

Commonwealth of Massachusetts
Executive Office of Public Safety
Department of Correction
Annual Report 2005

Committed to Public Safety

Mitt Romney, Governor

Kerry Healey, Lieutenant Governor

Edward A. Flynn, Secretary

Kathleen M. Dennehy, Commissioner

James R. Bender, Deputy Commissioner

2005 ANNUAL REPORT

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THE
**MASSACHUSETTS DEPARTMENT OF
CORRECTION**
**OFFICE OF CONSTITUENCY SERVICES
AND INDUSTRIES PRINT SHOP**



MITT ROMNEY
GOVERNOR

KERRY HEALEY
LIEUTENANT GOVERNOR

EDWARD A. FLYNN
SECRETARY OF PUBLIC SAFETY

KATHLEEN M. DENNEHY
COMMISSIONER



MASSACHUSETTS DEPARTMENT OF CORRECTION
50 MAPLE STREET, SUITE 3
MILFORD, MA. 01757
508-422-3300
WWW.STATE.MA.US/DOC

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Commissioner



Fellow Citizens of Massachusetts:

During 2005, the Department of Correction (DOC) continued to implement strategies designed to bring about fundamental change in the way we accomplish our mission of protecting the public. We have continued to set new, higher standards in pursuit of the lofty goals established in 2004 to bring about substantial reform to Massachusetts corrections.

The transformation of the DOC is grounded in a renewed commitment to public service. Our efforts are concentrated on making measurable changes to the DOC culture, philosophy, policies, procedures and management practices. Our focus on public safety is strong, and our recognition that successful reentry and reintegration are critical drivers of our success.

We are committed to continued implementation of the eighteen major recommendations as outlined by the Governor's Commission on Correction Reform (GCCR). The GCCR's work has become a major impetus for change and this year's annual report clearly outlines the specific steps we have taken to implement their recommendations. We will continue to proceed with organizational changes designed to increase accountability and effectively measure performance. We plan to meet and exceed the expectations of both the GCCR and the Correction Advisory Council (CAC).

Throughout the year, we established partnerships with other public and private agencies such as Parole, the Department of Medical Assistance, and the Department of Mental Health to support successful reentry initiatives. We developed new programs, such as the Reentry housing Program, to further improve transition back to the community. We worked closely with experts in the field to enhance our inmate grievance procedure and to improve our classification system. These measures and many other initiatives demonstrate our ability to leverage the best of what others have to offer to create positive change. However, the success of the programs outlined herein are contingent on a new sense of accountability in the department. We are improving the culture of the DOC to one that focuses on exceptional performance and personal accountability.

With almost 30 years of experience in the DOC, I have seen the Department evolve profoundly over the years. Although change is never easy, our excellent progress in 2005 to improve the DOC is directly attributable to our dedicated corrections professionals who work in this agency. To them I am greatly indebted and with their continued support and commitment, the year ahead promises further success.

Massachusetts 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.

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.

Core Values

Commitment to Public Service

Responsible - Respectful - Honest - Caring

Deputy Commissioner



As the second in command of the agency, the Deputy Commissioner assists in the formulation of initiatives, directives and goals. He directly oversees the two Assistant Deputy Commissioners and the corresponding 18 correctional facilities, the Office of Investigative Services, the Central Transportation Unit, the Inmate Disciplinary Unit, and Affirmative Action.

One of the primary initiatives this year was in the area of use of force protocols. Through a Technical Assistance Grant from the National Institute of Corrections, the DOC was able to retain the services of a nationally recognized consultant to review internal procedures and recommend changes. The Deputy Commissioner convened a Steering Committee comprised primarily of senior DOC staff to review the consultant's recommendations and draft the corresponding changes to the 103 CMR 505 Use of Force and 103 DOC 503 Forced Movement of Inmates policies. This committee will be completing its work in 2006.

James R. Bender

In September 2005, one of the DOC's Protective Custody Units was relocated from MCI Concord to the Old Colony Correctional Center (OCCC) in Bridgewater. This new unit provides enhanced security for protective custody inmates because it is separate from general population units and has physical barriers to prevent unauthorized access. In addition, the new location provides for more program opportunities for protective custody inmates.

The new Inmate Disciplinary Unit was created during 2005, including the hiring of the new Director. In addition, an organizational chart was developed and interviews were held for two Regional Managers as well as nine Hearing Officers, all slated to begin work the first week of January 2006. The 103 CMR 430 Inmate Discipline regulations went to public hearing in September 2005. The kick off for the new inmate disciplinary regulations begins in 2006.

The Office of Investigative Services has continued its work to develop a training curriculum and operation manual for all investigators within the Department. The consultants, Municipal Police Institute, Inc. of Shrewsbury, MA, have developed a week long curriculum on investigative techniques that will be provided for all appropriate staff.

This year, the DOC has seen a 4% increase in the offender population and the opening of a new segregation unit and the L Building at MCI Concord. In June 2005, the Department Disciplinary Unit (DDU) at MCI Cedar Junction experienced serious problems in the operation of the cell doors which resulted in the temporary closing of the Unit. Consequently, 107 inmates were removed from the Unit and relocated to beds elsewhere within the DOC. A renovation project is currently underway to upgrade the internal door mechanisms within the DDU and is slated for completion in April 2006.

Associate Commissioner of Administration

The Associate Commissioner of Administration oversees the administrative aspects of the Department to include the Division of Human Resources, Employee Relations, Administrative and Fiscal Services, the Budget Office, Resource Management, the Division of Staff Development, and the Special Operations Division.

In 2005, the Administrative Services Division implemented a bulk purchasing program within the Food Services Division. As a result, the Department realized a savings of approximately \$400,000. In addition, the Administrative Services Division acquired \$350,000 worth of food services and recycling equipment via the Facility Grants Program.

The management of financial resources in 2005 was a challenge due to the level funding of the operating budget. As a result of intensive monitoring and analysis and setting priorities in order to maximize spending efficiencies, the Department was able to fill 230 Correction Officer positions in 2005 in order to offset the 312 lost due to attrition. As a result of combined fiscal monitoring and grant funding, the Department was able to expand the research-based rehabilitation/education programs for the inmate population in the areas of basic education, vocational education, substance abuse, and sex offender treatment.

Financial gains were made due to MassCor Industries increasing its gross sales and profit margins in total sales by 31 percent, excluding Registry of Motor Vehicle sales. This objective was achieved by the development of new product lines, increased new contacts, and development of new marketing strategies.

In Labor Relations, the DOC successfully negotiated successor Collective Bargaining Agreements with SEIU Local 509 Nage Units 1, 3, 6 and the IBCO.

In another notable development, the Division of Staff Development (DSD) in 2005 implemented a computer based "Training Impact Assessment" for the In-service and Recruit Training Programs. These assessments generate index reports that accurately assess the transfer of knowledge and skills to the job. In addition, the DSD was awarded the partnership with the National Institute of Corrections (NIC) for the Training Design and Development Program for August 2005, in which 23 Massachusetts DOC staff participated. Significantly, the DSD participated in and was recommended for Accreditation by the American Correctional Association after receiving a 100 percent in both the mandatory and non-mandatory standard categories.



Ronald T. Duval

Associate Commissioner of Reentry and Reintegration



The Associate Commissioner of Reentry and Reintegration oversees Inmate Health Services, Inmate Classification, Inmate Program Services, the Reentry Services Division, Inmate Training and Education, and the Division of Inmate Risk and Placement.

The Department's continued commitment to reentry was notably demonstrated in 2005 by the creation of a workgroup tasked with writing a Reentry policy for the Department. Members of the Massachusetts Parole Board also participated in the Reentry policy workgroup. A goal of the workgroup was to incorporate elements of the Transition from Prisoner Community Initiative, a prisoner reentry model developed by the National Institute of Correction (NIC). The Reentry policy workgroup completed a preliminary draft in December 2005.

Veronica Madden

In working towards the goal of achieving a comprehensive reentry strategy, the Department's Reentry Services Division provided a host of trainings in 2005. An E-learning module on Reentry was implemented into the forty hour in service training curriculum for 2006. Through E-learning modules, innovative and non-traditional training strategies were created around MassHealth, Housing, as well as on an overview of Reentry. A recruit training lesson plan was developed and implemented which provides an overview of the philosophy of reentry and how staff will play a role in the process. Further, Regional Reentry Center (RRC) staff and the Lowell Police Department were trained on the DOC Inmate Management System. In addition, second trainings were held for select DOC employees on SPIRIT, the Massachusetts Parole Board's new database. Finally, the Reentry Services Division staff trained Massachusetts Parole Board members as well as Hampden County staff on the MassHealth application process.

Working in partnership, the Massachusetts Department of Correction and the Massachusetts Parole Board formed a workgroup to create a Request for Response (RFR) for comprehensive technical assistance to identify, define, and implement specific, validated risk to recidivate and needs assessment instruments, based on best practices and evidence based research for both agencies. This RFR was put out to bid in August 2005 and the consulting contract was awarded to Justice System Assessment and Training, (JSAT), of Boulder, Colorado. The Massachusetts Department of Correction and the Massachusetts Parole Board will co-manage this contract with the vendor to identify and implement a unified Risk and Needs Assessment(s) for both agencies.

In April 2005, the Program Services Division, through VOI/TIS Grant funding, successfully expanded the Correctional Recovery Academy at MCI Shirley, MCI Norfolk, and North Central Correctional Institution. Additionally, this program was established at Bay State Correctional Center. The Correctional Recovery Academy is a research-based, residential, cognitive behavioral treatment program that targets the major risk factors linked to criminality. Collectively, this program was expanded by an additional 231 treatment beds. In addition, a CRA Graduate Maintenance and Reintegration component was established for the first time at Pondville Correctional Center and Boston Pre-Release Center.

A Faith Based Advisory Council was formed and two initial planning meetings held with members of the faith based community to establish a Faith-Based Reentry mentoring program for inmates.

General Counsel

The General Counsel is the chief legal counsel for the agency and oversees the attorneys in the DOC's Legal Division. The Department's attorneys represent Department employees in state and federal court actions and before administrative tribunals in the areas of labor and employment, workers' compensation, inmate discipline, civil rights, medical and mental health, sentencing, environmental law and torts and civil commitment petitions. Responsibilities also include the provision of legal opinions, the drafting and review of legislation, policies, and contracts, and the issuance of legal advice on a variety of matters.

In 2005, legal advice was provided with respect to the revamping of the Department's inmate disciplinary regulations, 103 CMR 430 promulgated this year to implement recommendations of the GCCR with respect to inmate discipline. The Legal Division continued to provide guidance through various intra-Department work groups to revise practices and procedures consistent with GCCR recommendations in the areas of classification, visitation, inmate grievances, use of force, and the Departmental Disciplinary Unit.

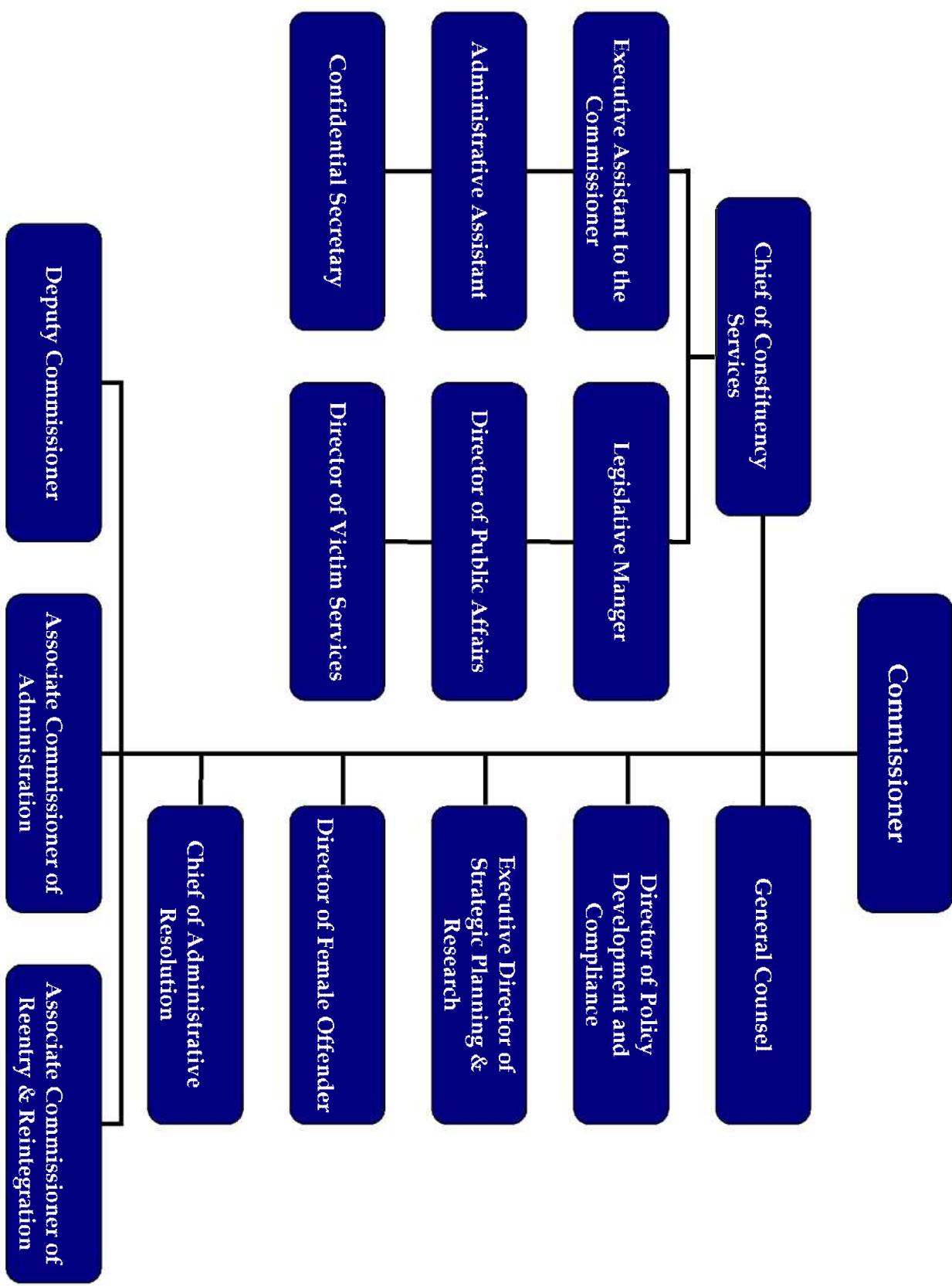
The Legal Division continued to advocate aggressively against fraudulent and frivolous industrial accident claims to eliminate these claims and their drain on the public fiscal resources, assisting the Attorney General this year in the criminal prosecution of a former employee for worker's compensation fraud.

