

Karter Kane Reed
1 Administration Road
Bridgewater, MA 02324

April 15, 2010

I am writing to you seeking your support and advocacy on behalf of the nearly twelve-thousand prisoners languishing in the Massachusetts Department of Correction. These men and women are the unacknowledged victims of the war on crime that brought a tragic shift in ideology and public perception, which continues unabated in spite of the great harm it has wrought. I am asking for your voice, your influence, and your resources to bring about the change that is so desperately needed.

For nearly two decades, the DOC has systematically eliminated rehabilitative programming and meaningful reentry for most of its inmates while creating an environment rife with hostility, resentment, and hopelessness. Over that time the prison population has doubled to over 11,800; the DOC budget has quadrupled to more than \$520 million; and the recidivism rate, as low as 17% under the former progressive system, has skyrocketed to over 70%. But what I want to make clear is that this is not about numbers—it's about people. These are mothers, fathers, sons, and daughters; these are aunts, uncles, and cousins, friends and neighbors. They are imperfect, fallible human beings who have admittedly made tragic mistakes and terrible choices, but are not beyond redemption. Yet still, the media, legislators, and DOC officials and policymakers treat them with scorn and contempt, and deprive them of their humanity. I know this because I am one of them.

Still a young man at 34 years old, I have now been in prison more years (17) than the age at which I came in (16). What I have seen, and what I continue to see, is horrifying and infuriating. I have tried to bring about awareness and encourage reform throughout my incarceration, and have fought relentlessly against the iniquity and injustice visited upon prisoners, their families, and an unsuspecting public. Unfortunately, I am up against a colossal entity whose primary concern is financial rather than the well-being of those in its care or the welfare of the public it is supposed to protect.

The enclosed pamphlet was born of my frustration and despair. It is the product of nearly twenty years of first-hand experience, personal growth, and self-development. All of the ideas and suggestions for reform are based on a combination of my own insight and intuitive understanding along with the overwhelming success of similar efforts/applications in the past. These are not ideas intended to benefit prisoners by making their living conditions more "pleasing" or granting

them more amenities, but rather to create a system that benefits everyone by promoting and fostering pro-social attitudes and behavior. This is about changing the toxic atmosphere of the DOC and replacing it with one of positivity, productivity, and hope.

I am asking that you not allow these words to wither away on these pages, but to bring them to life, and to keep them alive, to share them with family, friends, politicians, and the media. I am asking that you actively challenge the notion that prisoners “have it too good” or that “the system is fine”. I am illustrating what *can* and what *needs* to be done in the hopes that you will challenge the powers that be when they profess to be “examining” the problems or “working” toward solutions. Newton's first law of motion states that a body tends to continue in its state of rest unless subject to outside forces—the DOC is at rest, and to get it moving in the right direction, it requires a massive push from “outside forces”. I am asking that you help to provide that push.

On behalf of all of the prisoners in this state, in the hopes of effecting meaningful change in the Department of Correction, I am also asking that you use all of your resources and influence to support the reelection of Governor Deval Patrick. Though Governor Patrick and Commissioner Clarke have yet to implement any of the much talked about prison reform they brought to their respective offices, it is certain that a Republican administration will make conditions infinitely worse. I firmly believe that Governor Patrick is the only civic-minded and responsible candidate in this gubernatorial race with the integrity to do what is in the interest of his constituents, and the only hope we have of avoiding irreparable catastrophe in the DOC. Again, I urge you to use your resources and influence in support of Patrick's reelection, not solely in the interest of prisoners, but society as a whole.

I sincerely thank you for your time and consideration and above all, for your understanding, caring, and commitment to the greater good.

With respect and admiration, in solidarity,

Karter Kane Reed

**The Vision: A Conceptualization of an Effective Correctional System
(And its Implementation)**

“For here I am creating a new heavens and a new earth; and the former things will not be called to mind.” Isaiah 65:17

I’m going to let you in on a little secret: God is pretty smart; much smarter than me. And immeasurably smarter than those who think that they are smarter than Him, which brings me to the point that I am trying to make. Even God recognized when a situation was hopeless and irreparable, which is why he told Isaiah that he was making a *new* earth rather than fixing the existing one. The Massachusetts Department of Correction, and in truth the entire United States prison system, is as helpless and irreparable as they come, so it is no use trying to fix the system that is in place. We need a *new* one, constructed from the ground up, and designed for success. But before we can talk about how to accomplish this, let’s take stock of where we stand.

