANCE ABUSE CENTER, Linda Bartee, Superintendent**

The classification staff implemented the newly revised sex offender regulations. These changes require classification staff to obtain secondary addresses as part of the new sex offender registry process. To date, there have been only a handful of commitments affected by these changes.

Through an agreement with Old Colony Correctional Center, MASAC began to receive an average of ten inmate workers on a daily basis. This has resulted in a consistent group of workers to complete the many daily tasks, which include: property, laundry, kitchen, maintenance, grounds and janitorial services throughout the facility.

In conjunction with the Resource Management Division, the facility was able to rectify several issues that developed with the perimeter detection system. These included the purchases of all new boxes, cards and other items required to maintain the integrity of the system. Several program applications were drafted and submitted for final approval with the Department of Correction's Program Division. One of the programs, Relapse Prevention, is currently being offered to all commitments that are within ten days of release. The program's focus is on: identifying relapse triggers and high risk situations; identifying criminal thought processes and behavioral intentions; and how to obtain and use an AA/NA sponsor to increase the likelihood of recovery success. The second application was for "A Way of Life." This is an AA/Twelve Steps program. This was filed in the later part of the fiscal year, and the facility is awaiting final approval prior to implementation.

The Superintendent continued to meet with various stakeholders regarding issues surrounding the Section 35 commitment process. In March 2007, a meeting was conducted with the Regional Area Department of Mental Health Forensic Specialists, who oversee the court evaluation process. This proved to be extremely informational for all parties. Additionally, the Superintendent served on a committee established by the Department of Public Health charged with responsibility of reviewing the potential establishment of a new men's substance abuse facility to be built in Brockton, MA. Her insight into this matter proved to be beneficial to the committee. The new facility is expected to open during May 2008.

Initial corrective action was implemented within the facility to address recommendations included in the Hayes Report. An assessment of the observation cells was completed by representatives of Resource Management. The facility established drills that include the hanging mannequin. These drills should reinforce staff's response to attempted hangings at the facility. Members of Noresco conducted their annual energy audit of the facility. The representative found the facility to be in compliance with all energy conservation initiatives. The new Control Center building opened in mid-March 2007, and is fully operational



# Annual Report 2007

## MASSACHUSETTS TREATMENT CENTER,

### Robert F. Murphy, Superintendent



Numerous improvements were made in the facility perimeter detection system resulting in a significant decrease in false and nuisance alarms. The sex offender treatment program has increased the provision of services for non-English speaking program participants. The treatment provider employs three bilingual (English and Spanish) clinicians. The Treatment Center has continued to improve and expand the availability of re-entry opportunities for inmates and residents. The MTC completed the requirements of the Hayes Report inclusive of suicide prevention training, equipment purchase, watch cell assessment and procedural changes.

### MCI NORFOLK, Luis Spencer, Superintendent

MCI Norfolk is recycling at a rate of 17.2 percent. Sick leave usage is down approximately 4.5 percent and NOP (Not on Payroll) is down approximately 57 percent. MCI Norfolk has been selected as one of three pilot sites to implement an electronic satellite and general law library. The cabling vendor along with Technology Services completed a walk through of the Special Management Unit, General and Law Library and Health Services Unit in preparation of the full rollout. Twenty-four computers have been installed in the general population Law Library, three in the SMU Law Library and two in the Health Services Unit. Staff and inmate law clerks were trained and the system “went live” on September 16, 2007. The system is now working very effectively.

An Introduction to Computer Vocational Education Program was piloted on May 14, 2007 and involved 14 inmates. The program is designed to provide inmates with the basic computer skills necessary to secure meaningful employment and enhance reentry into the community. The program was offered to inmates who are within six months of release. This program will operate for eight weeks totaling 110 hours of instruction. Eventually this program will be offered at other DOC facilities.

An additional 54 general population beds were established by double bunking 50 single cells and reclaiming four single cells that had been previously being used for office space.

MCI Norfolk worked in conjunction with the Division of Resource Management and the Central Health Services Division to establish a 16 bed Infirmary on the second floor of the Health Services Unit. Construction has been completed as of August 2007. Staffing has been approved and is currently pending.

MCI Norfolk was chosen as a site to establish the NEADS (National Education for Assistance Dog Services) program. The establishment of this program included:

- Identifying and screening appropriate inmate dog handlers
- Choosing unit to house dogs
- Identifying program space for training
- Identifying and screening staff program liaisons
- Purchasing items to begin program
- Holding staff and inmate orientations

All of these were resolved in a short time frame and the first two dogs arrived on November 2, 2007 (Tuffy and Skydog). It appears this program is now very well received by both staff and inmates. Two additional dogs are expected in March 2008.

Continuous Quality Improvement Initiative was implemented to target the high incidence of “no-call, no-show” for medical/mental health appointments. This was a multi-disciplinary approach that involved the joint cooperation of management, contract medical vendor and security to ensure that inmates appeared for scheduled appointments and were held accountable for failure to report to the outpatient department and/or being out of place. This resulted in a significant decrease in the number of no-shows and effectively resulted in more effective use of medical staff resources.





## OLD COLONY CORRECTIONAL CENTER, Steven O'Brien, Superintendent

Construction was completed on the main electrical feeders for the "A" wing of the facility, which had been without a permanent power source since June 2006. The underground electrical cable, which caused loss of power to the "A" wing of the facility since June 2006, was repaired in January 2007. This wing houses the school, gym, and industries programs and the use of a generator was necessary to ensure safety and continuation of activities in the area.

In April 2007, Old Colony Correctional Center hosted a national PREA survey team. Initial feedback was very positive in terms of staff and inmate cooperation.

The Mental Health Director has implemented a Social Worker Internship Program at OCCC. The students are a valuable asset in addressing inmate needs.

The assignment of Special Housing Unit (SHU) inmates to the OCCC work crew responsible for recycling has resulted in a huge increase in materials recycled. In addition, the minimum unit was able to increase work opportunities by providing a crew to the complex recycling site.

In regards to programs and treatment offered at OCCC, the Alternatives to Violence Program is offered to the general population as well as SHU inmates. The Culinary Arts Program has been reinstated. New volunteer facilitated programs designed to teach inmates skills necessary for future employment were piloted at the minimum unit in December. Initial feedback was positive. A telecommunications course under the auspices of Massasoit Community College was offered to youthful offenders under the age of 25, and an HVAC course is offered to both medium and minimum populations.

Religious services Chaplains welcomed the new Muslim Chaplain. Christmas, Hannukkah, and Ramadan seasons were observed. For the first time, "Family and Friends" Mass was offered in December for SHU inmates.



## MCI PLYMOUTH, Michael Grant, Acting Superintendent

Educational Programs at MCI Plymouth resumed with the addition of an automotive program. All vocational and education programs held a graduation ceremony at MCI Plymouth on June 12, 2007 with approximately 35 inmate graduates.

The NEADS (National Education for Assistance Dog Services) program continues to be a positive program, assisting offenders in their successful re-entry efforts. MCI Plymouth currently averages four puppies per year in training.

MCI Plymouth continues to be in partnership with the Department of Public Works (DPW), Department of Conservation and Recreation (DCR), the Department of Environmental Management (DEM), the town of Plymouth and the town of Carver, our host town. The facility worked collaboratively with the State Park Rangers. MCI Plymouth inmates collaboratively working with DCR assembled picnic tables for use at all state forests. As of June 2007 they have assembled in excess of 500 picnic tables and 15 lifeguard stands.

In June, MCI Plymouth entered into an agreement with the town of Plymouth to provide work crews to assist with litter pick up. Additionally, MCI Plymouth provided inmate work crews to the Plymouth Fire Department in an effort to paint the fire stations.

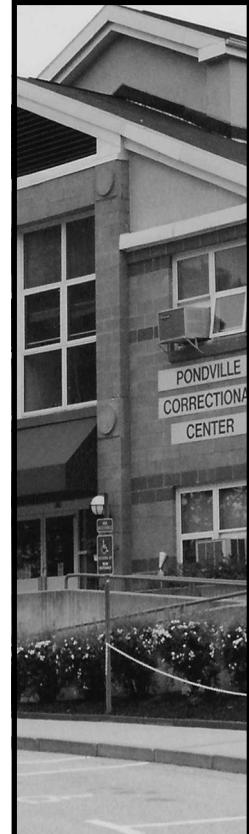


# Annual Report 2007

## PONDVILLE CORRECTIONAL CENTER, Michael Thompson, Superintendent

A Family Orientation Program, aimed at engaging family members in the reentry process began in October and will be run on a quarterly basis. The Transition Workshop introduced a new curriculum in August to include the following topics: Living Arrangements, Employment Readiness; Seeking, Securing and Maintaining Employment; Social Support, Victim Awareness, Life Balance, Financial Planning and Money Management and a section called, "Putting it all Together." The Workshop now runs for a two-week period.