Also in 2005, the Legal Division obtained several favorable appellate decisions in the areas of inmate drug testing, environmental claims of groundwater contamination, conditions of confinement, sex offender designation, and out-of-state inmate transfers. We also received favorable outcome regarding the permissible use of "totem pole" or layered hearsay as well as the expansion of the "risk of future injury" criteria applicable at trial of petitions for discharge by persons previously adjudged to be sexually dangerous. Argued and pending before the Supreme Judicial Court are two significant cases dealing with religious freedom and the need to accommodate individuals in the prison context. These cases will be followed during 2006.

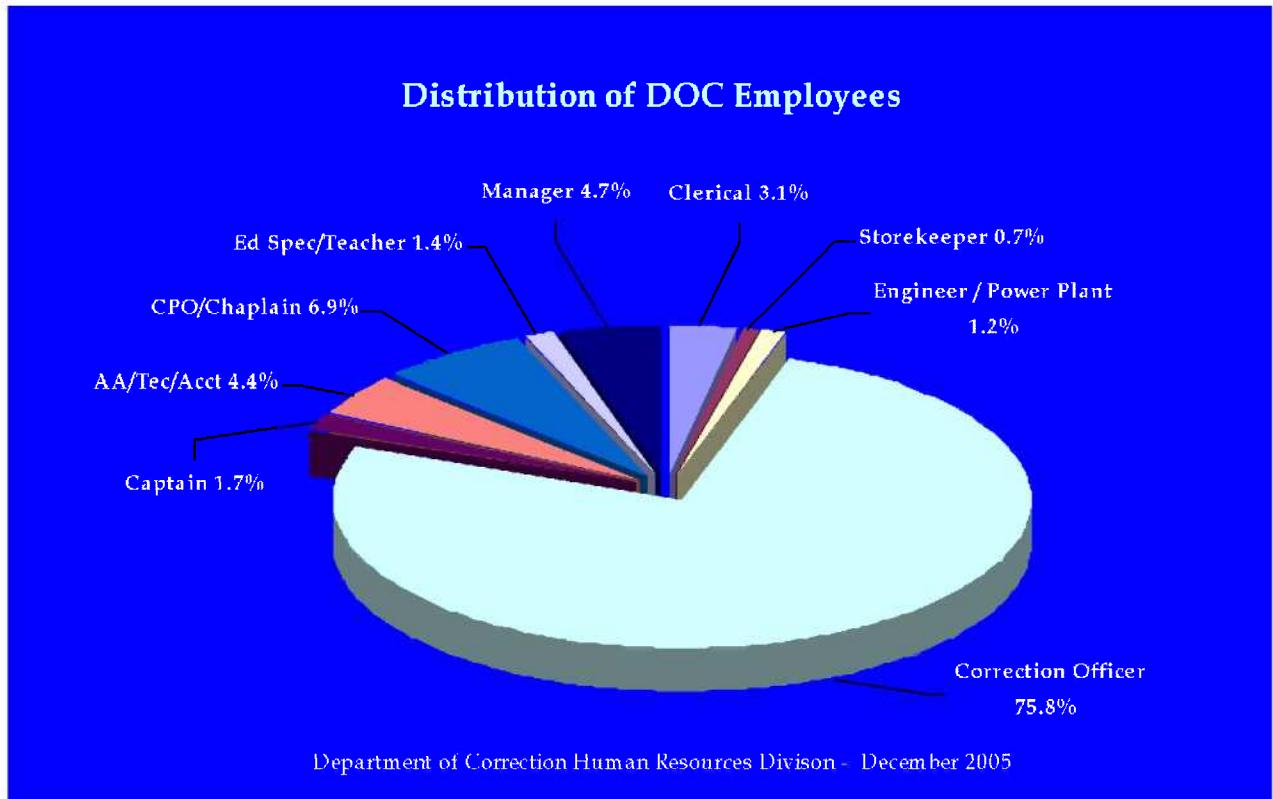


Nancy White

Organizational Chart



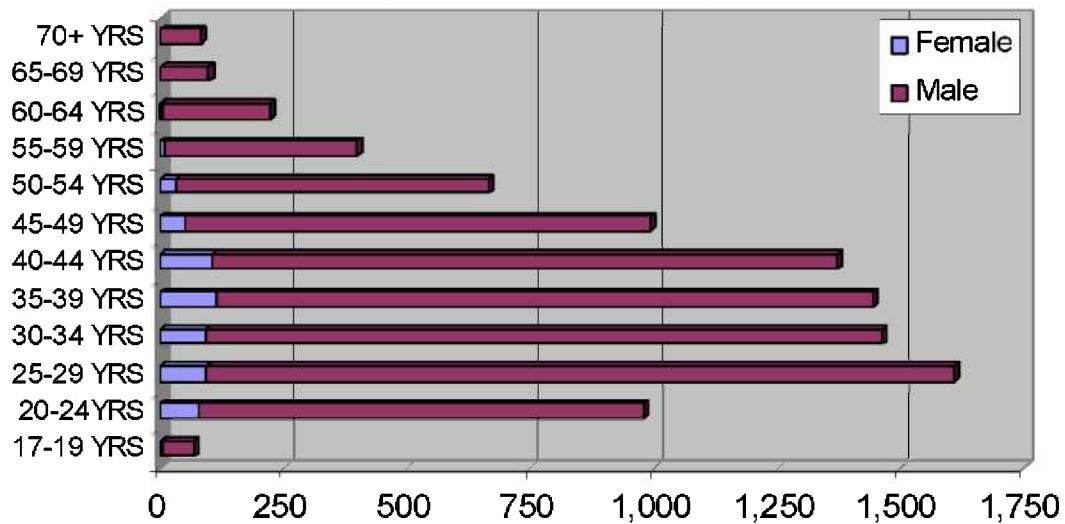
Personnel Statistics



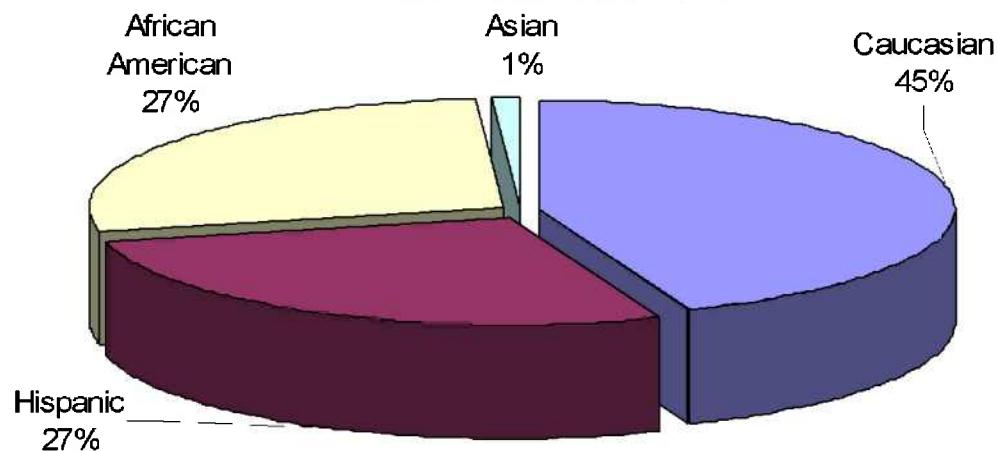
Bridgewater State Hospital

Offender Demographics

**MA DOC Criminally Sentenced Population Profile:
Age Breakdown, 2005**

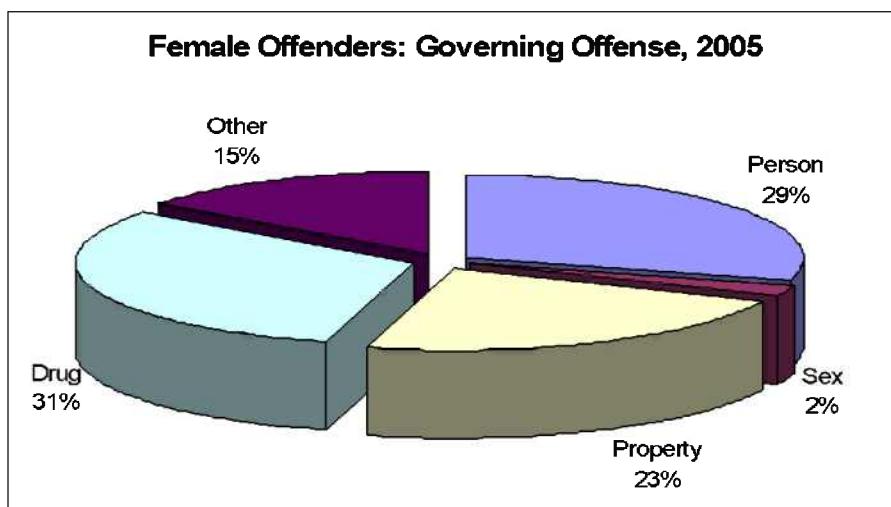
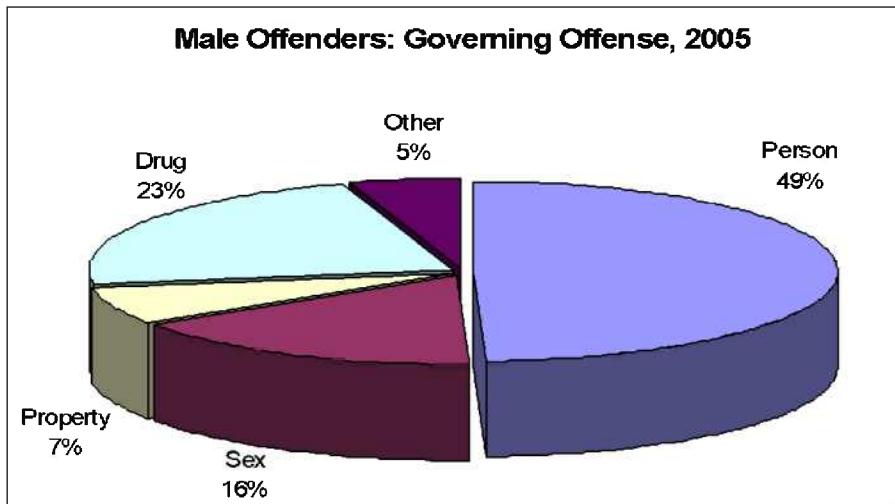
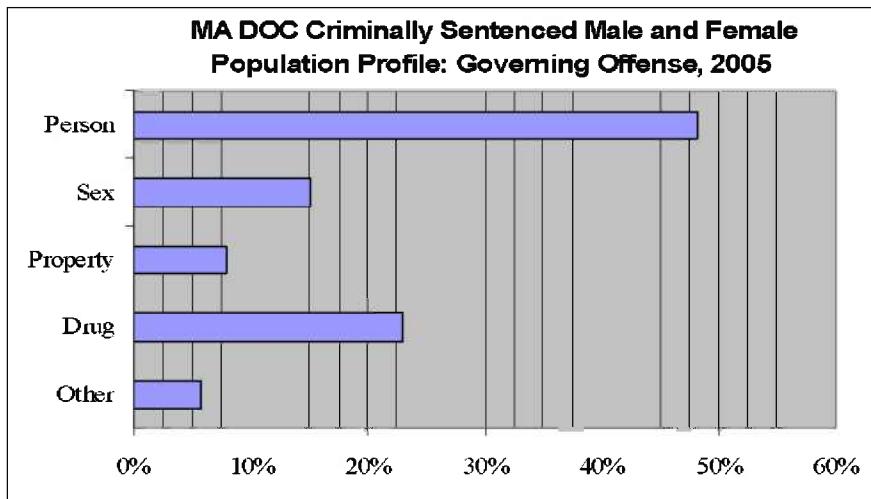