The current incarnation of the prison system is modeled on the draconian Pennsylvania relic known as Eastern State Penitentiary, conceived by the Puritans as an effective means to correct criminal behavior. They surmised that if you subjected a man to solitary confinement for a length of time, deprived of every desirable material possession, alone with God, he would become penitent and repent of his former ways. Most simply went crazy. Those that didn’t generally became like rabid animals. In the 200 years since Eastern State’s inception, the physical conditions have changed considerably... but the results have not.

By any standard imaginable, the Department of Correction (DOC) is probably the least successful undertaking ever effected by human beings in any country, on any continent, in any era of civilization. Hydrogen-filled dirigibles, by comparison, have an infinitely better track record. If, as is supposed, the DOC is intended to “correct” criminal behavior and enhance public safety, the concerned citizens footing the bill may have been better off investing their money with Bernie Madoff. This isn’t something said as a cynic or pessimist, or as a consummate naysayer looking for the cloud behind every silver lining—it’s based on sheer numbers.

In any prison in this state, including those with well over a thousand inmates, you will not find more than a dozen individuals who genuinely reflect and possess pro-social values. In some prisons, you won’t find one. If you think for a moment that this is unintentional or inevitable, you have been victimized by the DOC in yet another way. First, they pilfered well over half a billion dollars of your tax money; second, they used that money to create, construct, and perpetuate a system that fuels and fosters criminality and violence on an unparalleled scale; and third, they have convinced you that their goal is to discourage criminal behavior and protect society. Before you conclude that my assertion is overly harsh, or worse yet, unfounded, consider for a moment the conclusion reached by James Gilligan, MD, Director of the Study of Violence at Harvard Medical School: “[I]f the purpose of imprisonment were to socialize men to become as violent as possible—both while they are there, and after they return to the community—we could hardly find a more effective way to accomplish it [than our present system].”

Massachusetts is a relatively small state with some disproportionately large numbers associated with its prison system: \$550 million budget; 5,400 employees; 12,000 prisoners; 70% recidivism rate; and (assuming again that the goal is to create public safety and deter future crime), an 85 –

95% failure rate (the number of those who return/continue to engage in criminal behavior upon their release). Trying to fix any of these disturbing numbers is like the Dutch Boy trying to plug leaks in the dike with his fingers.

The current system simply cannot be fixed; the flaws, shortcomings, and counterproductive policies, practices, and attitudes are so firmly entrenched there is no viable way to remove them. The DOC is a runaway train of behemoth proportions, an unstoppable monster destined to stay its inevitable course of complete and utter destruction. There is, however, a way to salvage the lives of those rotting in the bowels of the insatiable beast and protect the public from the catastrophic harm it has belched upon society since its inception: destroy it.

The DOC is too beholden to its officer's union and other contractual obligations for meaningful reform to take place. Decades of talk, finger-pointing, policy changes, negotiations, internecine strife, renovations, and reorganizations have simply resulted in myriad variations of the status quo. Like the nine-headed Hydra, each time one of its heads is severed, two more rise in its place. We must, like Hercules, bury it once and for all.

Most prisoner rights advocates, reformers, and prisoners themselves cringe at the thought of prison privatization. Despite the atrocious conditions and horrendous results produced by state-run institutions, private institutions have generally been even worse—but that is to be expected. The sole motive for the implementation of privatized correctional facilities to this point has been profit. The bottom line in the construction, administration, and operation of these institutions is the bottom line; the more corners that are cut, the greater the profit margin. By skimping on staff, programming, medical care, recreation, and facility maintenance, more money is left to line the pockets of those who run the prison... which leaves us with this dilemma: the state cannot run an institution because it has an investment in failure—the more inmates in their system, the more jobs; private commercial organizations cannot run institutions because they have an investment in saving as much money as possible, which means that the services and environment necessary for success are sacrificed for the sake of profit. But what if there were an agency whose sole interest was the *success* of the correctional system, whose concern was not job security or financial gain, but the welfare of society?

Currently this agency, the Massachusetts Department of Rehabilitation (MDR) as I have come to know it, is a figment of my imagination, the product of a recurring dream that I share with 2½ million Americans and untold millions of their family and friends. It may, however, be more appropriate to call it a nightmare since for nearly two decades it has haunted me day and night. It was then, seventeen years ago, when I found myself immured in the prison industrial complex, that the visions began. Now they've grown beyond their ken and are pouring out onto the page, disjointed and frenetic, pleading for the recognition of their truth and necessity.