The Law Library Pilot Program was introduced into PCC in September. This pilot program allows inmates access to Lexis/Nexis law library materials from two dedicated computer terminals located in our Law Library. Updated law material will be downloaded monthly from Technology Services to a dedicated server allowing inmates to have updated material more frequently. The new system is expected to result in cost savings over the current provider, West Publishing. Once the pilot program has been deemed successful, other institutions will be introduced to the new system. The total number of community service hours provided by Pondville Correctional Center during this calendar year was 16,424, performed by 485 inmates.



## Assistant Deputy Commissioner, Northern Sector, Timothy Hall Northern Sector Facility Reports

### BOSTON PRE-RELEASE CENTER,

#### James Saba, Superintendent

In January, an internship program was implemented. A student from Massachusetts College of Pharmacy and Health Science was on site two days per week shadowing a CPO to engage in hands-on case management and inmate programming.

In February, transformation of a portion of the inmate library to a Re-entry Resource Center was implemented consisting of physical/structural changes to accommodate inmate re-entry resources and initiatives.

The biggest development this year was the April transfer of 25 Pre-Release inmates. The facility expanded its mission through the addition of 25 Pre-Release beds, raising our population from 150 to 175.

A program proposal for a partnership with the Bunker Hill Community College was developed, funded and implemented in October. This six week program will teach various work readiness skills to the inmate population in preparation for employment.

Boston Pre-Release entered into a partnership with the NEADS program and implemented the puppy program with two puppies.

In October, Boston Pre-Release Center participated in a community work crew which compiled "goody" bags for participants of the Tufts Health Plan 10K Marathon. The organization was extremely grateful for our assistance with over 7,000 bags.



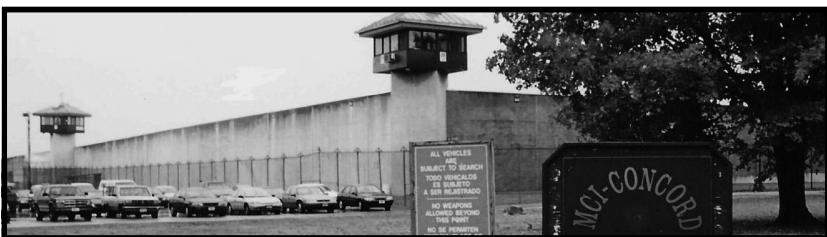
### **MCI Concord, Peter Pepe, Superintendent**

The newly developed Lifeskills Program continues. Lifeskills is a program to better prepare inmates for release into the community. Some components of this program include basic cooking, home repair, interview techniques and money management. Volunteer Programs completed a full cycle of Alternatives to Violence as well as Emotional Awareness during this year. A family orientation program to familiarize families with the DOC visiting process, classification system, program availability and re-entry initiatives has been developed.

MCI Concord continues to assist with Video Conferencing with Wrentham District Court, Middlesex Superior Court, Suffolk Superior Court, Suffolk ADR, Hampden Probate and Family Court and Norfolk Probate and Family Court.

Recycling efforts are going extremely well. We have an excellent crew working on recycling efforts and their efforts are noticed. The ratio of recycling has gone from 6% to 10% and we have exceeded our goal increasing recycled products by 70,000 pounds.

MCI Concord continues to enjoy a positive relationship with the local communities and other agencies. The facility joined the Marine Corps Reserve's annual "Toys for Tots" campaign and, in conjunction with Concord Prison Outreach, conducted the Holiday Package distribution.



### **MCI FRAMINGHAM, Lynn Bissonnette, Superintendent**

On February 9, 2007, MCI Framingham's count hit an all time high of 747 inmates. NBC News correspondent Lester Holt did a story on the Prison Pup Program at MCI Framingham in February. The segment aired on 3/17/07 and prison puppy "Dace" was placed with a disabled Iraq War Veteran through the Canines for Combat Veterans Program in early March. A new vocational Cosmetology Program opened at MCI Framingham. This licensed program requires 1000 hours of classroom time and facilitates 12 students. In the beginning of May, MCI-Framingham was audited by the American Correctional Association (ACA). The facility was reaccredited at the August ACA conference. The National Institute of Corrections Technical Assistance Grant commenced at MCI Framingham on May 17th and 18th 2007 with a site visit from the Moss Group. The grant is to assist staff at MCI Framingham implement gender specific strategies with regard to the Prison Rape Elimination Act. In July, the University of Massachusetts at Boston began a research project to determine current contact between inmates and their children. Three MCI Framingham staff members graduated from the four week Immigration Customs Enforcement 287(g) training in Burlington, MA in September.

MCI Framingham has made several strides with regard to compliance with the Hayes Report. Inmates on mental health watch are double-bunked as clinically indicated. This has reduced the isolation of inmates on watch for suicidality. Rounds by correctional staff in the Health Services Unit were increased to every 15 minutes. All inmates and detainees returning from court trips are being evaluated by a mental health clinician in the admissions area.



# Annual Report 2007

## NORTH CENTRAL CORRECTIONAL INSTITUTION , Gary Rodin, Superintendent



A 60 meter (160 foot) tower was erected outside the perimeter of the institution for the purpose of collecting data over a ten month period to determine wind velocity patterns for the potential installation of wind turbines. Initial data collected shows that the area is sufficient to support two wind turbines, which if erected would meet the entire electrical needs of the institution. Efforts are now underway with our Resource Management Division and DCAM to further this project.

In a continuing effort to respond to the concerns raised in the Hayes Report, an assessment of NCCI's mental health cells was undertaken to determine steps necessary to make them more "suicide resistant." In the months following, NCCI also increased the frequency with which rounds are made in our segregation, health services and residential treatment units in an effort to deter and/or quickly discover incidents of self injurious behavior by inmates. Cameras have been installed within these areas to monitor those inmates within our observation cells. We also initiated an intensive process of addressing inmates who encounter a "negative outcome." In this, mental health staff promptly meet with any inmate who returns from a court trip or lower security, is denied parole, is recommended via the classification process for a transfer to higher custody, is placed into segregation, or experiences any other situation of a negative nature. Additionally, any inmate who is an "open mental health case" is placed on constant observation until seen and screened by a mental health professional prior to any segregation placement. An in-house computer database was developed to ensure that these inmates are accurately identified and referred for screening.

NCCI further developed its Residential Treatment Unit (RTU) to provide housing and treatment for 39 mentally ill inmates. NCCI has since completed all the actions necessary to make the unit operational. This includes preparation of the unit's office and program areas, the movement of inmates and staff, and the provision of necessary supplies. The unit is only partially operational at this time due to a change in mental health vendors.

NCCI began development of its strategic plan to address the requirements of the Prison Rape Elimination Act (PREA). Although still in process at this time, significant action has been completed and NCCI's plan is being distributed by the department's PREA Manager as an example to guide other facilities in their efforts.

NCCI successfully expanded its operation of the NEADS training program into the medium security portion of the facility. It had previously operated in the minimum security unit only. Based upon its initial success with the first two puppies, the program expanded to four puppies in October 2007.

Industries expanded its Optical Shop into a second location within the institution and increased its inmate work force to over 10% of our population.

In our efforts to realize we are part of a larger community, NCCI hosted a blood drive for the American Red Cross, which resulted in 44 units of blood being donated. The facility held a food and toy drive for the Greater Gardner Community Action. A total of 14 boxes of food were collected and over 65 toys were donated by staff for local families. Four bags of coats and blankets were also collected for the Lowell Battered Women's Organization.

**SOUTH MIDDLESEX CORRECTIONAL CENTER,**  
**Kelly Ryan, Superintendent**

Procedures for the new Family Reunification House have been developed. Areas covered include procedures for utilization of the unit, access to the building and identification of uses for the additional space. On August 18, 2007, the annual Family Fun Day was held at the facility and was well attended by the inmates and their children. The building of the "green" Re-unification House continued. With "green" panels manufactured at MCI Shirley and labor from Northeastern Correctional Center, this home will replace the existing trailer for extended visits for the women and their children. Working in conjunction with MCI Framingham and Central Classification, SMCC has increased its minimum/pre-release population by 27%. In June, the inmate population at SMCC was averaging 115. As of November, the population is averaging 156. Through a new set of guidelines put in place for the female population, the count has increased at SMCC giving more women greater opportunities for successful re-entry by making them eligible for lower custody.



**MCI SHIRLEY,**  
**Duane MacEachern, Superintendent**

During the past year MCI Shirley Medium has expanded medium bed capacity by 101 beds. This was done by double bunking more cells. With the anticipated increase of the minimum population, the buildings located on the grounds of the Minimum Facility have been undergoing much needed renovations. The maintenance department has been spending a majority of its time painting and making the necessary repairs. Unit 9 opened this calendar year and currently houses 45 inmates. Unit 11 will be next to open, and Units 6 and 7 soon after. The expected count for the Minimum Facility is approximately 300 inmates. Due to the expansion, the Administration opened the minimum gym for inmate use for recreational activities and have recreational staff assigned to the facility along with classification staff. To help in ensuring more inmates are involved in jobs and programming, MCI Shirley started a new Industries Sewing Shop which employs approximately 12 inmates.