**MA DOC Criminally Sentenced Population Profile:
Racial Breakdown, 2005**



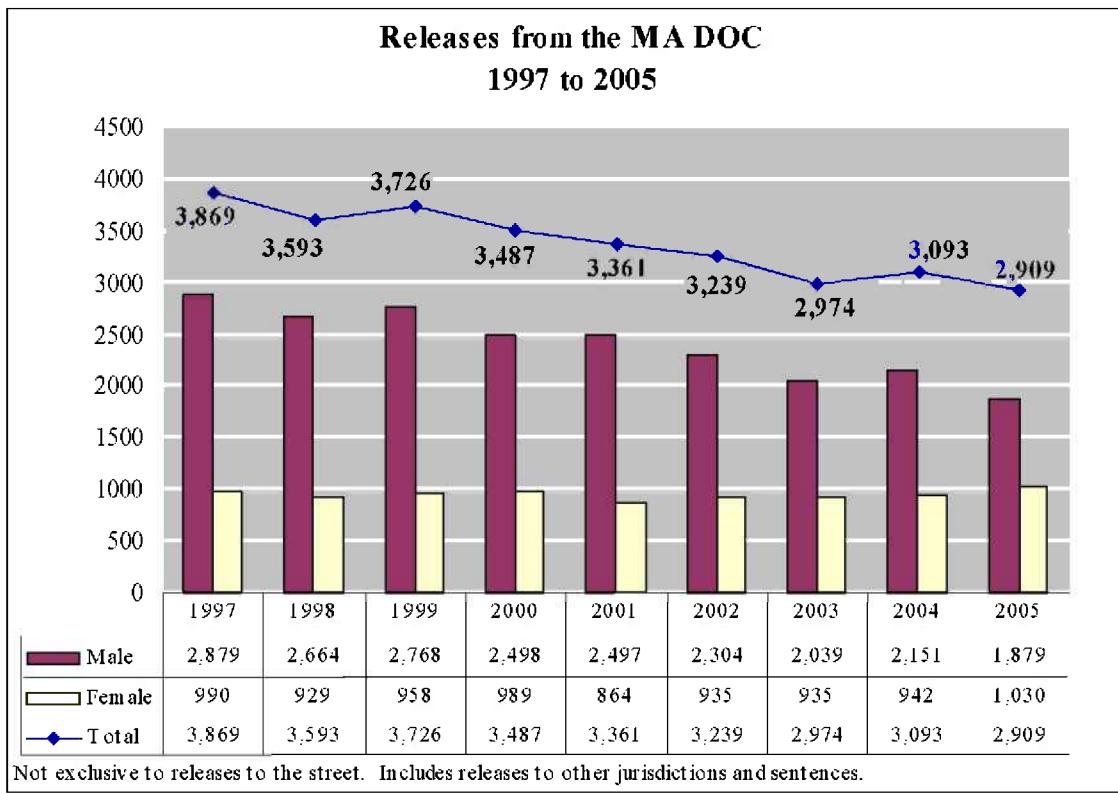
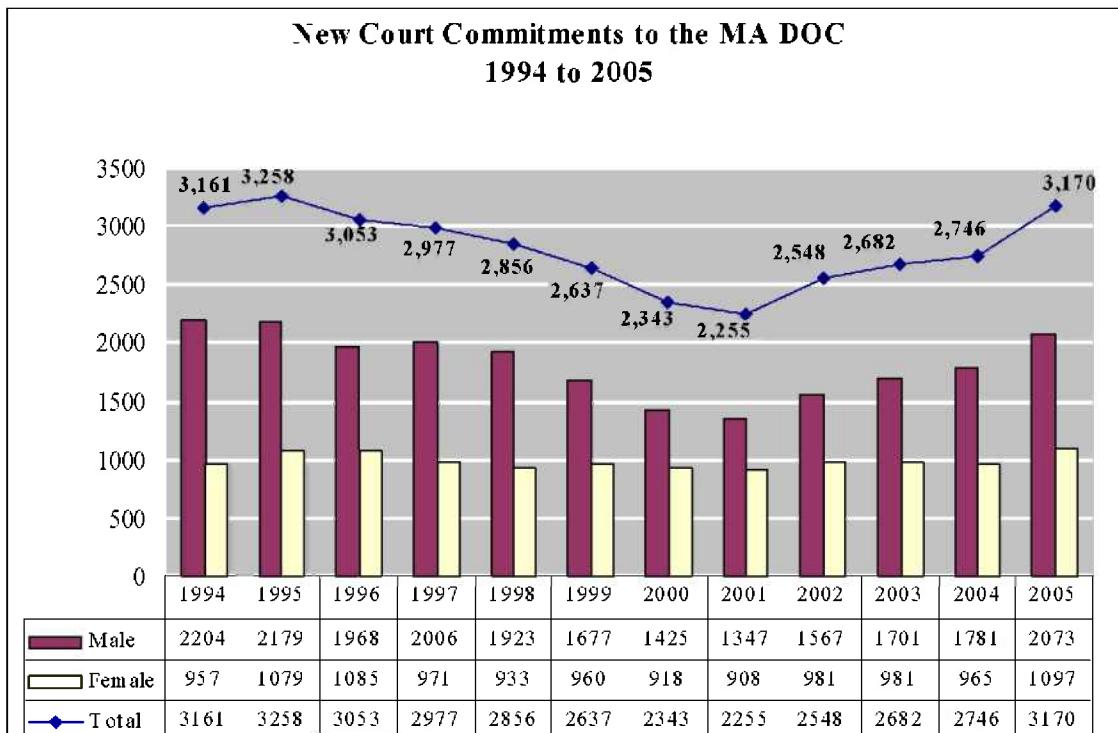
Excludes Native American/Alaskan and Other which each represent less than 1% of the population.

Offender Statistics



The above preliminary statistics are based on the MA Department of Correction criminally sentenced population at the time of publication.

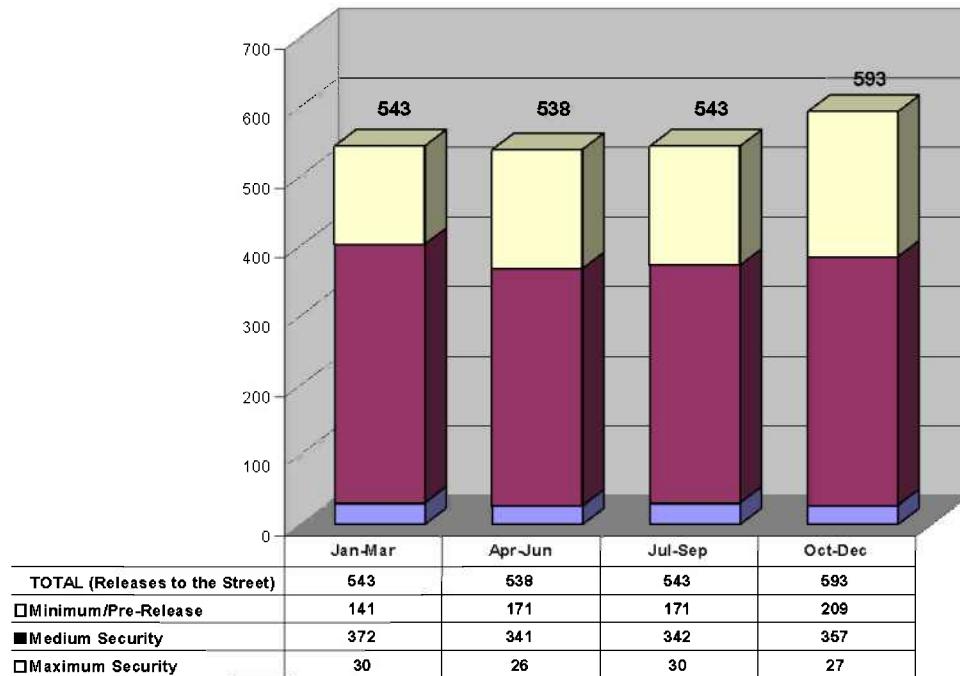
Commitments and Releases



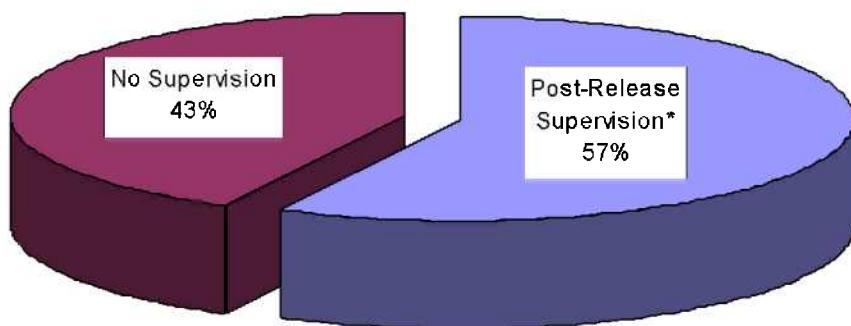
At the time of publication for this report, the data for 2005 commitments and releases is preliminary and subject to change.

Releases Continued

2005 Releases to the Street from a MA DOC Facility by Quarter

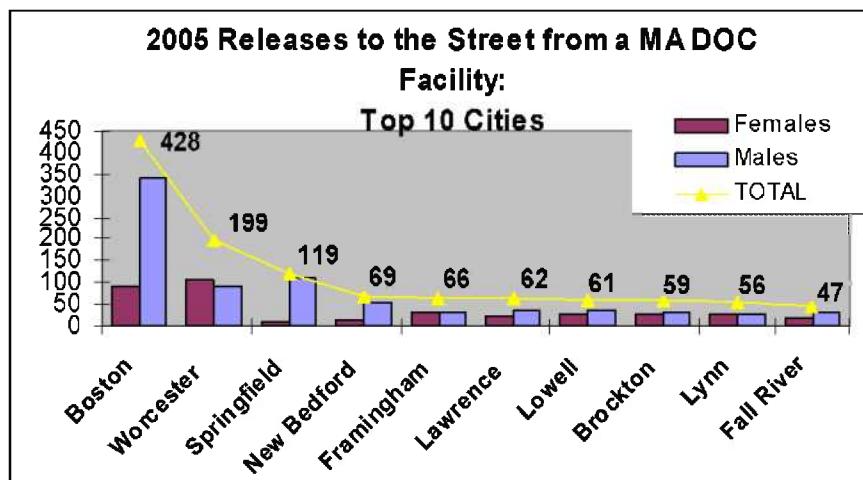


2005 Releases to the Street from a MA DOC Facility:
Post-Release Supervision Status

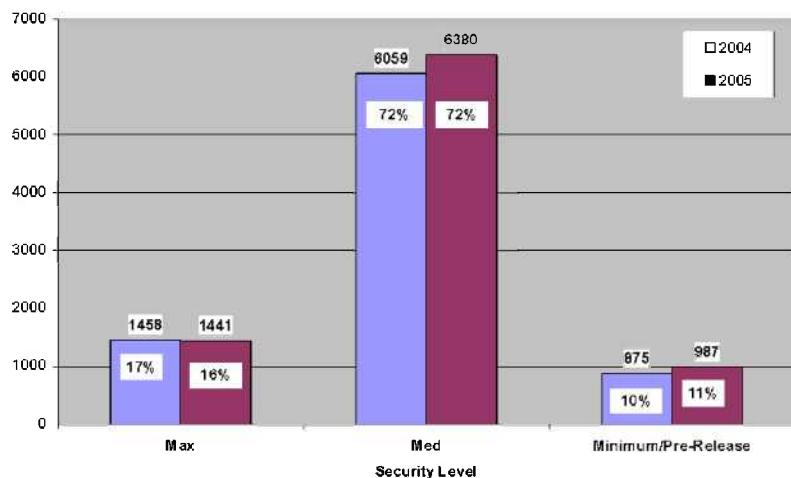


*Inmates under post-release supervision may be supervised by Parole, Probation, or both.