The Massachusetts Department of Rehabilitation (MDR)

General Guidelines

I. Administration and Staff

Many people think that they know how to establish an effective correctional system—and in truth they came close here in Massachusetts in the 70's and 80's. But there is an essential element missing. Sociologists, criminologists, psychologists, economists, and penologists each understand prison only from their respective fields, and collectively perhaps a bit more. But there is only one group of individuals who understand the effective practices and shortcomings of the system with absolute certainty: prisoners. No system designed, implemented, or maintained absent the input of those who have experienced prison firsthand will ever be truly effective. And this is where my vision begins.

In each prison there are a handful of truly dedicated men, and a few dozen nearly indistinguishable pretenders. The latter are able to fool nearly everyone—including sometimes themselves—except the former. Those genuinely committed to change, espousing pro-social beliefs, and valuing integrity, are the cornerstone of my vision. They will be the progenitors of this new system, which will, like the mythical Phoenix, rise from the ashes of the moribund DOC.

Every organization needs a goal, along with the incentive, desire, and knowledge to achieve that goal—then they must develop the means. I am starting with those who have the desire, incentive, and knowledge, those who have been there and succeeded not *because of* the system that is in place, but *in spite of* it. Their success, attitude, and work ethic will create a culture of success, inspire hope, and be the example for others to follow.

The 1971 Stanford Prison Experiment conducted by Phillip Zimbardo demonstrated the horrifying psychological relationship between guards and prisoners. While the public would like to ignore those findings, or believe that they were anomalous, reality tells us otherwise. However, there are a number of staff presently employed by the DOC who are understanding and/or psychologically stable enough to overcome the abusive and hostile tendencies that developed in those of Zimbardo's students who were assigned the role of guards. We will begin to populate the MDR with staff culled from this select pool.

The DOC has more than five thousand employees, at least double the number necessary to run the system effectively—MDR will only require 2,500 employees. By weeding out those staff that are a cancer to the present system, and therefore the environment we are creating and philosophy we espouse, we can build a foundation of supportive and capable staff.

Each institution will require only two administrators (a Superintendent and Director of Treatment), two secretaries, a treasurer, one caseworker per forty inmates, medical personnel, and general and specific rehabilitative staff (what are now identified by the misnomer “correctional officers”). The selection of all staff will entail a stringent screening process conducted by MDR's

board of directors, including but not limited to, personal interviews and interviews with current and former inmates who have interacted with them regularly, as well as reviews of their conduct and decision making under the auspices of the DOC.

General rehabilitative staff will include maintenance staff, recreation staff, and security staff. Specific rehabilitative staff will include academic and vocational instructors, and program staff. Medical personnel will include nurses and doctors, as well as all mental health staff. In the event that the 2,500 employee quota is not met due to the very real possibility that too many current staff will be deemed unfit, the remainder of employees will be solicited from the general population.

II. Budget/Salaries

The current DOC budget is \$550 million—this extreme drain on the taxpayers creates an enormous vacuum sucking the life out of the state's economy, affecting small and large businesses alike. Seventy-three percent of that \$550 million, or just over \$400 million, goes toward staffing, with the average employee earning nearly \$80,000 per year. By cutting both the number of employees and their salary by half, the state instantly recoups more than \$300 million. This savings will help to stimulate and revitalize the economy, ultimately creating more jobs.

The remaining \$150 million from the original budget will also be cut by a third, saving an additional \$50 million. The \$100 million that we are left to work with will be allocated to operational expenses, programming, education, etc. (costs exceeding \$100 million will be offset by the implementation and/or enhancement of revenue generating industries and services by the inmate population. See section IX).

All MDR staff, from the board of directors, administrators, and medical personnel to caseworkers, secretaries, and rehabilitative staff will receive equal pay, starting at \$37,500 per year. Their salary will be a direct reflection of the effectiveness of the system—as the rehabilitation of prisoners decreases the number of those returning to prison and increases their financial contribution to the MDR (through the expansion of pre-release programs in which a portion of their salaries is returned to the system) more money will be freed up from the budget and added to the employees' salaries. This will provide every employee with the incentive to ensure the system's success—the more successful the system, the more they will earn, a fundamental principle of capitalism (contrast that with the current system in which the more successful the system, the *less* employees will earn, and eventually work themselves out of a job).

In addition to their salaries, MDR will provide a comprehensive benefits package to all employees.