MCI Shirley has expanded the programs at the facility to include: Fatherhood Program; Men in Recovery; Job Skills Program; Money Management Program and the Transition Workshop expansion (one week program expanded to a two week program). During the past year, our maintenance department along with minimum security inmates have been helping to refurbish an Industries Satellite Store on the Shirley property. The implementation of Quarterly Re-entry Presentations to inmates within six months of release have been given. These presentations include partnerships with MassHealth, RRC parole staff and Work Force Development Inc.



# Annual Report 2007



## Northeastern Correctional Center, Paul Ruane, Superintendent

The facility continues to work with many state agencies, such as the Department of Conservation and Recreation, and local cities and towns in providing inmate work crews.

NEADS dog count was increased from five to seven this past quarter.

Total herd count as of September 30, 2007 was 94 cows and 53 calves.

The Work Release program has shown a gradual expansion over the course of the fiscal year. Several sites remain seasonal - ending in December and restarting in the Spring. The number of work sites has increased from 10 to 16; the average number of inmates employed was approximately 34. PRA's have been utilized for medical purposes and for reentry purposes. This institution is considering increasing the number of work release beds at this facility during the next fiscal year.

Programs continue to be strong at this institution. The Northeastern Correctional Center has 151 approved volunteers, an increase of nine volunteers from last year. Emphasis continues to be placed on programs that reduce recidivism through dealing with anger-related issues, substance abuse issues, or strengthening family relationships. Special emphasis was also placed on recruiting guest speakers/approved volunteers for the self-help programs. A special orientation for volunteers was held off-site specifically for this purpose.

Beginning in April, the Director of Treatment started meeting with members of the various volunteer programs for a luncheon at the Culinary Arts program. The purpose of these luncheons was to express appreciation for their time and efforts, to communicate changes affecting their programs and to allow volunteers to express feedback as to how their programs were going. The results from this have been very positive.

This fiscal year saw the approval of one new program – State Courts Against Road Rage (SCARR). This program was developed at the request of the State Police Sergeant in charge of the program for the court system. Inmates are currently being screened to provide public speaking for this program. NECC will provide inmates to speak at the program for those courts in Middlesex County.

Special events included a Music Theory concert, the Concord Prison Outreach Caroling event, the Holiday Family Re-unification event, and the Concord Prison Outreach gift bag project. It should be noted that 69 volunteers/guests from the local communities participated in the caroling event. This event was highly successful and continues to be one of the highlights in the community, reaffirming the excellent relationship this institution has with community members. It should also be noted that 65 children attended the Holiday Family Re-unification Event and up to as many as 72 children attended the quarterly Family Days.

### **Souza Baronowski Correctional Center, Thomas Dickhaut, Superintendent**

SBCC has become an ISO-New England member. Resource Management has signed us up to become part of a program where institutions that are self-sufficient power suppliers, such as SBCC, are available in case of a power emergency. If the local power company expects an unusual power demand approaching, an ISO New England member is required to remove themselves from the power grid and supply their own power.

In May, a workgroup was formed for pertinent staff for the Secure Treatment Program (STP). In June and August managers from SBCC went to Connecticut State Prison and New York State Prison in an effort to better understand and prepare for the program. In September, construction began on the STP at SBCC. Curricula for the Secure Treatment Program has been developed. In August 2007 we certified three additional Inner Perimeter Security staff that can conduct Sexual Assault Investigations. Spectrum Health Services Inc. was granted the new contract, which has added the Fatherhood Program.

In October 2007, we hosted the National Conference at SBCC concerning "Leading and Sustaining Culture Change in Corrections." Attendees included representatives from the Criminal Justice Institute, Tennessee, Wyoming, Idaho and Massachusetts.

The GED exam was taken by 31 inmates in May and 21 passed; three inmates graduated from the Computer Skills programs; five from Culinary Arts; and three from the Barber program. The Computer Skills program continues in SHU. Sector I had one student attending in the afternoon and Sector II had two students attending in the morning. A Re-entry Resource Center was created in the inmate library. The materials will enable offenders to have direct access to valuable resources to assist in their successful transition into society. The library continued to provide resources to the inmate population in regards to the general library, law library, and the satellite law library in the SMU. Annual inventory was completed in the Library and found that there was a decrease in lost or stolen books.

There are currently 50 volunteers at SBCC. All volunteers are screened, oriented and approved by the Superintendent before they are allowed access into the institution. Alternatives to Violence, Emotional Awareness, Stress Reduction, and Houses of Healing began in September 2007.



# Annual Report 2007



## Lemuel Shattuck Hospital Correctional Unit,

**James T. Walsh, Superintendent**

A new medication supply room was created for the 8 North Unit. In addition, the 8 North expansion project provided for two additional security rooms and one additional four man room. The first inmates to occupy the area were admitted in November.

A new primary nursing program was developed and implemented on 8 North to expedite the delivery and quality of patient care. Nurses are now assigned four to five patients who are under their charge for the entire shift. They focus on the needs and care of their respective patient list, which increases the speed and accuracy of quality care delivery.

In November, the Institutional Training Officer and Assistant Institutional Training Officer conducted orientation training for a group of new LSH student interns. The group was comprised of predominately college interns who have never experienced a correctional setting.

LSHCU, in conjunction with the Shattuck Hospital Incident Command Center and the Department of Public Health Police conducted a major disaster drill in December. All Departments worked collaboratively to develop and enhance reaction/response for a threat to the hospital.

In October, LSHCU, UMASS Medical and LSH administrative staff conducted a joint task force meeting to identify and effect change in a variety of operational, financial and developmental areas. The task force also meets routinely to discuss strategy development, tracking techniques, and identifiable causes to reduce the occurrence of cancelled and or missed clinical appointments.

In December, LSHCU, Mass Mental Health, Shattuck Homeless Shelter, Public Health Police and LSH administrative staff held a meeting to address a master plan for the Lemuel Shattuck Hospital. This meeting was a feasibility study initiated to determine the future of the Shattuck Hospital. As part of this study, a review of inmate future health services and mental health needs were considered a primary focus.