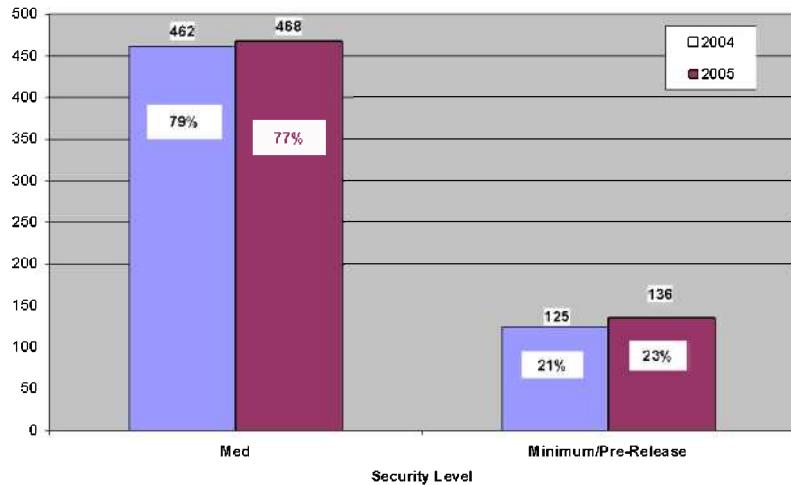
Releases and Sentencing Statistics



MA DOC Criminally Sentenced Population Profile:
 Males by Security Level, 2004-2005*



MA DOC Criminally Sentenced Population Profile:
 Females by Security Level, 2004-2005*





MCI-Cedar Junction

Governor's Commission on Corrections Reform

The Massachusetts Department of Correction's mission has always been to promote public safety, but how the department implements its mission has undergone significant changes. The catalyst for these changes occurred with the murder of inmate John Geoghan in August 2003. On October 17, 2003 the Governor established the Governor's Commission on Corrections Reform (GCCR) chaired by former Attorney General Scott Harshbarger to conduct a comprehensive review of the DOC. Executive order also established the Department of Correction Advisory Council (CAC) which was charged with monitoring and supporting the implementation of the GCCR's recommendation. The GCCR report, presented on June 30, 2004, detailed the need for corrections reform, with many of the reforms implemented immediately to provide safer, more secure institutions for staff and inmates.

After being named Commissioner on March 16, 2004, Commissioner Kathleen M. Dennehy assembled a team of key DOC managers to develop a feasibility assessment and strategic implementation plan for each of the 18 major recommendations outlined in the Commission's report. That document became the DOC blueprint for reform—it is a working action plan for change.

One of the 18 major recommendations called for a review of the unique issues pertaining to female offenders and another called for a review of inmate health and mental health services. The DOC staff worked with the CAC to provide input into the scope of the studies. The two review panels were comprised of members of various state agencies, academia, community hospitals and the private sector with expertise in the areas of medical, dental, mental health, and substance abuse services as well as correctional legal services and business management.

The first sign of reform began with new vision and mission statements, and the establishment of agency core values to set a tone for a culture that looks to the future, embraces change and is committed to continuous improvement. A commitment to public service is stressed as well as a commitment to making measurable change to the DOC culture, philosophy, policies, procedures, and management practices. The commitment to public safety is strong, but paramount to success is the recognition of reentry and reintegration as a priority.

The following pages highlight the work that has been done by the DOC staff during 2005 in support of implementing each of the 18 recommendations of the GCCR report. The GCCR recommendations are divided into four sections: Leadership and Accountability; Fiscal Management; Public Safety and Inmate Reentry; and Fair and Consistent Policies and Practices.

From the front line to the front office, every discipline has played a role in moving the agency forward, and while there is always more work to be done, these accomplishments reflect significant progress towards the goal of implementing the GCCR's recommendations.



Correctional Advisory Council Press Conference at Boston Pre-release Center
Governor Mitt Romney

Leadership and Accountability

Below are the four GCCR recommendations that address the areas of leadership and accountability in the DOC.

1. The Department should revise its mission to include reducing the rate of re-offence by inmates released into the community.
2. The Department should adopt a performance management and accountability system to enhance agency performance, improve the culture, and utilize budget resources more effectively.
3. The Department's management capacity should be strengthened through the collective bargaining process and revisions to the internal rank structure.
4. There should be an external advisory board on corrections to monitor and oversee the Department. The board should work cooperatively with the Commissioner to develop concrete goals for the future of the Department.

In addition, the DOC took action to ensure the successful implementation of the DOC's revised Vision, Mission, and newly created Core Values and to address the training limitations as they impact the implementation of the GCCR recommendations.

Milestones Towards Improving Performance, Accountability and Culture

Vision, Mission, and Core Values

The (GCCR) called for the DOC to change its culture and the way it conducts business. The DOC's new vision and mission statements and core values are now prominently displayed on both the DOC intranet as well as on the World Wide Web, making them electronically available to all DOC employees and the public. The Executive Office of Public Safety (EOPS) has consolidated its web page, increasing the profile of the DOC and helping to publicly reinforce this commitment to change. To further demonstrate measurable change, the DOC submitted monthly performance measure reports to EOPS for the Governor's benchmark initiative; 11 indicators were provided in the most current report and more are planned. In addition, the Department hired two additional Oracle programmers to support the demand to further enhance the Inmate Management System (IMS), beginning with specific operational modules that manage the inmate disciplinary process, investigation process and the inmate classification process.

Strategic Planning

For the purpose of strategic planning the DOC initiated an internal monthly statistical and performance measure submission process department wide to inform executive staff on agency trends. Numerous workshops were held among executive staff, command staff, and senior management to learn about and discuss the role and implementation of performance measures. The Department completed its rollout of the IMS to all institutional sites and has begun to assess the necessary adjustment to staffing with regard to application support. Training assessments of IMS and general DOC technologies were performed to identify training needs, with future training in these areas transitioned to the Department's Training Academy. The DOC Data Center was relocated to the Department's Headquarters, located in Milford. The Division of Staff Development has been active in the development of the strategic plans for the implementation of training in the critical areas of offender reentry and inmate discipline.

Open and Transparent Agency

To align with the new vision, mission, and core values, the DOC strives to be an open and transparent organization. In 2005, the Department launched "Straight Talk", an electronic forum, available on the DOC intranet, and open to all employees, which provides direct and honest answers to staff questions regarding the agency. It is a forum designed to dispel rumors and set the record straight regarding issues of concern to staff. The Department also began publishing "Around the Block", a newsletter that is reported, written and edited by a diverse group of DOC employees. The newsletter is available to all employees as well as stakeholders, including Legislators and other agencies. The Department continues to provide access and assistance to qualified outside researchers.

Souza Baranowski Correctional Center (SBCC) Cultural Assessment

The final phase of the Cultural Change project, sponsored by the National Institute of Corrections and Criminal Justice Institute, began at SBCC in February 2005. Eighteen SBCC staff, representing security, classification, treatment, and management, meet with two consultants, who act as "change advisors", on a monthly basis. These meetings, called Employees Forums, are co-led by a facility Lieutenant and the two consultants. The group is focused on leading and sustaining positive change in the institution by working on several proposals centered on improved work environment, staff recognition and family support/education initiatives. Last September, the Superintendent and the consultants met with counterparts in four other states, who are in various stages of a similar project, to collaborate, and compare experiences.

The Victim Services Council

The Victim Services Council (VSC) includes as its members victims of crime and representatives of state and local victim assistance programs. The VSC offers guidance and feedback to the Director of the Victim Service Unit to ensure that departmental practices are victim-sensitive. This year the VSC provided comment on an informational brochure and posters to police departments, courts, shelters,

and victim service groups to assist in educating the public about victims' rights and services. In addition, the Council developed a survey that was used to measure victim satisfaction with the services provided by the VSU and request opinions on areas for improvement. The results of this survey were overwhelmingly positive. The DOC received very high marks in all areas, reflecting a belief that the VSC is providing services effectively and efficiently.

MASAC Family Education Program

As part of the ongoing effort to upgrade the quality of the substance abuse treatment program at the Massachusetts Alcohol and Substance Abuse Center (MASAC), a Family Education Program has been implemented. The program, started in February 2005, is offered on a monthly basis to families who have relatives committed to MASAC under Massachusetts General Law 123 section 35. As of January 2006, the program has had over 400 attendees. Each family receives an information packet that contains telephone numbers for the facility, a program description booklet, an overview of the curriculum, and materials related to discharge planning. Topics covered in the program include: an overview of MGL 123 sec. 35, what the commitment process entails, medical and mental health issues relating to addiction, aging and substance abuse, anger and resentment, youthful abusers, and aftercare. Following the formal presentation is a question and answer period. The program is an excellent example of the collaboration between UMASS Correctional Health and the DOC. It meets a community need and serves the Department's effort to reduce recidivism.

Staff Training

The Division of Staff Development (DSD) conducted 40 weeks of In-Service Training in 2005. In all, 3,057 staff members attended and completed the training, which was entirely redesigned to stress the new vision, mission, and core values. The DSD also held five focus groups to gather information from all managerial levels within the DOC to create a comprehensive training and education program to better serve the needs of the staff and inmate population. These curriculums will use the NIC Leadership and Supervisory Competencies Model as a core. Throughout the year, the DSD has worked in collaboration with various groups responsible for the implementation of recommendations set forth in the GCCR report, and has continued to support the ongoing Female Offender Training Program at MCI-Framingham and South Middlesex Correctional Center. A departmental lesson plan was developed for Special Housing Units, and the implementation of the training plan at SBCC and OCCC has been completed. A computer based "Training Impact Assessment" has been implemented, generating index reports that accurately assess the transfer of knowledge and skills to the job.

Strengthening Management Capacity

The Department has continued to commit resources in this area by filling all of the vacant Director of Security positions in the DOC, as well as adding a Director of Security position to the 3x11 shift at MCI Concord. Weekly meetings were held with Superintendents to monitor overtime usage. This effort coupled with the graduation of five recruit classes, contributed to a decline in overtime hours over the last two quarters for FY05. The system implemented to monitor sick time abuse resulted in a measurable decline in sick leave usage. The Department remains committed to eliminating sick leave

abuse, and continues to work with the Commonwealth's Office of Employee Relations to pursue changes in Collective Bargaining Agreements that will enable it to achieve this goal.

DOC Advisory Council

In its Preliminary Report completed in July 2005, the DOC Advisory Council found that the DOC had made important strides in implementing many of the 18 recommendations made by the GCCR that were within its control. The DOC completed quarterly reports in July and October reflecting all 16 performance measures requested by the Council in their June 2005 interim report. The Council noted that the DOC cannot accomplish all the GCCR recommendations by itself. Nonetheless, the Department is committed to developing today the tools that it will need in the future. The Department completed the process to extract criminal history data electronically, versus manually, from the Criminal Activity Records Inventory (CARI) file, reducing the time taken to collect recidivism and criminal history data. A grant proposal was submitted to study DOC recidivists in collaboration with the Urban Institute, which was awarded a Byrne Research Grant to begin in 2006. A proposal was also submitted to identify and plan a data exchange between Parole and the DOC, pending an award from the Byrne grant program. In 2005, the Department created a data exchange model using XML standards, and completed an exchange of release data between the Department and the Criminal History Systems Board.

Program and Special Activity Criteria

To ensure that all inmate programs and special activities are reviewed for content, purpose, and intended benefit, a multi-layered approval process was established in 2005. Programs and Special Activities must be focused on at least one of ten areas that include: addressing major offender risk factors; promoting self-improvement; are educational or vocational in nature; and/or promote victim awareness and instill victim empathy. In addition, they must also incorporate ten guidelines that, in part, establish ethical guidelines for staff and/or volunteers, set clear rules for all participants, and provide offenders a mechanism for periodic feedback. Programs and Special Activities must assist in establishing offender reintegration and reentry planning, and employ a standardized and objective instrument to evaluate the effect on the targeted offender behavior. The Institution's Superintendent, as well as the Department's Director of Program Services and the Associate Commissioner of Reentry & Reintegration must approve all Programs and Special Activities.



Visiting Policy Workgroup

A workgroup has been established to review the Department's visiting policy. This group will examine "best practices" both internal and external to the department to improve the efficiency of visiting operations and systems. Changes to the visiting policy will be completed in early 2006.

Fiscal Management

Below are the two GCCR recommendations that address the areas of fiscal management in the DOC.

5. The Department should take responsibility for bringing down staffing costs and reducing worker absenteeism as it relates to workers' compensation.
6. The Department's budget should be more closely aligned with its mission and priorities. This will enhance public safety in a fiscally responsible manner.

Milestones Towards Improving Performance, Accountability and Culture

DOC Budget

In 2005, the DOC's Budget Office implemented new payroll cost tracking sheets to facilitate accurate inclusive tracking of expenditures related to Inmate Programs and Services. Inmate programming expenditures totaled \$56,415,305. This figure consists of \$52,226,407 (12.2%) of the Department's FY05 appropriation and an additional \$4,188,898 (7.4%) in funding from grants, other state agencies and the inmate benefit account.

Purchasing/Distributing Security Equipment

The Special Operations Division continued with the centralized process of purchasing and distributing security and radio communication equipment. The DOC realized and estimated cost savings from July to December 2005 of \$200,000. This savings is in addition to the \$500,000 initial cost savings to the Commonwealth from July 2004 to June 2005.

Library Services

Procedures were implemented to centralize the oversight and management of all institution law libraries. All procurement of law library reference material is now purchased and paid for centrally. This has resulted in detailed information being compiled regarding purchases. This enhanced process will assist the Director of Library Services in making procurement decisions and reduce the department's overall cost to operate law libraries.

