

76

# CENTRALIZED TRANSPORTATION/COMMUNICATION SYSTEM

Sub-committee on Transportation/Communication Systems

Fred Butterworth, Chairman

Publication #6984-33-50-10-73-CR  
Approved by Alfred C. Holland  
State Purchasing Agent

Prepared by:

Mel Blackstone  
Vice-Chairman

PROPERTY OF  
STAFF LIBRARY CENTRAL OFFICE  
MASSACHUSETTS DEPT. CORRECTION

## I. CRITIQUE OF EXISTING SYSTEMS

The following is a plan for centralizing the existing transportation system in the Massachusetts Department of Correction (DOC). Centralization in this system refers to establishing central control over transportation activities and not designing a system which physically operates from one point of origin.

This study will present a short critique of the existing DOC transportation system, placing much emphasis on its inherent inefficiency. The existing transportation demand will be translated and analyzed in terms of existing daily trips. The Centralized Transportation System (CTS) will be advanced as an alternative designed to lower this demand.

Basically, the number of trips in the DOC could be lowered either at the point in which the demand is translated into numbers of trips (as the CTS is designed to accomplish) or at the point of origin of the demand.

Court, funerals, hospital, and transfers account for nearly all DOC trips. The demand on the system vis-a-vis funeral and hospital trips cannot be readily reduced at the point of origin by mortal means. The absolute number of transfers in the DOC could be reduced by planning toward this end; however, the direction of the department toward a Reception Diagnostic Center and community-based facilities runs counter to this motion. Courts appear to create the only transportation demand which could be lowered at its origin; however, this reduction would be minimal vis-a-vis the total court demand. Court-related demands could be eliminated if all trials for convicted felons were held in institutions; however, most courts of Appellate jurisdiction would overturn any such conviction holding that undue attention drawn to the prisoner status of the defendant was prejudicial to his case. Thus, it seems feasible that only cases involving institutional felonies (indictment against residents for felony actions alleged during incarcerations) could be tried in a correctional facility. To this end, further research will be carried out to determine the feasibility of conducting such court sessions at MCI-Norfolk. Thus, at this point, it seems very unlikely that the absolute transportation demand on the DOC can be significantly reduced at its point of origin.

Generally, the number of trips required for any transportation system is a function of the transportation demand, the design of the system (efficiency), and the capacity of transport mechanisms. In an optimum

transportation system, the design and structure is geared to meet the demand most effectively. Where cost considerations are foremost, the optimum system should meet the transportation demand at the lowest possible net cost.

Table 1 is a quantification of various aspects of the transportation demand in the existing system. This information was calculated from questionnaires distributed to DOC facilities. Questionnaires are enclosed as Exhibit A. From Table 1, one can determine that the total DOC mean daily manhours in transportation of residents is 178.34 hours. If one assumes that a half hour is utilized in preparing an individual for transportation at a facility and a half hour is utilized in a facility securing an individual back into a facility, the total DOC mean daily manhours in transit and preparing a resident for transit is 198.34 hours. Given an average day's employment of 7.5 hours, it would take 26.44 men to fulfill this daily demand. In actuality, however the DOC utilizes many more men and manhours than evidenced by these calculations. First of all, these calculations structure demand as a constant due to the methodology utilized in obtaining them. No lag time between trips is incorporated. Actually, the transportation demand is not constant and varies daily. Monthly variations in transportation demand are much easier to predict and plan for than daily fluctuations. Usually, the months July and August represent a decrease in overall transportation demand due to the temporary closing of many courts.