III. Volunteers

The MDR will be a volunteer-friendly organization, soliciting and encouraging the participation of volunteers in the rehabilitative process. While volunteers will be required to be screened, attend training, and to conduct themselves in accordance with MDR policies, the approval and entrance procedures will be simplified and made as welcoming as possible to promote and foster

community ties. Ex-offenders who are able to establish themselves as law-abiding citizens and express a legitimate interest in helping the cause will not only be allowed, but encouraged, to become volunteers. For inmates to be successful and feel accepted in the community once they leave, they must feel accepted *while* they are in prison. Volunteers are the greatest resource available to convince inmates that they are worth something and that the community cares.

IV. Physical Structure/Facilities

The MDR will use the now defunct DOC's general infrastructure with slight modifications. Since, by any objective standard, 90% of the inmate population is currently overclassified, Souza-Baranowski Correctional Center (Shirley Super-Max) will be converted into a medium security facility (a small Special Management Unit in each institution will be used to deal with the handful of men who present disciplinary problems that require stringent security measures); Shirley Medium and Bay State Correctional Center will be converted into minimums; and Southeastern Correctional Center will be reopened as a minimum. Shirley Minimum, Old Colony Minimum, and Pondville Correctional Center will be converted exclusively to pre-release facilities. We will also look to relocate one Medium, Minimum, and Pre-Release facility to western Massachusetts to provide housing and reentry to inmates as close as possible to their families and support networks.

The goal of the MDR is to rehabilitate, which means that it will require much more vocational space and equipment than is currently in place. Since a major component of success is a productive transition into society, there will also be a significant focus on community-based reintegration. This will be achieved through the systematic transition of inmates to the lowest level of security practicable, and the addition of residential MDR housing, which will be constructed by inmates in minimum/pre-release facilities (see section VIII).

V. Model

The Massachusetts Department of Rehabilitation will be modeled after colleges and universities and residential programs like the non-profit Delancey Street Foundation with the main focus being on education and training, and the ultimate objective, learning. Everyone entering the MDR will be expected to learn. Self-development through personal accountability and individualized programming will be integral to the system rather than coincidental. MDR grounds will be called campuses; inmate releases, graduations. The principal motto of the MDR: Rebuilding Communities through Reformation and Restoration.

VI. Oversight/Periodic Reviews

To ensure absolute transparency and accountability, all MDR policies and practices will be reviewed regularly and made available to the public. No policy will be adopted without the support of the community, MDR's "stakeholders". MDR will compile all suggestions/recommendations from its staff, inmates, and the general public to be reviewed/considered during the periodic review meetings. These issues will then be raised at public hearings, which will be advertised in the local media, as well as by email to all activists, advocates, family members, etc. on the MDR Event Mailing List. The goal will be to continually

increase the productivity and efficacy of the system, to evolve like a living organism, rather than remaining static and adhering to antiquated, counterproductive policies. There will be a diligent and concentrated effort to revise all policies that interfere with the rehabilitative mission of the MDR.

To further ensure accountability and transparency, as well as to provide objective review, the MDR will establish an external oversight committee drawn from various professional fields to include at least one psychologist, sociologist, lawyer, law enforcement professional, criminologist, political office holder, teacher and former prison staff member. They will meet regularly and release status reports that will be public record. They will also have the authority to convene previously unscheduled review meetings and public hearings to address and/or revise policies/practices as needed.

VII. Initial and Follow-Up Assessment

Upon entrance to the MDR, every inmate will undergo a comprehensive assessment conducted by specially trained caseworkers to discover the rehabilitative needs of each, and construct a detailed program plan to meet those needs. This will be a highly interactive process in which each inmate contributes to the design of the plan to ensure its applicability, feasibility, and appropriateness. Inmates will be obliged to abide by the terms of the plan and will sign a contract acknowledging their agreement to such, along with the penalty for violating the terms.

In addition to the initial assessment there will be a major and minor review annually to make adjustments to the plan as necessary, to reflect the changing needs of each individual as time passes and as more opportunities become available.

VIII. Education/Training/Programs/Classification

The very foundation MDR model is education, training, rehabilitative programming, and gradual community reintegration. Every inmate will be afforded the opportunity (and as noted in the previous section, will be required) to participate in numerous educational and rehabilitative programs.

As post-secondary education has proven to be the most effective way to reduce crime and encourage pro-social values, it will be strongly recommended (the costs will come from budget allocations, private donations, and revenue generated by the inmate population—see section IX. Additionally, we will seek assistance from colleges and universities to provide free or discounted services and encourage legislative reform to restore federal grants to prisoners). In-demand and practicable vocational training will be provided throughout the MDR to ensure that inmates leave with viable, marketable job skills. We will expand the vocational infrastructure now in place as well as implement new vocations that are not currently available in order to provide the inmate population with the greatest employability while in pre-release/work-release facilities and after they graduate from the MDR.