Maintenance and Repair Services

A list of qualified contractors has been identified to perform maintenance, repair and emergency services. This new initiative will enable the Department to address these issues in a more timely and cost-effective manner.

Management of Industrial Accident Claims

The Worker's Compensation Unit collaborated with the Commonwealth's Human Resource Division (HRD) Worker's Compensation Department in streamlining the Industrial Accident process, increasing communication, and eliminating redundancy. Also important is that the Worker's Compensation Unit, in conjunction with HRD and the DOC's Legal Division, has worked diligently to pursue any/all fraud tips received, which has resulted in the submission of 16 referrals to the Attorney General's Office for consideration for prosecution.

Recycling

The diligent efforts of so many individuals contributed to the success of the DOC's recycling program. The recycling rate was 32%, which was a 7% increase over the previous year. Recycling operations increased during 2005 in both savings and recycled materials. A savings of \$74,429 resulted from further monitoring and reductions in the number of dumpsters and the frequency of pick-ups. Materials recycled through the transfer stations, which include cardboard, white shredded paper, mixed paper, metal cans and plastics increased by 42% to 389 tons. Members of the Recycling Steering Committee conducted recycling audits at all southern sector facilities during the fiscal year and audits will continue next year.

Energy Conservation

The Department operates 18 facilities and various support facilities totaling more than seven million square feet of building space on 5,400 acres. Energy & Water Conservation Initiatives were introduced to reduce the \$16 million operating cost by 20%. Measures taken include reducing lighting by 50%, reducing heating by two degrees, shutting down PC's when not in use, and reducing water flows at fixtures. As a result, while the Department's electricity usage in February 2002 was 46,597,952 KW, in October 2005 that usage was 20,925,909 KW or a 55.09% reduction over that period. This represents a reduction of 12,470 tons of CO₂ emissions and is equivalent to taking 2,057 cars off the road.

At the Walpole/Norfolk and Bridgewater Complexes, the Department has undertaken Chapter 25A projects, which are energy-saving projects that allow for improvements to the physical plant that are paid for with the energy savings over a 20-year period. These projects have a combined guaranteed savings of approximately \$2.8 million annually.

Public Safety and Inmate Reentry

Below are the seven GCCR recommendations that address the areas of public safety and inmate reentry in the DOC.

7. The Commonwealth must view reducing the rate of re-offense by returning inmates as one of its highest public safety priorities.
8. The Department should adopt a comprehensive reentry strategy including risk assessment, proven programs, "step down", and supervised release.
9. The Department should hold inmates more accountable for participation in productive activities designed to reduce the likelihood that they will re-offend.
10. The Commonwealth and the Department should revise sentencing laws and DOC policies that create barriers to appropriate classification, programming and "step down".
11. The Commonwealth should establish a presumption that DOC inmates who are released are subject to on-going monitoring and supervision.
12. There should be a dedicated external review of inmate health and mental health services.
13. There should be a dedicated external review of issues pertaining to female offenders in the Department's custody.

In addition, the DOC took action to address the deficiencies in the volunteer system.

Milestones Towards Improving Performance, Accountability and Culture

Parole Partnership

The Department of Correction and Parole Board continue to work together to develop a seamless

reentry strategy to reduce recidivism and enhance public safety. EOPS, DOC and Parole have established a Leadership Committee (Tier 1) to provide oversight and guidance to Massachusetts reentry initiatives. The mission of Tier 1 is to define and communicate the State's vision for and commitment to prisoner reentry. Additionally senior management staff representatives from both DOC and the Parole Board have been identified to form Tier II. The mission of Tier II is to carefully assess the reentry processes, policies, procedures, programs, and services currently in place in the State; Develop a detailed and specific understanding of best practices in offender reentry; Develop a detailed and specific understanding of the offender population being served.

Comprehensive Reentry Strategy

Applying the recommendations, subject matter expertise, leadership and on going guidance from the Center for Effective Public Policy, National Institute of Corrections and the National Governors Association Center for Best Practices, a collaborative strategic reentry plan was developed which included a shared vision and mission statement. The plan identifies specific goals targeting the areas of leadership, multi-agency collaboration, partner expectations, communication strategies, individual job performance, staff training, policy/procedures, offender assessment, institutional programming, discretionary releases, and supervisory levels and incentives.

Office of Inmate Risk and Placement

The Office of Inmate Risk and Placement was created in April 2005 to continue the development of an objective point based classification system and then to coordinate all aspects for the departmental roll-out of this new system. The new system will use a reliable and validated set of variables that have been proven to predict prison adjustment to support classification recommendations and decisions to enhance public safety and the proper classification of offenders. As the objective point based classification system is developed and implemented, Departmental policies are being identified and revised so as to eliminate any classification barrier enabling otherwise eligible and suitable offenders to transition appropriately through the system and into community based programming. The Office of Inmate Risk and Placement will also oversee the creation and implementation of appropriate internal classification systems as well as the development and selection of inmate risk assessment instruments.

Medical Review Panel

A major initiative undertaken by the DOC and facilitated by the Health Services Division and CAC members in 2005 was the dedicated external review of the delivery of the medical and mental health services to the inmate population. The DOC worked with the Corrections Advisory Council to shape the scope of the study and to establish a one-time review panel of policy makers and stakeholders. The Medical Review Panel was comprised of 24 members from various state agencies, academia, community hospitals and the private sector. The Medical Review Panel submitted its final report to the Corrections Advisory Council on September 19, 2005 which contained 58 major recommendations. Upon review of this report, the Corrections Advisory Council, in a report written on October 25, 2005

and published on December 8, 2005 concluded that seven recommendations were of the highest priority and should be urgently addressed. The Department of Correction Health Services Division will be developing action plans to address these recommendations in 2006.



**MCI - Shirley
Assisted Daily Living Program**

Assisted Daily Living Unit at MCI-Shirley

On February 22, 2005, an Assisted Daily Living (ADL) Unit was opened at MCI-Shirley. This 13 bed housing unit is for those inmates whose medical needs are such that they require assistance and/or supervision in performing their activities of daily living, but not so acute as to require care in an infirmary or outside hospital. Inmates who meet the established medical criteria are approved for placement in the ADL Unit by the UMASS Correctional Health Medical Director and subsequently classified to the ADL Unit where they will remain until this level of care is no longer medically necessary.

NCCHC Accreditation

During 2005, the Health Service Units at Boston Pre Release Center, MCI-Concord, Northeastern Correctional Center, MCI-Plymouth, North Central Correctional Institution, and Old Colony Correctional Center underwent successful re-accreditation audits by the National Commission on Correctional Health Care (NCCHC). NCCHC sets standards for managing the delivery of medical and mental health care in correctional systems across the country. All DOC facilities are accredited by NCCHC.

Female Offender Review

A major initiative with participation of CAC members and the DOC, facilitated by the Director of Female Offender Services in 2005 was the dedicated external review of issues pertaining to female offenders. The Female Offender Review Panel convened for the first time on March 14, 2005. The membership divided into five subgroups made up of stakeholders, policymakers and DOC support staff. The subgroups were assigned to assess overcrowding, booking and admissions, gender-specific medical needs, operations, resources and best practices, family connections, reentry, treatment and fiscal support. On August 1, 2005, each subgroup submitted its findings and recommendations. The full CAC assessed the work of these groups and identified critical recommendations for implementation in a report published on October 25, 2005.

Comprehensive Sex Offender Management (CSOM)

Beginning in June 2005, the DOC began an active and very significant role in the statewide comprehensive Approaches to Sex Offender Management (CSOM) project. The Massachusetts Executive Office of Public Safety (EOPS) was awarded a grant from the Bureau of Justice Assistance Comprehensive Approaches to Sex Offender Management program. This two year grant provides support for a planning process to create effective sex offender management programs and policies. This program involves conducting a statewide, comprehensive assessment of Massachusetts' current sex offender management policies and practices, as well as identifying gaps in the system and implementing changes in selected pilot sites in the community. The Department of Correction is one of a multitude of state agencies participating in CSOM. Organizationally, the CSOM project is structured into three tiers, with the Department providing prominent membership to all three.

Volunteerism

In 2005, there were several significant projects and major steps taken to enhance volunteerism system-wide. DOC volunteer opportunities are now available on the Commonwealth of Massachusetts Service Alliance website at, <http://www.mass.gov/connectandservice>. In addition, the establishment of a Volunteer and Staff Training Video, entitled, Volunteerism: People Helping People, got underway in 2005. Further, in November 2005, a Regional Volunteer Orientation Curriculum Committee was recruited and began work on developing a standardized orientation program for the Department.

Director of Volunteer Services

In 2005, the Department hired a Director of Volunteer Services. This position is critical to the successful implementation of an enhanced volunteer services network. Responsibilities include the overall coordination and recruitment of volunteers, establishing new volunteer programs, maintaining the volunteer services link, and developing and facilitating volunteer trainings.

Family Focus and Engagement Workgroup

In October 2005, the DOC began to participate in the Interagency Family Focus and Engagement Workgroup. The Massachusetts Parole Board received a grant from the Executive Office of Public Safety (EOPS) to work with a nationally renowned, non-profit; New York based organization called Family Justice. Family Justice's primary aim is to improve the coordination among community institutions working with individuals returning to the community. The goal of the project is to generate structured guidance and training for implementing a sustainable reentry plan.



Northeastern Correctional Center Culinary Program

Education and Vocational Programming

Initial academic assessments increased from 1,958 in 2004 to 2,363 in 2005. In addition, the Division of Inmate Education and Training developed a monitoring and accountability system to ensure that the academic classes are at capacity. As a result, enrollments increased significantly, from 1,613 in January 2005 to 1,898 in December 2005. Further, over the past year, the number of General Educational Development (GED) tests administered increased from 300 in 2004 to 407 in 2005, and the passing rate increased from 64.5% to 67%. Vocational training enrollments increased from 491 in January 2005 to 574 in December 2005. All computer-training laboratories were upgraded this year, and an automotive training program was established at MCI Plymouth.

MassHealth

The DOC created a historic partnership with the Department of Medical Assistance to provide a process for offenders discharging from state sentences to have MassHealth cards at time of discharge. The availability of the cards provides continuity in care and treatment and is especially critical around the area of substance abuse and mental health treatment. More than 1,500 applications have been processed since the inception of this program in November, 2004. Further, in 2005 the DOC enhanced the disability referral process by utilizing a new disability protocol and streamlining the process.

Fair and Consistent Policies and Practices

Below are the five GCCR recommendations that address the areas of fair and consistent policies and practices in the DOC.

14. The Department should ensure that policies and procedures, including those related to inmate classification, discipline and grievances are transparent, well communicated, have specified appeals processes, and are implemented by staff who are appropriately selected, trained and supervised.
15. The Department should ensure that policies and procedures are properly implemented through oversight and accountability systems, including an independent investigative authority, data management and unit management.
16. The Department should conduct a system-wide facility review to ensure that its physical plant is consistent with the security needs of the staff and inmate population and the Department's mission.
17. The Department should adequately protect and care for inmates in protective custody.
18. The Department should increase the linguistic diversity and cultural competence of its workforce.

Milestones Towards Improving Performance, Accountability and Culture

Internal Affairs Unit (IAU)

In 2005, there were 2,050 cases raising allegations of employee misconduct that were reviewed and evaluated, of which 225 were directly assigned to IAU staff for investigation. 1,825 were returned to the institution Superintendent or Division head as minor matters that reasonably could be addressed at that level (Category I). During this period, 123 Category II investigations were closed. After review and evaluation by the Office of Investigative Services for factual and investigation sufficiency, 837 Category I matters were closed. Allegations were sustained in 99 cases, meaning there was enough evidence to support action. In 429 cases, the allegations were not sustained based on review of the evidence. In 319 cases, it was determined that the charges were unfounded, meaning there was no basis for the allegations and staff were exonerated in 15 cases. The office completed development of an online and classroom training program for all DOC staff performing and reviewing internal investigations of staff misconduct. Institution management staff will be trained on how to effectively add value to the quality of the final investigative product through active supervision, monitoring, assessment, and review.

Fugitive Apprehension Unit

Working closely with local, state and federal law enforcement officials, the Fugitive Apprehension Unit (FAU) captured all 10 prisoners who escaped from the Department's custody, with the time to capture averaging 5 days. Additionally, the FAU captured three Department escapees, who had been wanted for many years, including inmate Norman Porter, who escaped on December 21, 1985. The FAU also provided assistance to the United States Justice Department and the Boston Joint Terrorism Task Force in initiating the Correctional Intelligence Initiative (CII) with Massachusetts State Prisons. The central element of the CII Program is gathering intelligence in prisons to actively prevent efforts of terrorists or extremist groups to radicalize or recruit among prison inmate populations.

Protective Custody

The Department transferred all inmates housed in the Protective Custody Special Housing Unit (SHU) at MCI-Concord to a unit at Old Colony Correctional Center (OCCC), which will now function as the Department's level 4 SHU. The new unit provides both enhanced security and programming opportunities for offenders who are unable to reside in general populations.