Department of Correction

# Core Values

Commitment to Public Service

Responsible

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Respectful

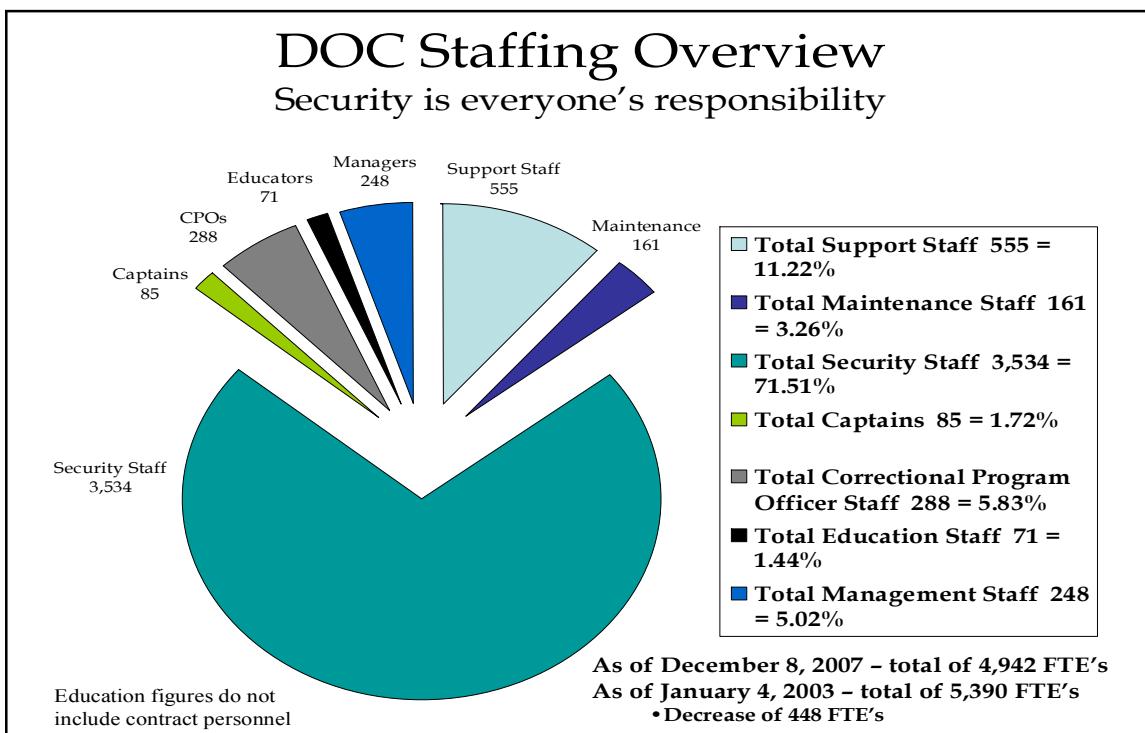
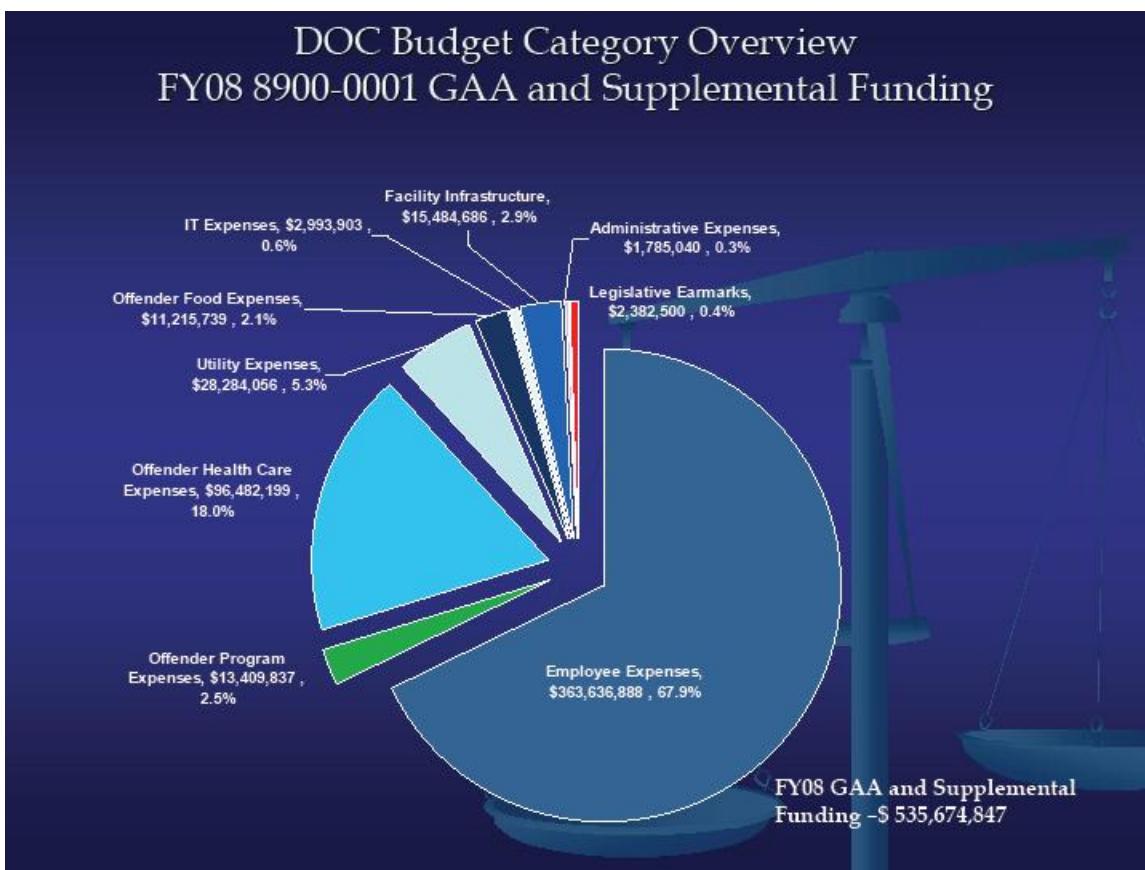
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Honest

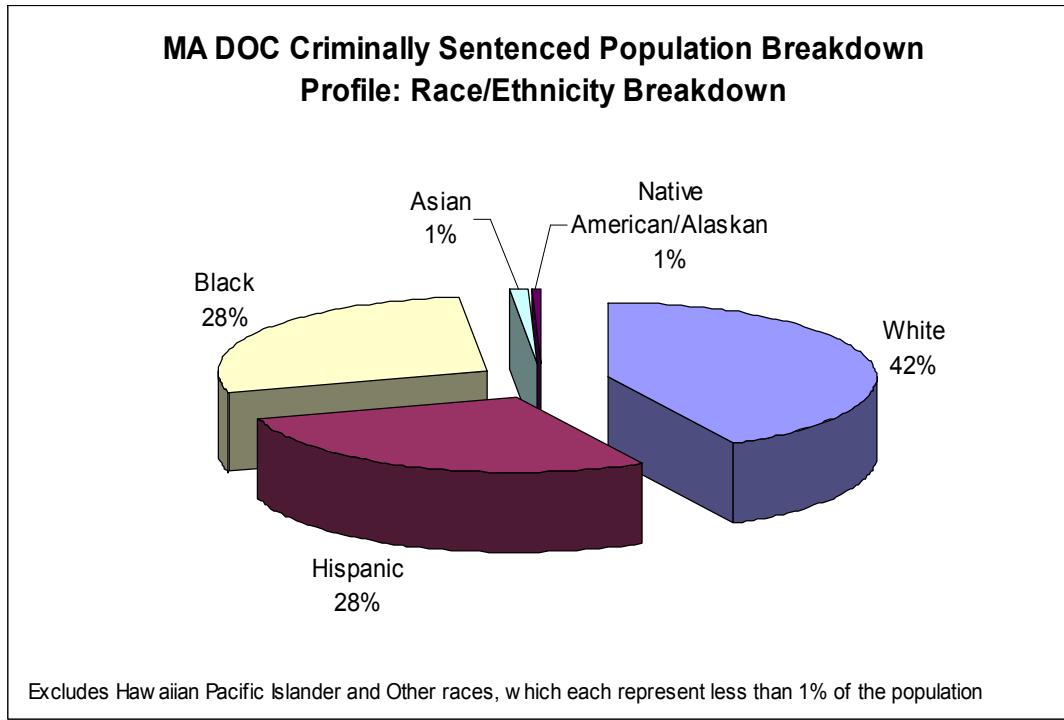
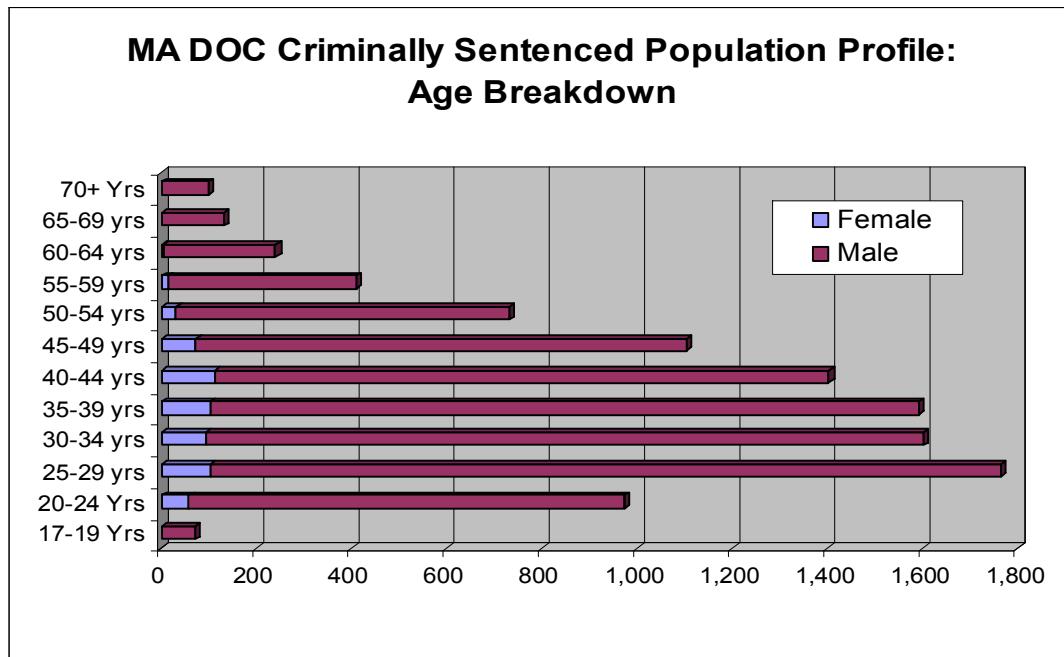
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Caring

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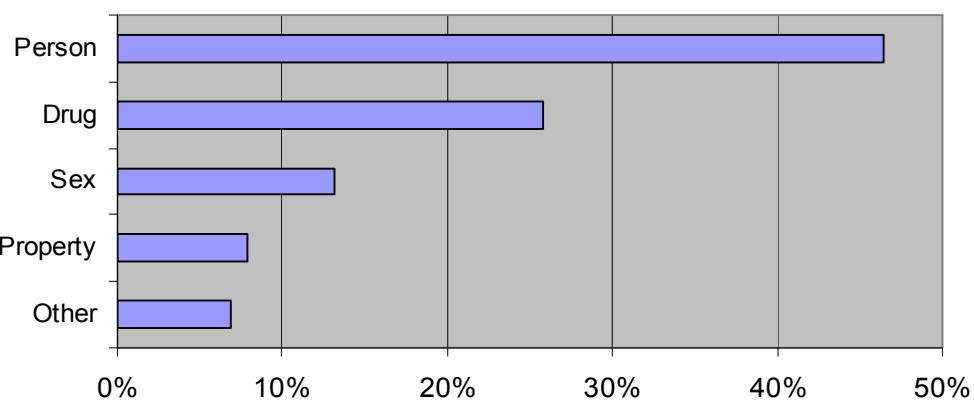


All of the following profile statistics are based on the MA Department of Correction criminally sentenced jurisdiction population on January 1, 2008. Data on commitments and releases for 2007 is based on the criminally sentenced population, and are preliminary and subject to change.