While the educational and vocational/job-training programs will provide inmates with the knowledge and skills to aid their transition into the workforce, help to teach them discipline,

responsibility, and accountability, and build or strengthen pro-social values, there will also be a focus on programs that specifically target criminal thinking and behavior. These will include *all* of the current volunteer-run programs such as Alternatives to Violence, Emotional Awareness, Menswork, Parenting Classes, etc., as well as the solicitation of more volunteers (see section III) and implementation of more rehabilitative programming. Furthermore, the MDR will establish its own programming run by trained MDR staff modeled on successful programs throughout the country focusing on Violence Prevention/Anger Management, Substance Abuse Prevention and Treatment, and other criminogenic needs (counseling will be provided by MDR Mental Health Staff. See section XI. Medical). Rehabilitative programming will also be a required component of each inmate's Program Plan.

Besides services MDR will provide *to* inmates, the rehabilitation process will include services provided *by* inmates such as Youth Intervention, Community Outreach, Fundraising/Political Awareness, and Community Service (for those in pre-release or residential custody). Furthermore, since most inmates are the products, and oftentimes victims, of what is wrong in society, Think Tanks and brainstorming committees will be organized to come up with community solutions to problems such as drugs, violence, gangs, abuse, and broken homes.

As noted in section IV (Physical Structure/Facilities), MDR's intent is to house inmates at the lowest possible custody, and provide a seamless, productive transition into the community. The driving force behind this will be a fair and equitable classification system that adheres to each inmate's Program Plan and gives equal weight to security issues, an inmate's needs, their personal preference, and the geographical area they will return to after their release. Classification reviews will be held by qualified staff at the inmate's request, provided it has been at least six months since their last classification hearing (exceptions to this rule will be when there is a change in sentence structure—through the courts or parole—or for security reasons). Any inmate transferred due to security concerns will be provided with a hearing within ten business days. Where the security issue is unresolved at that time, the final decision will be rendered upon resolution of the matter. All decisions will be made within ten business days and will have a valid appeals process, which will also be addressed within ten business days.

IX. Work/Avocation

Inmates in the MDR will be instructed in vocational training to provide services in the MDR facilities and in the community, such as carpentry, plumbing, electrical, masonry, construction, welding, automotive/autobody, landscaping, etc. Each medium and minimum security facility will have a number of cadre positions in these fields for the general maintenance of MDR facilities and vehicles, providing inmates compensation for their services. In minimum security facilities, these services will be extended to the community providing services that are not in competition with state and private industry. Furthermore, as the goal of the MDR necessitates the restructuring of several institutions, and the construction of half-way (residential) houses, minimum security inmates will be "hired" to accomplish this.

Besides institutional maintenance and janitorial positions, all MDR facilities will employ inmates in food services, educational and program assistance, and as property/canteen workers. MDR will also reestablish the avocation programs wherein inmates (in their free time) will be allowed to

produce/construct artwork, woodwork, leatherwork, clothing/embroidery, and other crafts for commercial sale, provided that such inmate is in compliance with his/her Program Plan.

While inmates will develop and hone their skills in the medium and minimum security facilities, they will have the opportunity to apply them in the workforce in the MDR pre-release and residential facilities. They will be encouraged to seek employment in their respective vocations or academic fields (for those attending or graduated from college) to ensure they will earn a livable wage at a job they are likely to keep.

X. Daily Activities/Recreation

In order to provide an effective rehabilitative model, inmates must have other productive outlets besides work, school, and programs. Physical fitness, sports, activities, board games, artwork, and other leisure-time activities will be available to inmates provided they are in compliance with their Program Plan.

XI. Medical

MDR will provide in-house medical services for all inmates in their care. Inmates in pre-release/residential custody will be required to have health insurance and pay a co-payment for medical services. MDR will make a concerted effort to find alternatives to the over-dispensation of anti-depressant and psychotropic medication that is rampant in the DOC. Where appropriate, homeopathic, natural, or alternative medicines will be dispensed. Emphasis will be placed on proper nutrition, physical fitness, and holistic healing.

Mental Health counseling will also be provided, along with group therapy, and any necessary psychiatric services. Prior to the initial assessment, and every eighteen months thereafter, mental health staff (licensed clinicians, psychologists, social workers, and psychiatrists) will conduct an in-depth analysis of each inmate to assist the caseworkers in devising (and periodically revising if necessary) the Program Plan along with the inmate.