Policy Development and Compliance Unit

With assistance from the Policy Development and Compliance Unit (PDCU), five successful American Correctional Association (ACA) reaccreditation audits were completed at Bay State Correctional Center, South Middlesex Correctional Center, Central Headquarters, Massachusetts Alcohol and Substance Abuse Center, and MCI Plymouth. The Massachusetts Treatment Center, MCI Cedar Junction, Northeast Correctional Center, Boston Pre-Release Center as well as the Division of Staff Development were audited for accreditation and are currently awaiting their panel hearings in January 2006. The PDCU was also called upon to assist in an audit of the Worcester County House of Correction and to assist in the preparation of Essex County House of Correction's Women in Transition program for initial accreditation. In all, 40 county audits were conducted.

Increasing Cultural Competence and Diversity

A translation booklet has been developed for utilization by staff, a quarterly language survey was conducted to identify bilingual staff, and a bilingual committee has been formed to more accurately identify the needs of the Department's Spanish speaking population. In addition, the Department's vacancy announcements and Civil Service Examination announcements have been translated and posted in Spanish. The Office of Affirmative Action processed 780 hiring packages in 2005, which resulted in the hiring of 52 minority staff.

Inmate Classification

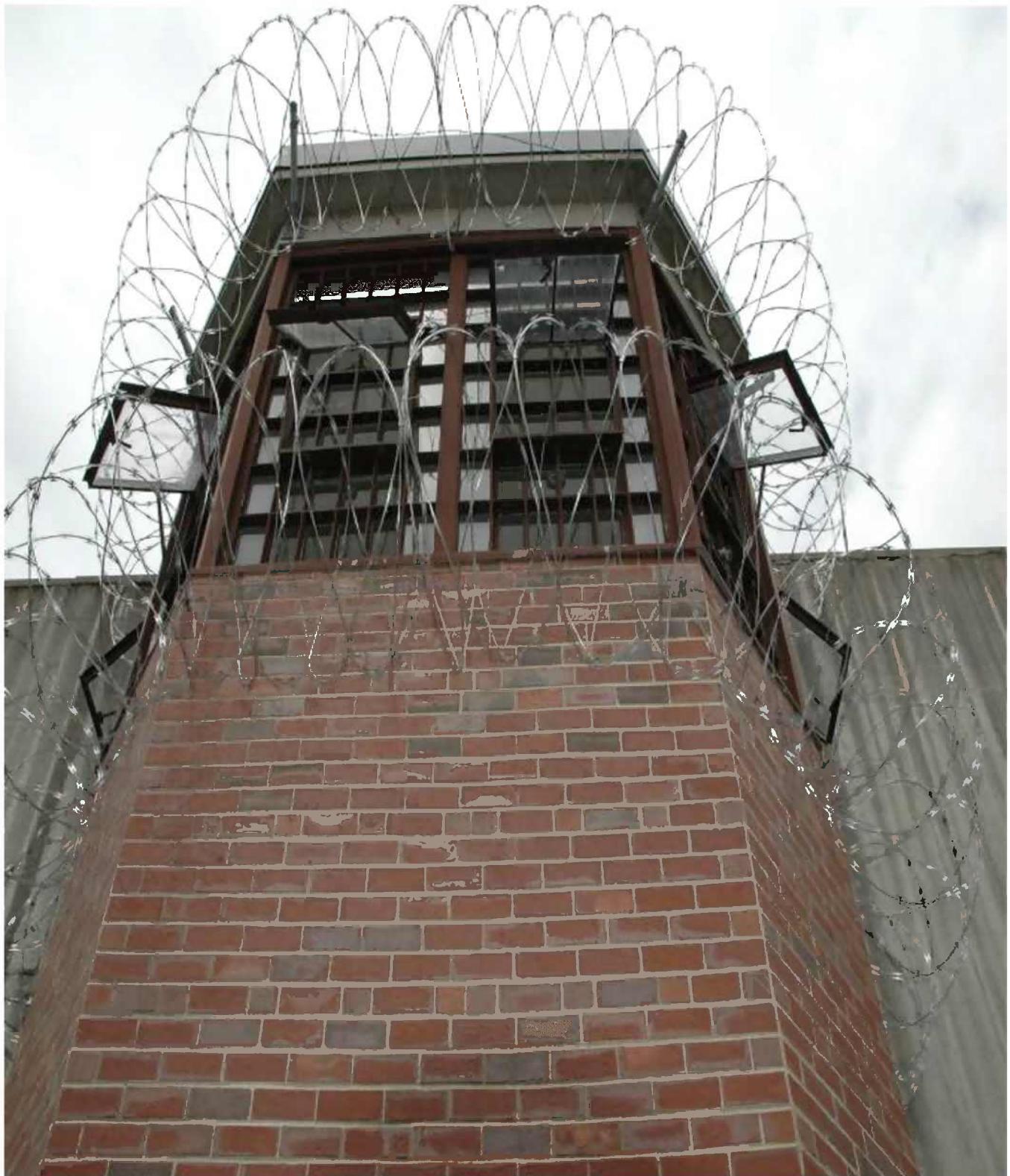
Stakeholders from the Massachusetts Correctional Legal Services, the Sex Offender Registry Board, Parole and County Corrections worked closely with DOC staff to revise the classification regulations incorporating the use of objective classification instruments, a well defined appeal process and training mandates for effected staff. The regulation will be integrated with the new inmate disciplinary and investigative functions in a way that defines the relationships among the three critical systems. DOC classification will be further enhanced by the recent revisions made to the Date Computation Manual which will assist staff in the proper calculation of sentences and the recently completed review by a work group of the policy and practices of the Criminal Records Processing Unit. Both reviews will complement the proposed regulation changes.

Inmate Disciplinary Process

A revised inmate disciplinary regulation was developed, forwarded to public hearing, and promulgated in 2005. It is scheduled to take effect on January 30, 2006. In order to implement the new regulations, significant modification to the IMS was developed with the assistance of the Technology Services Division. In addition, the Central Disciplinary Unit (CDU) was created, which consists of the Director, two Regional Managers, and nine Hearing Officers. Training for the new disciplinary regulation has been ongoing and an educational campaign for staff and inmates has been conducted via an Intranet website, newsletters, posters, and notifications.

Inmate Grievance Process

The Office of Administrative Resolution continued the implementation of numerous system improvements in the grievance and communications process, conducting trend analysis and facilitating a broad range of policy and operational changes to ensure safe, fair and consistent agency practices. The Institution Grievance Coordinator certification training program was expanded to include a one week central office cross training component. Additionally, the Inmate Grievance policy was revised to facilitate the resolution of legitimate complaints and to encourage inmates to address their concerns in a responsible manner. Statistical analysis revealed that modifications to the system resulted in significant improvements regarding the appropriateness of grievances and the accuracy of response. The approval/partial approval rate of legitimate grievances improved to 29% in 2005, up from the 20% mark in 2004 and the 10.7% mark in 2003.



NCCI Gardner

Assistant Deputy Commissioners

John Marshall, Jr., Assistant Deputy Commissioner - Northern Sector

Northern Sector institutions were successful in reducing sick leave usage by 13% for the period of March 2005 through September 2005 as compared to the same period in 2004. This figure exceeds the targeted goal of a 10% reduction in sick leave usage for that period. In addition, waste disposal costs were reduced by approximately 7% through the implementation of institution recycling initiatives.



In July, Boston Pre-Release Center increased the inmate population from 100 to 150, changing the level 2 capacity to 105 beds and the level 3 capacity to 45 beds. MCI-Shirley increased its minimum count by 50, with plans to expand again in 2006.

Finally, a partnership between the Department of Correction and Habitat for Humanity came to fruition in 2005. At MCI-Shirley, inmates are involved in the construction of cabinets and vanities for installation in Habitat homes built in Massachusetts. At Northeastern Correctional Center, the Habitat for Humanity program involves a supervised inmate work crew reporting to their job assignments Monday through Friday, providing services such as refurbishing and building homes from start to finish.

Timothy Hall, Assistant Deputy Commissioner - Southern Sector

A major goal for Southern Sector facilities was the reduction of trash disposal costs. Through improved management and recycling operations, facilities saw a reduction in trash disposal cost of 14%, which amounts to a savings of \$45,441.93 for Fiscal Year 2005.



Another area of major concentration was a reduction in the use of sick leave by at least 10% in all Southern Sector facilities. The primary focus of this initiative was to control overtime costs. Through aggressive enforcement of the collective bargaining agreement and constant monitoring and discussion, we were successful in reaching a 16% reduction in the use of sick leave. Part of our efforts were driven by a review of security posts to more efficiently utilize staff, resulting in some of the reduction. The reduction in overtime hours can also be attributed to the graduation of three recruit classes.

As a result of the passage of the Prison Rape Elimination Act of 2003, the Department has implemented a strategic plan and has formed a work group to begin collecting and analyzing data with the goal of reducing prisoner sexual violence. Several related grants have been submitted and awarded including the Video Surveillance Technology Grant. Three Southern Sector facilities (Massachusetts Treatment Center, MCI Framingham and Bridgewater State Hospital) have been selected to receive video surveillance equipment. The goal of this initiative is to eliminate sexual assault allegations or incidents.

Northern Sector Correctional Facilities



Boston Pre-Release Center



Mission Statement: To maintain the safety of the public while providing community-based programming dedicated to the successful re-entry of offenders into our community.

Linda Bartee

Superintendent



Date Facility Opened: November 1972

Date Facility was Initially Accredited: 1999

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

Count as of December 31, 2005: 145

MCI Concord



Peter Pepe
Superintendent

Mission Statement: To provide a safe, secure, and respectful environment for staff and offenders through orientation, evaluation, and assessment. We provide the foundation for a productive incarceration and the opportunity for successful re-entry into society.



Date Facility Opened: May 1878

Date Facility was Initially Accredited: 2001

Facility Profile: Level 4 (Medium Security)

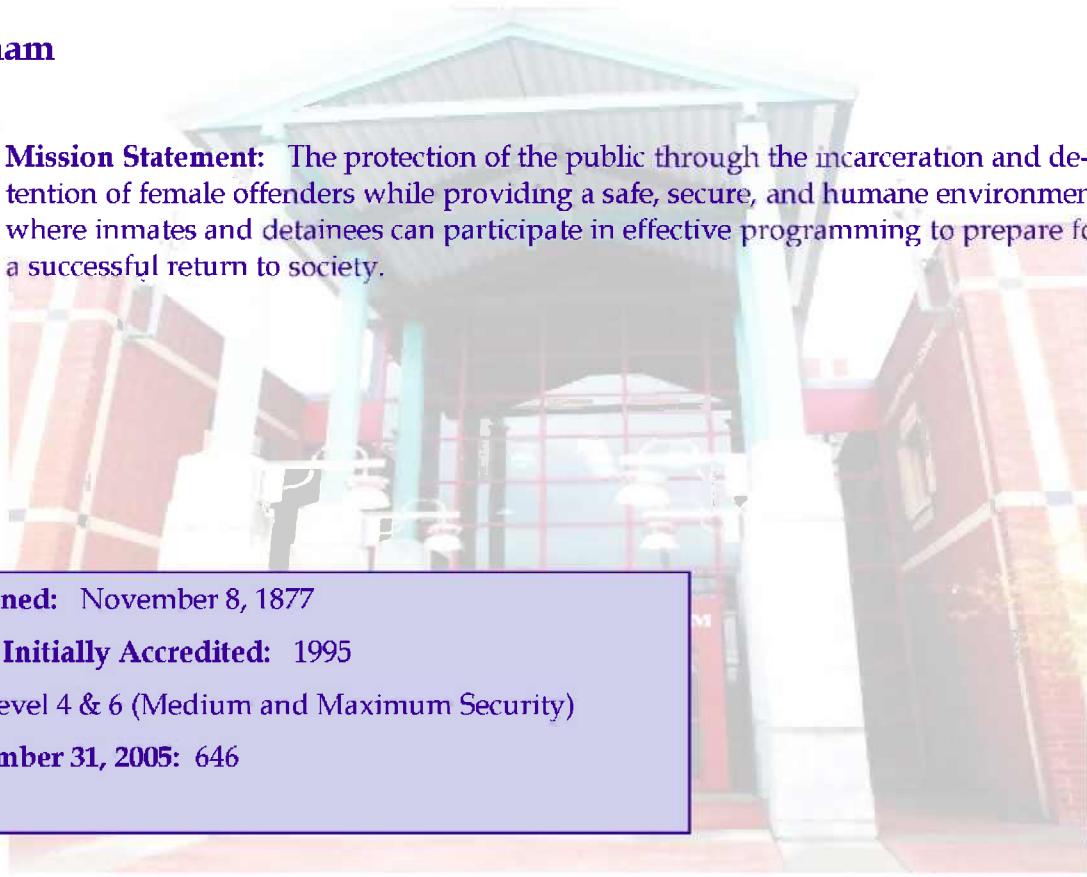
Count as of December 31, 2005: 1,278

MCI Framingham



Lynn Bissonnette
Superintendent

Mission Statement: The protection of the public through the incarceration and detention of female offenders while providing a safe, secure, and humane environment where inmates and detainees can participate in effective programming to prepare for a successful return to society.