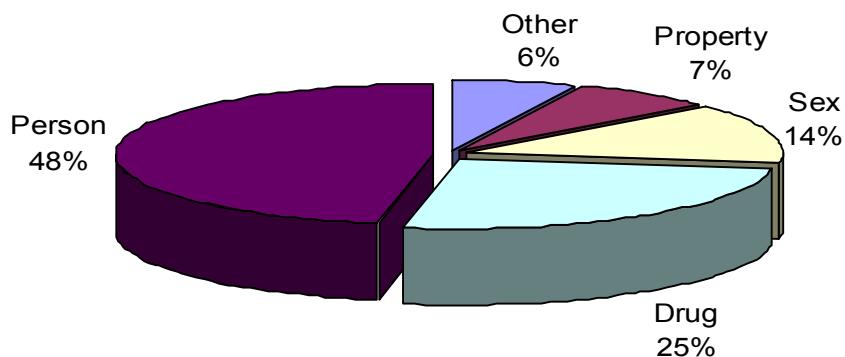


# Annual Report 2007

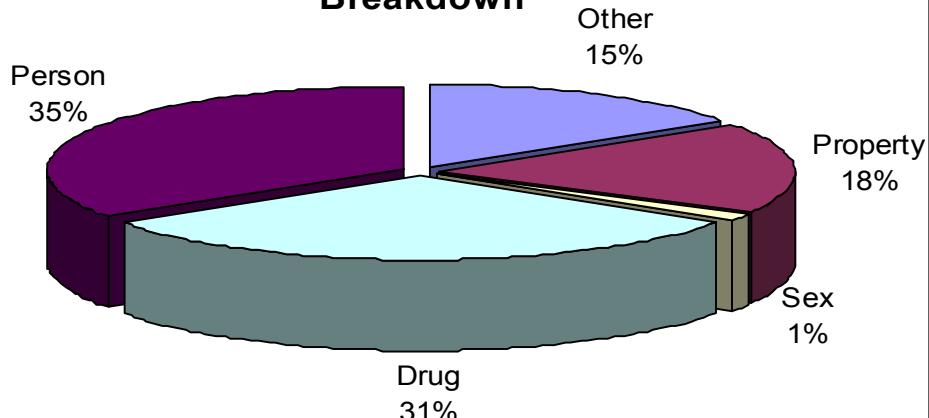
## MA DOC Criminally Sentenced Population Profile: Governing Offense\*



## Male Offenders: Governing Offense Breakdown

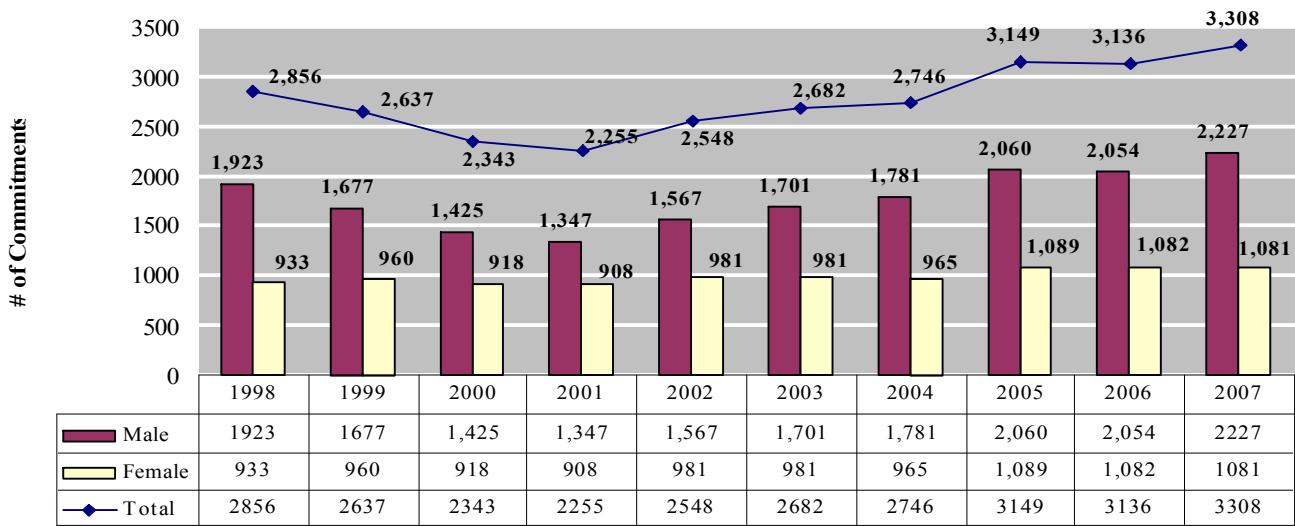


## Female Offenders: Governing Offense Breakdown

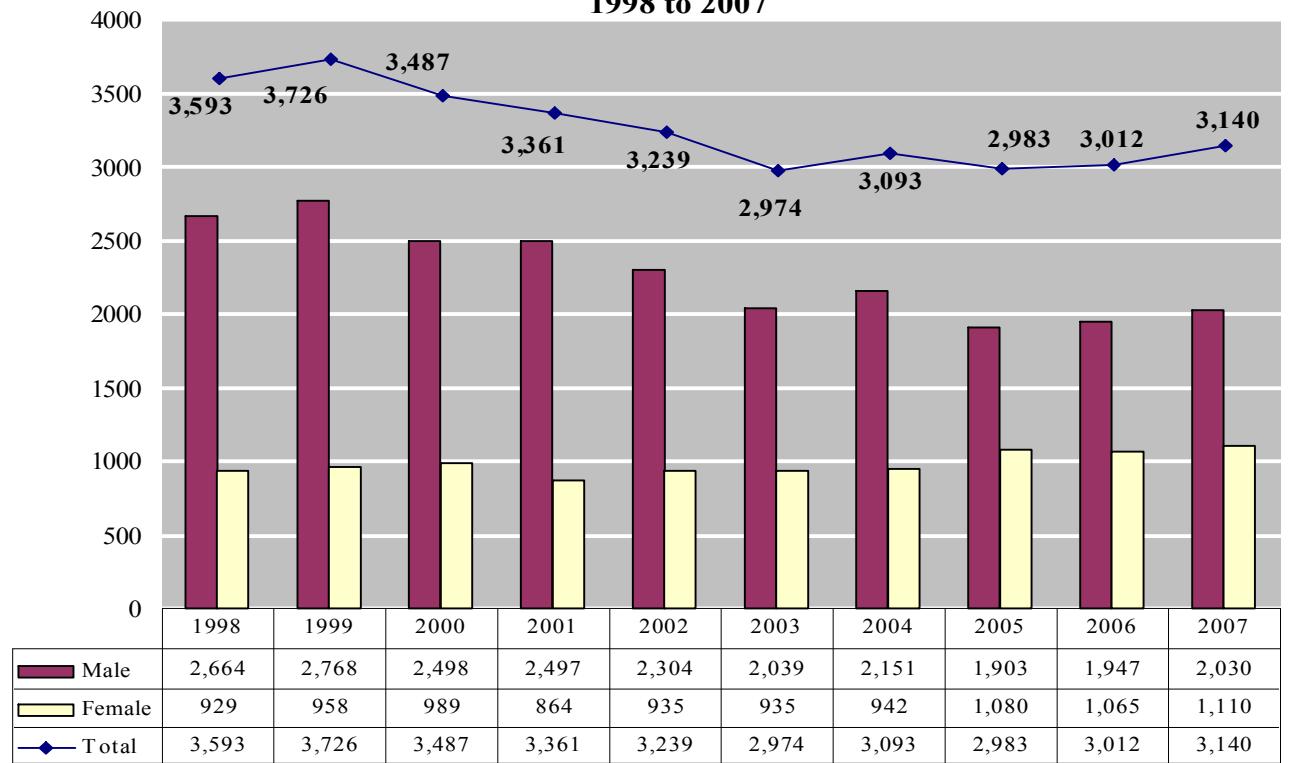


\*The governing offense is the offense that is associated with the longest maximum discharge date.