XII. Visits

An essential component of successful reentry and maintaining pro-social thinking and conduct is a reliable, responsible, caring support network. MDR will do all that can feasibly be done to promote the building, rebuilding, and strengthening of family and community bonds. We will work to create a family-oriented visiting environment, especially for families with children.

Visits will be provided on a daily basis to accommodate the work and social schedules of visitors in an effort to encourage visitation. Entrance procedures will be greatly simplified to make a more convenient and comfortable visiting experience. There will no longer be any wait upon completion of the required visiting form—families and friends will be admitted directly once the form has been filled out. Family activities, board games, toys, and coloring books will be available in the visiting room, as well as educational materials in order to promote parent/child bonding and encourage education. Monthly events will be organized to allow for more interactive and fulfilling relationships, such as religious services, graduation ceremonies, talent

shows/musical performances, family film viewings, cultural heritage functions, and parent/child appreciation days.

In order to specifically target family reunification and provide parents an opportunity to play a more active role in their children's lives, MDR will implement quarterly bonding projects to be held bi-monthly, including a children's athletic league, educational programs, arts and crafts programs, and a drama program culminating in a yearly performance. These events will be held on weekends at the Medium and Minimum Security compounds, and at designated sites for pre-release and half-way house inmates.

XIII. Furloughs

MDR will reinstate the tremendously successful furlough program which operated in Massachusetts in the 70's and 80's (and is still operational in many states). Since MDR's sole purpose is to protect and benefit society by rehabilitating those in its care, MDR will employ every method available to do so—our concern is results, not public opinion or criticism. Furloughs have proven effective, and therefore, will be granted liberally, provided there are no compelling reasons to deny an inmate's furlough request. To qualify for a furlough, inmates must demonstrate satisfactory behavior and be in compliance with their Program Plan. Additional criteria (e.g. itinerary, sponsor, furlough length, etc.) will be set forth in the specific furlough policy.

XIV. Canteen/Property/Amenities

In acknowledgement that most of the security issues in existence in the current system are not the product of depraved criminal minds but rather the product of unnecessarily harsh and restrictive policies, MDR will establish reasonable canteen and property policies. Amenities and food items that are not threatening to institutional security will be provided via approved vendors. MDR will not subcontract services in exchange for kickbacks, but will provide access to multiple vendors to keep prices competitive—each year these vendors will be reviewed and if there is a vendor with more competitive prices, they will be swapped for the ones with the least competitive prices. Inmates will be allowed to order any brand or model item from clothing/appliance vendors rather than being restricted to a single brand or model. There will be no restriction or limitations on the amount or type of clothing an inmate can purchase provided that it can be adequately stored in their cell and does not present a fire hazard.

Each housing unit will be furnished with an industrial refrigerator and freezer—for storing perishable food items—and have access to cooking equipment (this practice has been in place at MCI Norfolk for decades and MDR will emulate that system); the initial purchase of items will be made by the MDR. Subsequent purchases and repairs will come from the inmate general fund, maintained by all institutions. Inmates will be allowed and encouraged to contribute to the inmate general fund regularly as this will be the source of all amenities provided them.

XV. Security/Discipline

MDR's emphasis will be to teach not to punish. Prison is itself punishment. MDR will not compound this by heaping punishment upon punishment and reinforcing the principles of revenge and vengeance. As noted in section IV (Physical Structures/Facilities), each institution will have a small Special Management Unit for use in disciplinary matters and to maintain security. It will be used as sparingly as possible, and an inmate's placement there will be coupled with other measures to ensure correction of the offending behavior (e.g. counseling, mediation, etc.). MDR will rely heavily on respectful and open communication among staff, inmates, and each other to ensure safety and security. MDR personnel will be expected to model the kind of pro-social values we are trying to instill, which is the ultimate security measure.

XVI. Conclusion

The general outline contained herein for implementing an effective correctional system is only the beginning. As the system succeeds—as it was intended to do—all of the services provided can be shifted to other areas of public welfare. Utilizing the same funding, same facilities, same staff, and much of the same training, MDR can be used to house, feed, educate, and train the homeless. Facilities can be converted to detoxification and substance abuse centers, job training facilities, and schools. The possibilities are nearly endless. All that is needed is a governor and commissioner with the courage and integrity to do what is in the interest of society. Until that day comes, my vision of an effective correctional system will continue to be a haunting nightmare of “What if...”