Date Facility Opened: November 8, 1877

Date Facility was Initially Accredited: 1995

Facility Profile: Level 4 & 6 (Medium and Maximum Security)

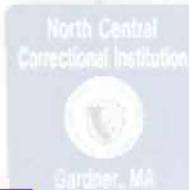
Count as of December 31, 2005: 646

North Central Correctional Institution



Steven O'Brien
Superintendent

Mission Statement: To ensure public safety while providing a safe, secure, and professional environment for staff, inmates, volunteers, and visitors. This is accomplished by collectively providing education, programs, and treatment for the inmate population while embracing the core values and correctional standards of the Massachusetts Department of Correction. Our goal is to reduce recidivism by preparing inmates for re-entry into society as responsible citizens.



Date Facility Opened: June 18, 1981

Date Facility was Initially Accredited: 1989

Facility Profile: Level 3/4 (Minimum and Medium Security)

Count as of December 31, 2005: 994

Northeastern Correctional Center



James Saba
Superintendent

Mission Statement: Committed to both public safety and providing a safe and humane environment for its inmate population, staff, volunteers, and visitors. We accomplish this by applying sound security practices and a thorough classification process. The Northeastern Correctional Center is also committed to assisting inmates in a successful reintegration into their communities. We accomplish this by providing structured programs and encouraging solid work ethics through supervised community work programs.

Date Facility Opened: 1932

Date Facility was Initially Accredited: 1982

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

Count as of December 31, 2005: 263

South Middlesex Correctional Center



Kelly A. Ryan
Superintendent

Mission Statement: To provide female offenders with a community-based environment that encourages ongoing utilization of the skills and resources necessary for their successful re-entry into the community while ensuring public safety.

South Middlesex Correctional Center

A photograph of the South Middlesex Correctional Center building, which is a single-story structure with a green roof and white trim. A sign in front of the building displays the date "2004/10/27".

Date Facility Opened: 1976

Date Facility was Initially Accredited: 1983

Facility Profile: Level 2/3 (Pre-Release and Minimum Security)

Count as of December 31, 2005: 133

Souza Baranowski Correctional Center



Lois Russo
Superintendent

Mission Statement: To provide a maximum-security environment for a variety of offenders while effectively ensuring the safety of staff and inmates. The facility manages the population in a humane and professional manner. SBCC emphasizes meaningful programming designed to aid an inmate's progression through security levels, reduce recidivism, and assist in the re-entry process.

A photograph of the Souza Baranowski Correctional Center, showing a large, modern building with a green roof and white walls. The building has multiple windows and a prominent entrance.

Date Facility Opened: September 30, 1998

Date Facility was Initially Accredited: 2001

Facility Profile: Level 6 (Maximum Security)

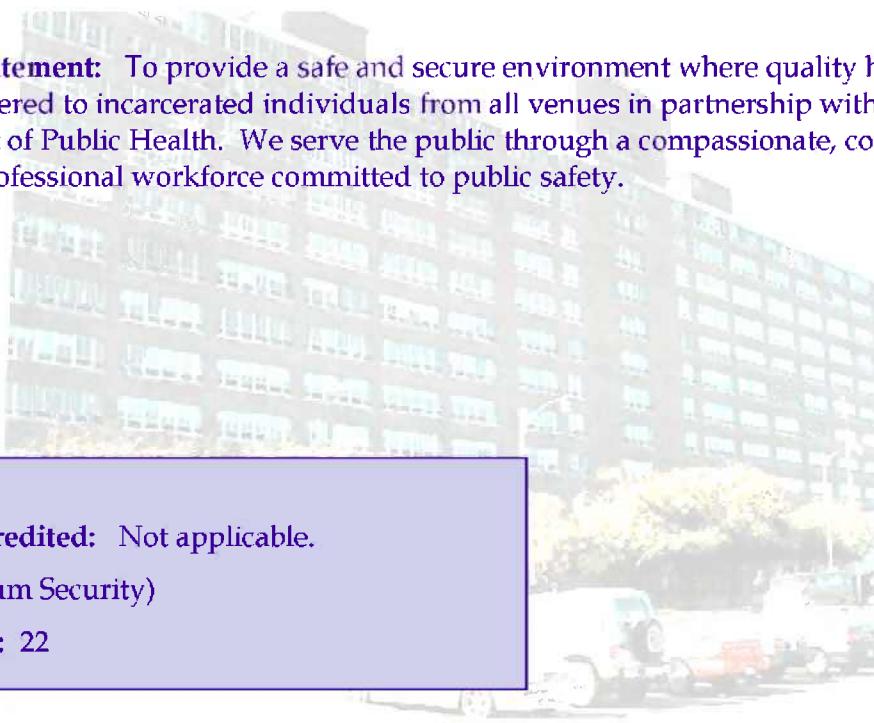
Count as of December 31, 2005: 1,089

Lemuel Shattuck Hospital Correction Unit



James T. Walsh
Superintendent

Mission Statement: To provide a safe and secure environment where quality health care is delivered to incarcerated individuals from all venues in partnership with the Department of Public Health. We serve the public through a compassionate, competent, and professional workforce committed to public safety.



Date Facility Opened: 1974

Date Facility was Initially Accredited: Not applicable.

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2005: 22

MCI Shirley



Michael A. Thompson
Superintendent

Mission Statement: To provide a safe and secure environment within a multi-level correctional setting designed to afford offenders varied rehabilitative opportunities for eventual community reentry.



Date Facility Opened: July 1991

Date Facility was Initially Accredited: 1994

Facility Profile: Level 3/4 (Minimum and Medium Security)

Count as of December 31, 2005: 1,204

Southern Sector Correctional Facilities



Bay State Correctional Center



Michael Corsini
Superintendent

Mission Statement: To provide a safe environment for the surrounding community, offenders, and staff, while striving to reduce recidivism by providing quality resources for successful reintegration.



Date Facility Opened: 1976

Date Facility was Initially Accredited: 1984

Facility Profile: Level 4 (Medium Security)

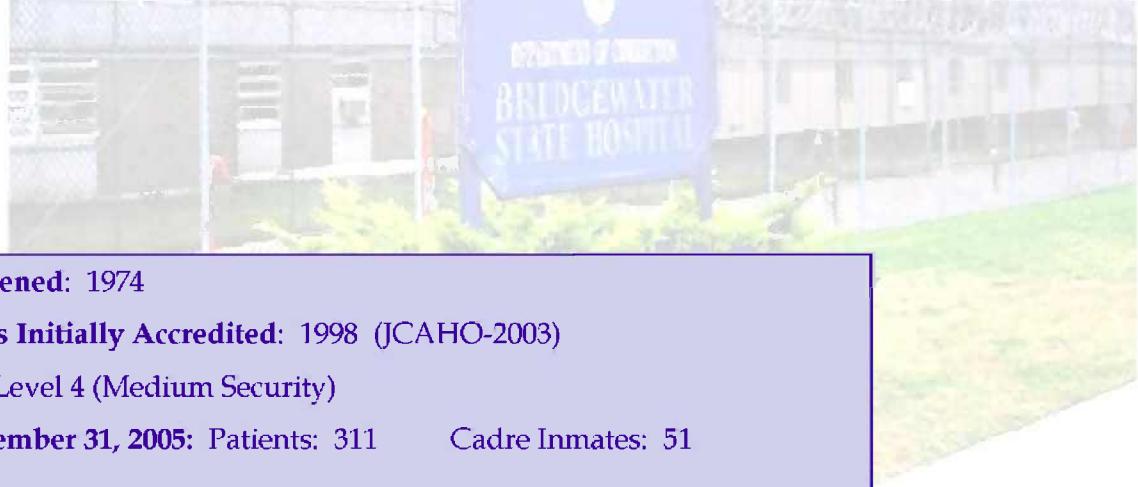
Count as of December 31, 2005: 295

Bridgewater State Hospital



Kenneth Nelson
Superintendent

Mission Statement: As a Department of Correction institution as well as the Commonwealth's only strict security psychiatric hospital, the mission of Bridgewater State Hospital is to promote public safety, provide court-ordered statutorily mandated evaluations of its patients, and treat mentally ill adult men who by virtue of their mental illness are in need of hospitalization under conditions of strict security.



Date Facility Opened: 1974

Date Facility was Initially Accredited: 1998 (JCAHO-2003)

Facility Profile: Level 4 (Medium Security)

Count as of December 31, 2005: Patients: 311 Cadre Inmates: 51

MCI Cedar Junction



John Marshall
Interim Superintendent

Mission Statement: To ensure public safety by providing a safe, secure environment for staff and the most challenging inmate population. By affording opportunities for self-improvement through program initiatives, we strive to aid the offender's successful reintegration.



Date Facility Opened: 1956

Date Facility was Initially Accredited: 2003

Facility Profile: Level 6 (Maximum Security)

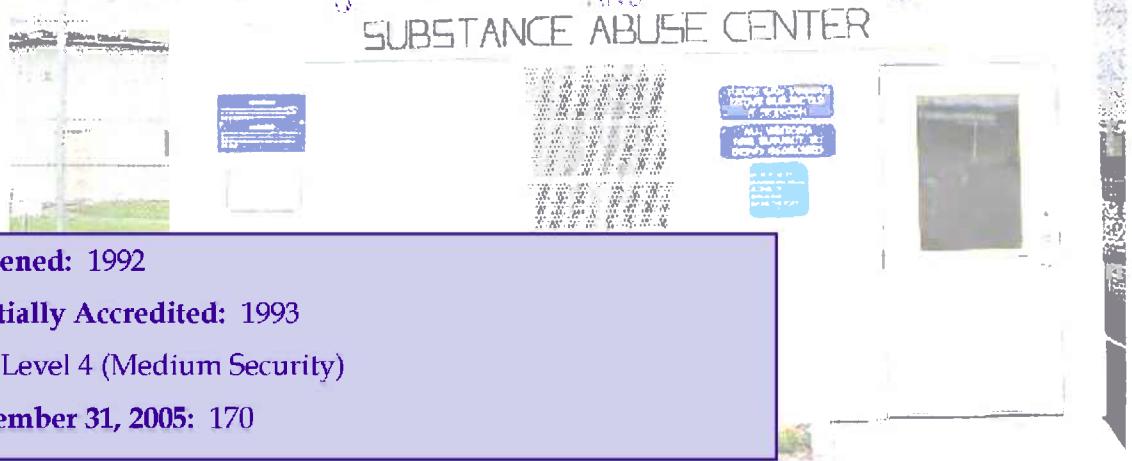
Count as of December 31, 2005: 543

Massachusetts Alcohol and Substance Abuse Center



Karin Bergeron
Superintendent

Mission Statement: To promote public safety by providing a safe, secure, and structured treatment environment for court-ordered civil commitments. This is accomplished through medically monitored detoxification services, educating them with the tools to affect positive change and plans for aftercare in order to promote a healthier and more meaningful lifestyle upon their return to the community.



Date Facility Opened: 1992

Date Facility Initially Accredited: 1993

Facility Profile: Level 4 (Medium Security)

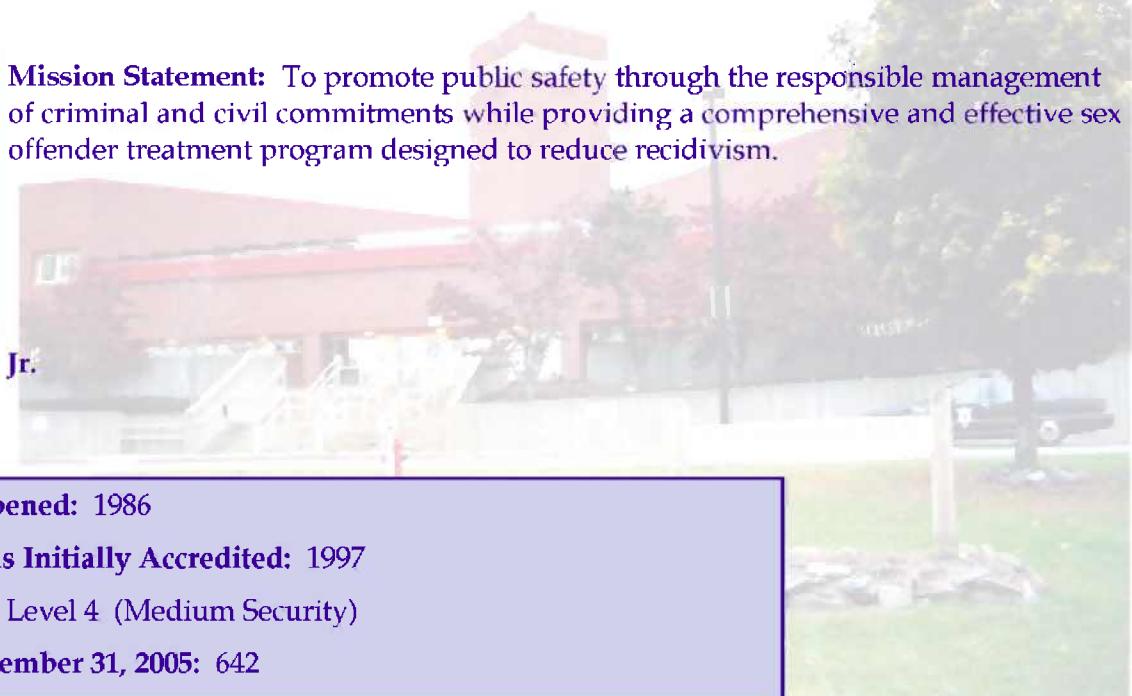
Count as of December 31, 2005: 170

Massachusetts Treatment Center



Robert F. Murphy, Jr.
Superintendent

Mission Statement: To promote public safety through the responsible management of criminal and civil commitments while providing a comprehensive and effective sex offender treatment program designed to reduce recidivism.