**DOC Commitments**  
**1998 to 2007**



**Releases from the MA DOC**  
**1998 to 2007**

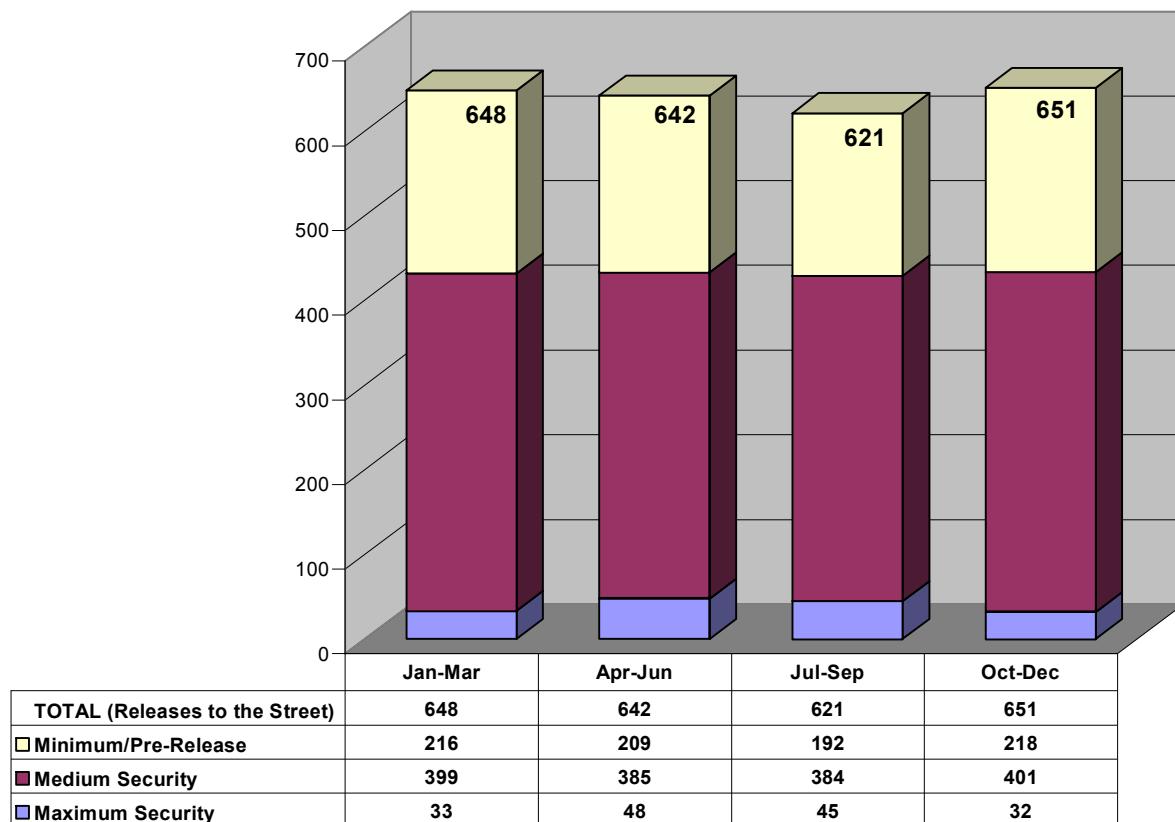


Not exclusive to releases to the street. Includes releases to other jurisdictions and sentences.

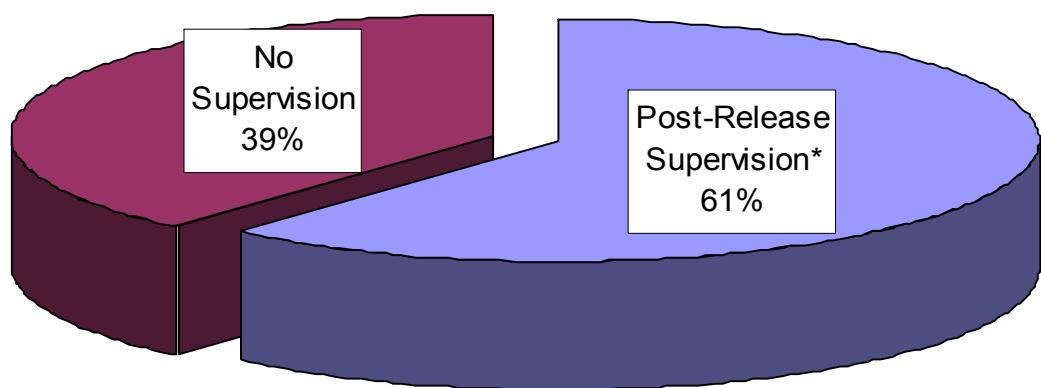


# Annual Report 2007

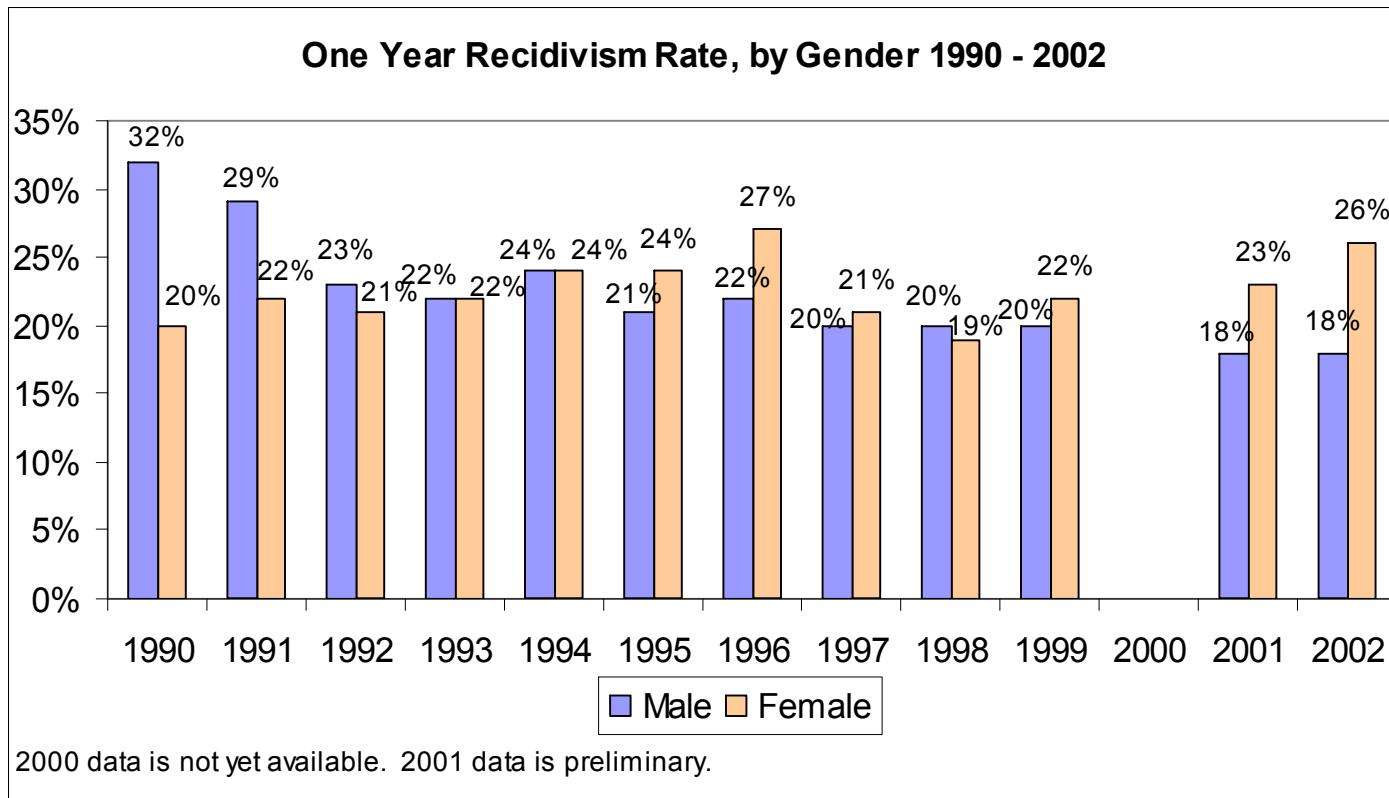
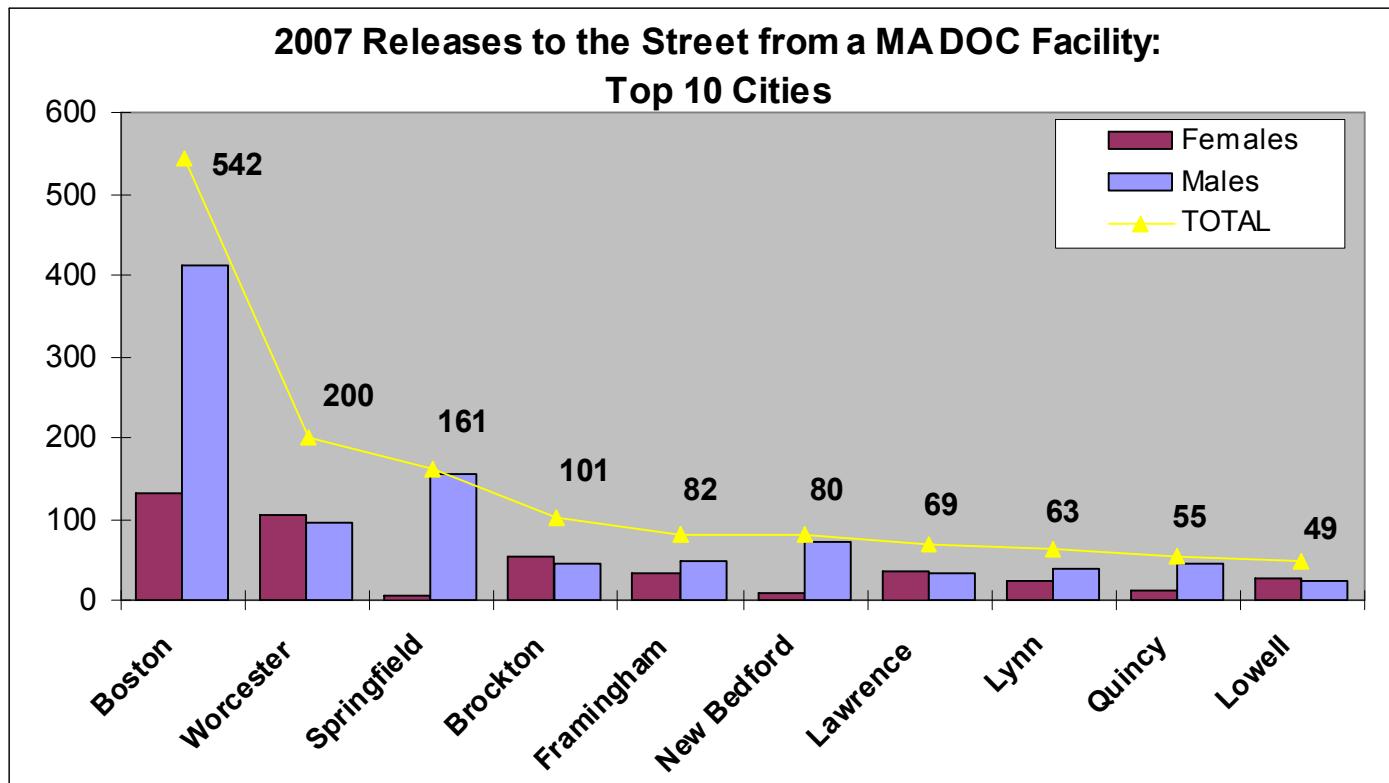
## 2007 Releases to the Street from MA DOC Facility by Security Level:



## 2007 Releases to the Street from a MA DOC Facility: Post-Release Supervision Status

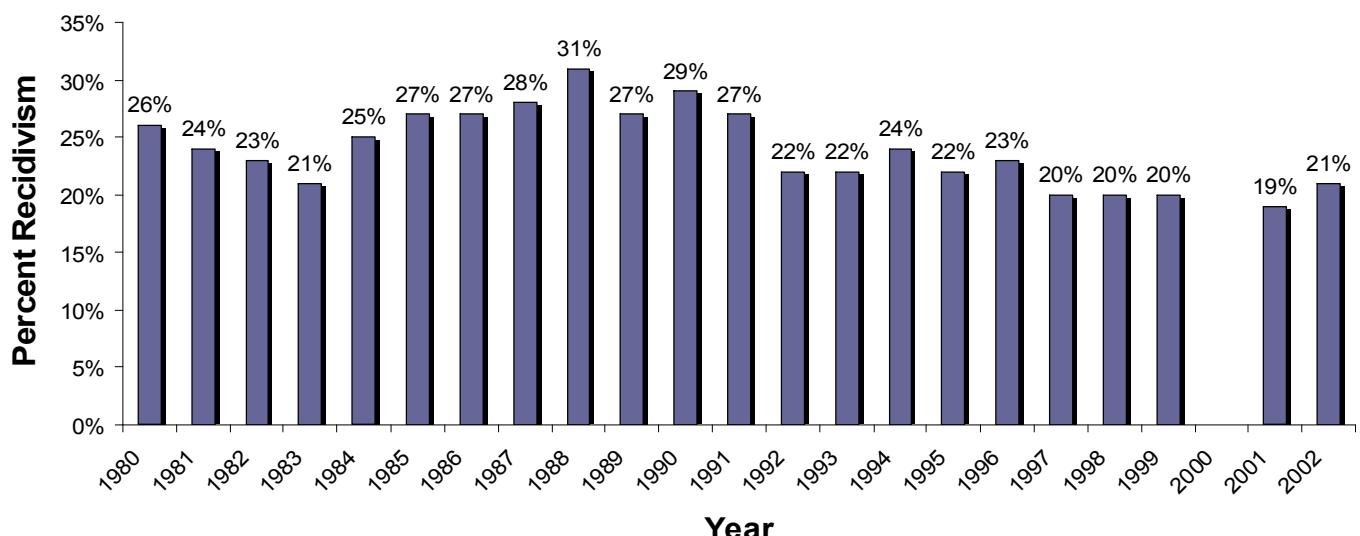


\*Inmates under post-release supervision may be supervised by Parole, Probation, or both.



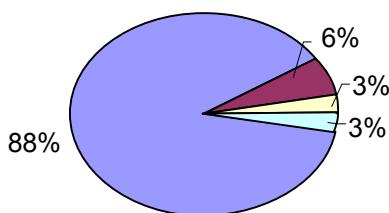
# Annual Report 2007

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



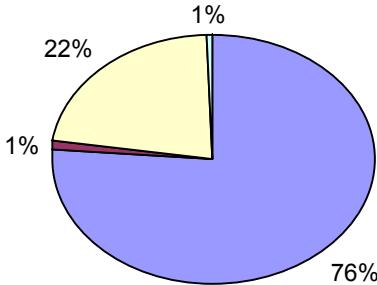
Data for 2000 is not yet available. 2001 data is preliminary.

## Male DOC Jurisdiction Population December 31, 2007



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

## Female DOC Jurisdiction Population December 31, 2007



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

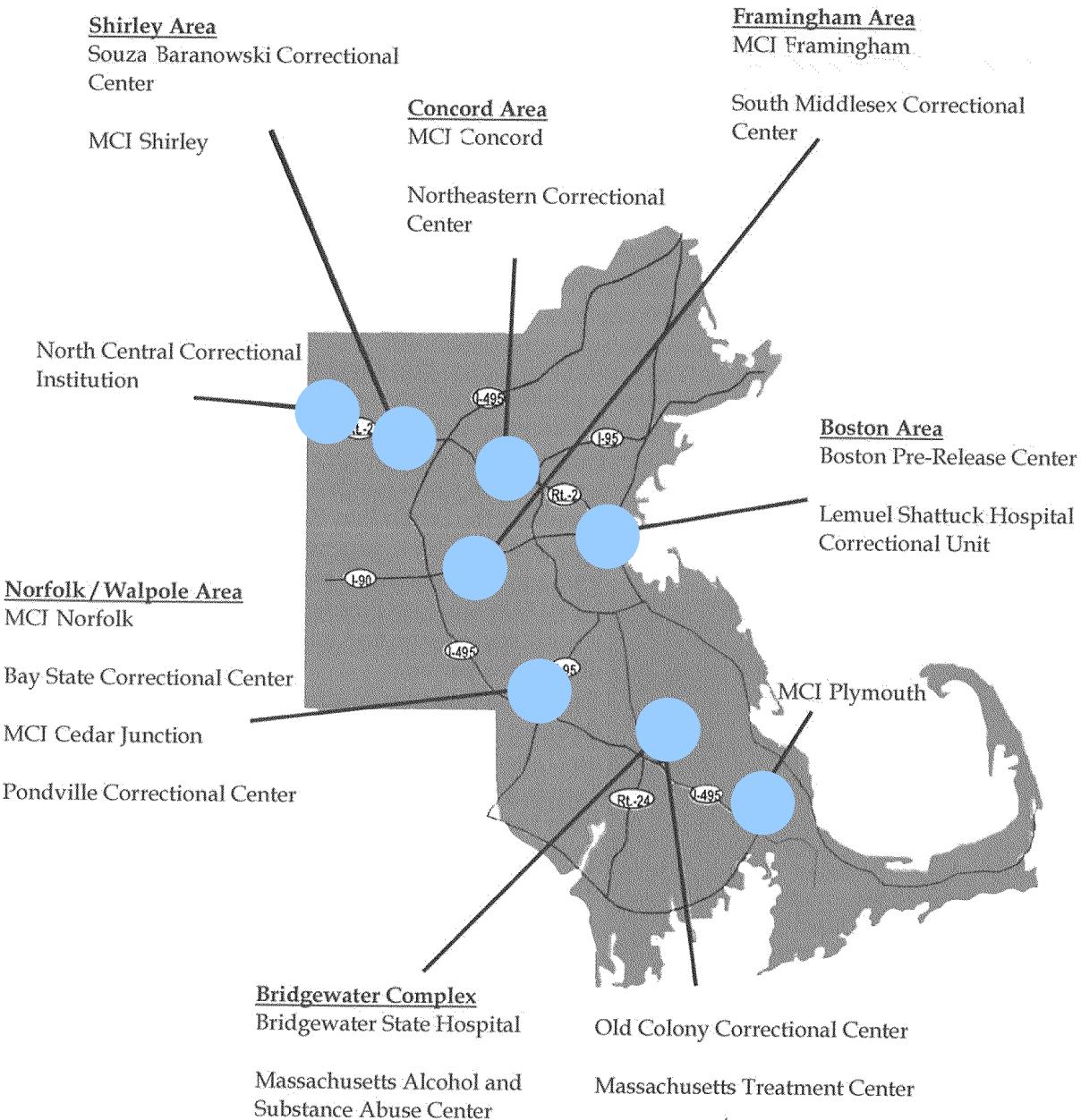
Department of Correction

# At a Glance



# Annual Report 2007

## DOC Facilities Map



## Prison Facilities At a Glance

**18 Total Facilities**

**2 Male Maximum Security**

**10 Male Medium Security (including specialty facilities)**

Massachusetts Alcohol and Substance Abuse Center– for treating civilly committed men with substance abuse issues.