Date Facility Opened: 1986

Date Facility was Initially Accredited: 1997

Facility Profile: Level 4 (Medium Security)

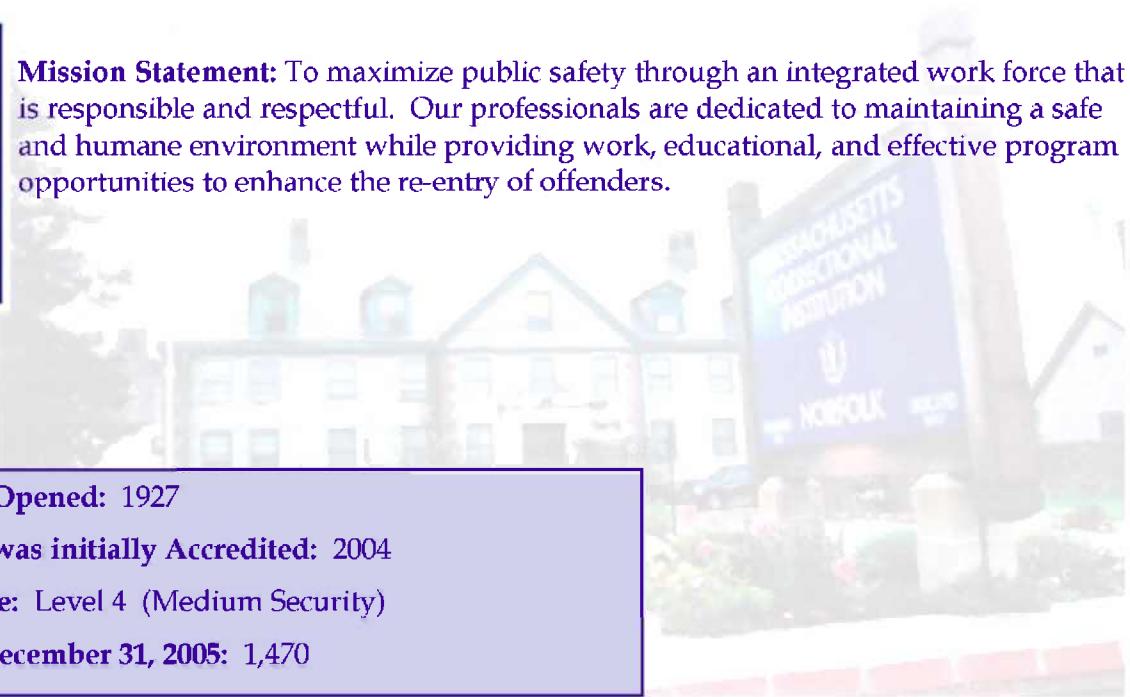
Count as of December 31, 2005: 642

MCI Norfolk



Luis Spencer
Superintendent

Mission Statement: To maximize public safety through an integrated work force that is responsible and respectful. Our professionals are dedicated to maintaining a safe and humane environment while providing work, educational, and effective program opportunities to enhance the re-entry of offenders.



MCI Plymouth



Paul E. Blaney
Superintendent

Mission Statement: We are dedicated professionals providing public safety through sound inmate accountability, while simultaneously offering offenders re-entry opportunities for self-improvement and providing services and support to local communities.



Old Colony Correctional Center



Bernard Brady
Superintendent

Mission Statement: To humanely incarcerate a diverse offender population. Through effective programming and treatment, prepare offenders for successful reentry into society while providing for public safety in a professional manner.



Date Facility opened: 1987

Date Facility was Initially Accredited: 1989

Facility Profile: Level 3/5 (Minimum and High Medium Security)

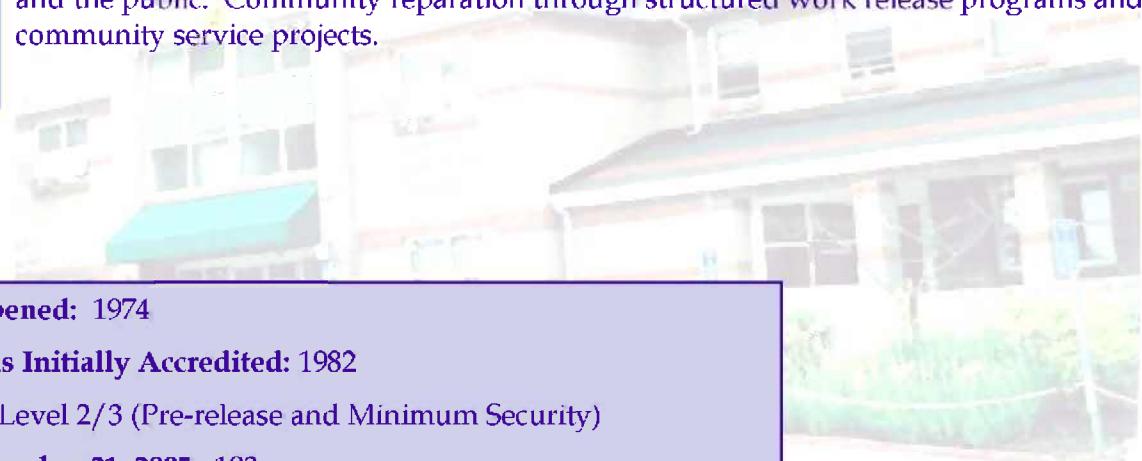
Count as of December 31, 2005: 835

Pondville Correctional Center



Paul Ruane
Superintendent

Mission Statement: Provide public safety through safe and humane care and custody practices. Promote an atmosphere of increased responsibility and accountability for the offender, providing the basis for positive re-integration into society. Create an environment of mutual respect by fostering positive interactions between offenders, staff, and the public. Community reparation through structured work release programs and community service projects.



Date Facility Opened: 1974

Date Facility was Initially Accredited: 1982

Facility Profile: Level 2/3 (Pre-release and Minimum Security)

Count as of December 31, 2005: 193



Recruit Training Program Computer Lab



Governor Romney with members of the Department of Correction Honor Guard



Office of Affirmative Action and Diversity

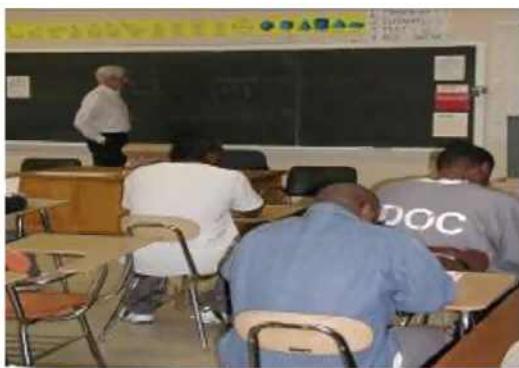
Mission Statement: To ensure that the work environment promotes equal employment opportunity for all employees by promoting the Commonwealth's anti-discrimination laws. This office strives to maintain a work environment that is free of discriminatory behavior regarding conditions of employment. It is our goal to accomplish this in compliance with the Commonwealth's Diversity Initiative

Classification Division

Mission Statement: To maximize public safety and institutional order by effectively identifying the security level and programmatic needs of each inmate based on available resources and as governed by department policy, rules and regulations and statutory requirements.



Inmate Training and Education Division



Mission Statement: 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 salable skills along with an appreciation of the work ethic.

Office of Constituency Services

Mission Statement: To provide timely and accurate information about the agency to interested stakeholders, including staff, government, the media and the general public. We strive to be responsive and thorough in addressing constituent inquiries, issues and concerns.



Office of Investigative Services

Mission Statement: To seek facts while working with external stakeholders to uphold the highest ethical standards promoting public safety and maintaining a safe, humane environment designed to support rehabilitation throughout the Department of Correction.

Reentry Services Division

Mission Statement: To promote public safety by reducing the likelihood of criminal activity by offenders released from custody. Effective release planning strategies and reentry partnerships are developed in collaboration with, and promoted among, criminal justice agencies, human services providers and local communities.





Special Operations Division

Mission Statement: Assist in providing a safe environment through the detection, prevention, and resolution of emergency and disorder management situations while providing the department and other law enforcement agencies with training and logistical support.



Office of Administrative Resolution

Mission Statement: To support public safety by providing inmates an opportunity to resolve legitimate problems in a responsible manner through grievances, correspondence, and other means of communication, thus enhancing skills for successful reentry. To provide inmates and concerned citizens access to a responsive system that encourages effective communication. The proactive identification and resolution of individual issues and emerging trends contributes to a safer prison environment.



Division of Female Offender Services

Mission Statement: The Division of Female Offender Services is committed to providing a continuum of programs and services which address the multi-dimensional needs of the Department's female offender population by reinforcing and developing innovative and comprehensive gender-responsive strategies.

Victim Service Unit

Mission Statement: 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 will be administered with respect, compassion, and confidentiality.



Technology Services Division

Mission Statement: To deliver effective technology systems which support the business practices of the agency, and provide the means to ensure accurate information to individuals and groups who plan for and facilitate the inmate's programming and eventual reentry to our communities.



Central Inmate Disciplinary Unit

Mission Statement: The mission of the Central Inmate Disciplinary Unit is to conduct fair and impartial inmate disciplinary hearings and when appropriate impose consistent sanctions designed to maintain order in Department institutions and encourage positive inmate behavior change.



Program Services Division



Mission Statement: 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 a successful reintegration back into the community.

Division of Staff Development



Mission Statement: To create and implement innovative training programs that provide all learners with the knowledge, experience, perspectives and skills to achieve the department's mission of public safety and the successful community reentry of our offender population.

Massachusetts Department of Correction Receives Multiple Awards and Accolades in 2005

From the Commonwealth of Massachusetts

On June 20, 2005, Lt. Governor Kerry Healey, Secretary of Public Safety Edward A. Flynn, and Department of Correction Commissioner Kathleen M. Dennehy honored four Correction Officers from the Massachusetts Department of Correction for their bravery and dedication to public service. Sgt Steven Vieira, and Correction Officer An Lai received the Governors Medal of Honor for their heroic response to a serious incident that took place at MCI Cedar Junction. Correction Officer James Proctor was honored for his community service, and Sergeant John Cappello received an award for his outstanding job performance.



From United States Attorney Michael Sullivan

In a ceremony at the United States courthouse in Boston, investigators from Department of Correction Office of Investigative Services, and Inner Perimeter Security Officers from MCI Cedar Junction were honored for their roles in two joint task force operations. The joint task force operations produced an indictment of an inmate in US District court for the murder of a rival gang member, and several arrests warrants were served to numerous members of a large gang network in the Springfield area.

From the DOC's Beyond Excellence Program

In November, Leo DuBois, Sewage Plant Treatment Operator III, received the Department of Correction Employee of the Year Award during the Beyond Excellence banquet. Mr. DuBois not only shared his knowledge of plant operation and maintenance skills with all the Departments wastewater treatment plants, but has also applied his skills at the Bridge water complex during his incredible 60 years of service. Mr. DuBois was also recognized for his hard work and dedication by Governor Romney earlier this year.

From the Department of Correction

On November 16, 2005 Department of Correction staff were joined by Executive Office of Public Safety Secretary Edward A. Flynn to celebrate the more than 260 employees with over 26 years of service in the Department. During the event special recognition was also given to the twenty-five employees with 30 or more years of service.



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Commissioner Kathleen M. Dennehy, Department of Correction Executive Staff and Superintendents and Department Heads.

The Annual Report Committee:

Kelly Nantel, Chief of Constituency Services, Chairperson

Christopher Fallon, Lieutenant, Old Colony Correctional Center

Erin Gaffney, Director of Victim Services Unit

Paul Henderson, Sergeant, MCI - Framingham

Brian Kearnan, Deputy Director, Program Services Division

Roland Rheault, C.F.I. Manager

Lisa Sampson, Deputy Director, Research and Planning Division

Gary C. Temple, EDP II, Treasurer's Office

Diane Wiffin, Director of Public Affairs



Annual Report Design Layout and Production:

Kelly Nantel, Chief of Constituency Services, Chairperson

Lieutenant Christopher Fallon, Old Colony Correctional Center

Erin Gaffney, Director of Victim Services Unit

Sergeant Paul Henderson, MCI Framingham