Massachusetts Treatment Center– for treating civilly committed men who are sexually dangerous.

Bridgewater State Hospital– forensic mental health hospital.

Shattuck Correctional Unit– inpatient correctional unit at a Department of Public Health hospital.

**1 Female Medium Security Facility**

Houses state sentenced, county sentenced, civilly committed and awaiting trial detainees.

**4 Minimum/Pre release Male Facilities**

**1 Minimum/Pre release Female Facility**

## Offender Population At a Glance

	Male	Female	Total
Custody in DOC Facilities	9948	843	10791
Custody in Non-DOC Facilities	241	8	249
<b>Grand Total MA DOC Jurisdiction Population</b>			11040



# Annual Report 2007

## Inmate Education at a Glance

64% of inmates reported an education level of 11th grade or less

35% of males and 52% of females completed grade 12 or higher

60% read below a 6th grade level



## Challenges Faced by the DOC

Inmates:	Education Level	DOC:
	14% Known Hepatitis C Virus Positive	High Fixed Costs
	2% Known HIV Positive	Low Revenues/ Appropriations
	Open Mental Health Cases	Low Discretionary Funding
	Chronic Disease	Overcrowding
	No Requirements to Participate in Programming	

## Inmate Mental Health Caseload

2370 Inmates or 24% of the Male Population  
556 Inmates or 66% of the Female Population

A total of 2926 inmates or 27.3% of the total population has an open case regarding mental health issues.



## **DOC Budget for Fiscal Year 2007**

The budget for FY2007 was \$542,581,493.

Employee expenses made up 68% of the budget.

Inmate health care expenses made up 18% of the budget.

Care expenditures (including vendors, pharmaceuticals, Lemuel Shattuck Hospital, transportation and the DOC Health Services Division) = \$103,989,685

Inmate program services expenditures (including education, programs, re-entry, salaries, transportation, inmate work programs and parole board regional reentry centers) = \$66,215,647



## **Hayes Report Progress**

The DOC is moving forward in its commitment to improving mental health services. We are establishing a residential treatment unit for maximum security inmates at the Souza Baranowski Correctional Center (SBCC). We have opened the Secure Treatment Program, also housed at SBCC. Additionally, staff positions are funded for a ten bed behavioral management unit at MCI Cedar Junction. MCI Framingham is establishing a behavioral services unit and a day treatment program. The DOC has also upgraded the day treatment program at NCCI to a Residential Treatment Unit.

These services are designed to meet the needs of the ever-growing mental health population within the DOC. These residential units will provide treatment services for inmates with serious and persistent mental illness, as well as for segregation inmates and inmates with significant character disorders and functional impairment.

With the supplemental appropriation for the Hayes recommendations regarding inmate suicides, we are now providing 15 minute rounds in the Health Services Units, as well as 30 minute rounds in residential mental health units. This initiative is directly related to the agency's commitment to reduce the incidence of inmate suicide. The DOC is the largest provider of mental health services.



# Annual Report 2007

## 2007 Beyond Excellence Award Recipients

### *Institution/Division Employees of the Year*

*Headquarters Employee of the Year*—Thomas Connolly, Correctional Program Officer

*Bay State Correctional Center Employee of the Year*— Robert Bennett, Sergeant

*Boston Pre-Release Center Employee of the Year*—Roland Peters, Correction Officer

*Bridgewater State Hospital Employee of the Year*—Andre Carvalho, Correction Officer

*MCI Cedar Junction Employee of the Year*—Joseph Veilleux, Lieutenant

*MCI Concord Employee of the Year*— Anthony Demoura, Correction Officer

*MCI Framingham Employee of the Year*—Stephen Gonyor, Correction Officer

*Massachusetts Alcohol and Substance Abuse Center Employee of the Year*—Donald Beauvais, Correction Officer

*Massachusetts Treatment Center Employee of the Year*—Stephen Madden, Correction Officer

*Northeastern Correctional Center Employee of the Year*—William Thomas, Correction Officer

*MCI Norfolk Employee of the Year*—James Perron, Correction Officer

*North Central Correctional Institution Employee of the Year*—Richard Newell, Correction Officer

*Old Colony Correctional Center Employee of the Year*—Paul Brasseur, Correction Officer

*MCI Plymouth Employee of the Year*—James Butler, Sergeant

*Pondville Correctional Center Employee of the Year*—Michael Enos, Correctional Program Officer

*Lemuel Shattuck Hospital Correctional Unit Employee of the Year*—Wendell Williams, Sergeant

*MCI Shirley Employee of the Year*— Patrick DePalo, Director of Security

*South Middlesex Correctional Center Employee of the Year*—Lawrence Shanahan, Correctional Program Officer

*Souza Baranowski Correctional Center Employee of the Year*—Martin Leonard, Captain

### *Professional Excellence Awards*

*Administrator*- Christopher Lanoue, Director of Engineering, MCI Framingham

*Office/Clerical* – Andrea Sarget, Institution Treasurer; Kristen Fedele, Clerk V, and Diane Wilkins, Clerk IV – MCI Concord

*Care and Custody* – Lisa Antunes, Correction Officer, MASAC

*Contract/Volunteer* – Khalid Khan, Director of Medicine – Bridgewater State Hospital

*Support Services* – Ronald Blair, Donald Dunlop, Richard Hardy, Steve Jette, Samuel Lu, Scott McKenna, Frank Servello, Brian Silvia and Gary Thompson, Technology Services Division

*Technical/Maintenance* – Steven Smith, Storekeeper IV – MCI Concord

*Joseph Ribeira Award of Valor* – Paul Murphy, Lieutenant; Glen Gaspar, Correction Officer; Michael Normandin, Correction Officer; Edward Porter, Correction Officer; Lucien Mandeville, Correction Officer – MCI Cedar Junction

*Charles Gaughan Award* –Donna Lebow, Associate Director of Rehabilitation Services, Bridgewater State Hospital

*Commissioner's Citation* – Jeffrey Cardin, Correction Officer, Souza Baranowski Correctional Center

*Commissioner's Citation* – Scott Migala, Director; David Cibor, Lieutenant; James Bailey, Lieutenant, and Jesse Johnson, Lieutenant – MCI Concord

*Humanitarian Award* – William Newcomb, Correction Officer – Boston Pre Release Center

*Distinguished Service Award* – Thomas Connolly, Correctional Program Officer

*Deputy Superintendent of the Year* – Karen Dinardo, MCI Concord

*Superintendent of the Year* – Luis Spencer, MCI Norfolk

### *Innovations in Public Safety Partnership Award*

Sheila O'Brien, National Education for Assistance Dog Service (NEADS)

## **2007 Performance Recognition Award Recipients**

### **Individual Award Winners**

Jennifer Turgeon, Correction Officer, MCI Framingham  
Thomas Connolly, CPO D, Reentry Unit  
James Perron, Correction Officer, MCI Norfolk  
Ernest Therien, Sergeant, Central Inmate Discipline Unit  
Esther Gonsalves, Sergeant, Training Academy  
Robert Sykes, Director of Engineering, Old Colony Correctional Center

### **Group Awards**

#### **MCI Cedar Junction (Walpole) Group**

Paul Murphy, Lieutenant  
Glen Gasper, Correction Officer  
Michael Normandin, Correction Officer  
Edward Porter, Correction Officer  
Lucien Mandeville, Correction Officer

#### **MCI Shirley Inner Perimeter Security (IPS) Team**

Keith Nano, Lieutenant, IPS Commander  
Michael Ruel, Sergeant  
Ryan Desmond, Correction Officer  
Anthony Findley, Correction Officer  
George Gardner, Correction Officer  
Manuel Martinez, Correction Officer  
Mark Richard, Correction Officer  
Mark Smith, Correction Officer

**Thank you to everyone who contributed to the 2007 Annual Report!**

### **Annual Report 2007**

Editor-in-Chief  
Susan Martin

Executive Editor  
Diane Wiffin

Design  
Cara Savelli