The basic design of the existing DOC transportation system contains inherent inefficiencies. In this system, each institution operates its own transportation program. This precludes eliminating some trips by coordinating and combining transportation demands among institutions. The only exception to this decentralized operation occurs at MCI-Walpole where both State Transportation Officers and Institutional Transportation Officers are routinely utilized in transportation duties. The State Transportation Officer Unit, assigned to Central Office, consists of a Supervisor of Transportation (JG 18) and seven active Senior Transportation Officers (JG 16). This unit utilizes privately owned vehicles in transporting residents (for which they are compensated at ten cents per mile). Although the State Transportation Officer Unit is responsible for most of the court-related transportation at MCI-Walpole, they also fill in at other institutions when an excessive demand creates a severe shortage of personnel. This unit also does much of the work of returning parole violators to institutions and is responsible for most out-of-state travel. A copy of the 1972 yearly report for the unit and relevant job descriptions are attached as Exhibit B.

TABLE 1

TRANSPORTATION

STATISTICS

MCI:

	Mean Daily Hours Devoted to Transportation (on road)	Mean Daily Manhours Devoted to Transportation (on road)	Transportation Overtime Dollars Paid in FY 1973	Transportation Overtime* as a % of Total Institutional Overtime	Mean Hours/Trip
Bridgewater	25.8	51.6	5,264	NA	5.9
Norfolk	17.0	34.0	86,520	30	4.0
Concord	22.0	44.0	106,869	42.3	5.1
Walpole	19.5	39.0	NA	NA	3.4
Framingham	3.1	6.2	4,264	NA	3.4
Warwick	.4	.5	640	13	1.6
Monroe	.8	.94	1,800	NA	4.7
Plymouth	1.7	2.1	344	3	2.8

(NA = Not Available)

Total mean daily Department of Correction manhours in transit: 178.34

Total mean daily DOC manhours in transit and preparing resident for transit: 198.34

Daily men needed to fill this demand if it were constant: 26.44

\* Overtime directly linked to transportation. Overtime used to replace a non-transportation staff member utilized for transportation purposes is not included in this analysis.

Transportation demands reach institutions in various forms. Court-related demands reach correctional facilities in the form of a legal order (habeas corpus) requiring a superintendent, or his designee, to produce a resident in a specified court on a specified date and time. During the John Boone administration, an order was adopted which required that a habeas corpus must be received by an institution before a resident can be transferred to a court. This order is attached as Exhibit C. Hospital demands originate from a medical emergency within an institution requiring medical attention at a civilian hospital or doctor's office. The latter transfers must be approved by the superintendent. Funeral trips originate either at the request of the resident or his family. The superintendent is responsible for making visitation arrangements with the funeral home and for verifying the demand. Transfers to other institutions are a routine part of the correctional process and are initiated by lists of proposed transfers which are either approved by the Commissioner or a Deputy Commissioner. If a special offender is being transported for any reason, the approval of the Commissioner is required.

Parole violation demands come to the Supervisor of Transportation from either the Chief Parole Supervisor or the Assigned Supervisor of Parole. Demands for the pick-up of escapees come to the Supervisor of Transportation via the Deputy Commissioner for Institutional Services.

Transportation activities at the institution are performed in either institutional vehicles or privately owned vehicles. At the present time, no institution has sufficient vehicles for meeting the yearly transportation demand. Table 2 shows mileage by institution (ten cents per mile) paid to officers for utilizing privately owned vehicles for transportation purposes. The FY 1973 total of \$16,057 seems to indicate that further studies might be relevant to determine if purchasing new vehicles might be more cost-effective than utilizing privately owned vehicles to this extent.

The inefficiency of the existing system stems from its decentralized design and inadequate and/or inefficient use of existing communications hardware. Figure 1 is a map of the Commonwealth on which MCI locations have been plotted. As shown, most of the major correctional institutions are located in or very near the Boston SMSA. The Forestry Camps, located in outlying areas, are minimum security facilities with limited populations, and, thus, minimal transportation demands. MCI-Bridgewater, located 20 miles south of the Boston SMSA, is comprised of several autonomous treatment facilities. Its transportation staff has a very efficient system of coordinating trips among these facilities.

From the map, the inefficiencies built into the existing system appear obvious. As shown, MCIs Norfolk, Walpole, and the Reception

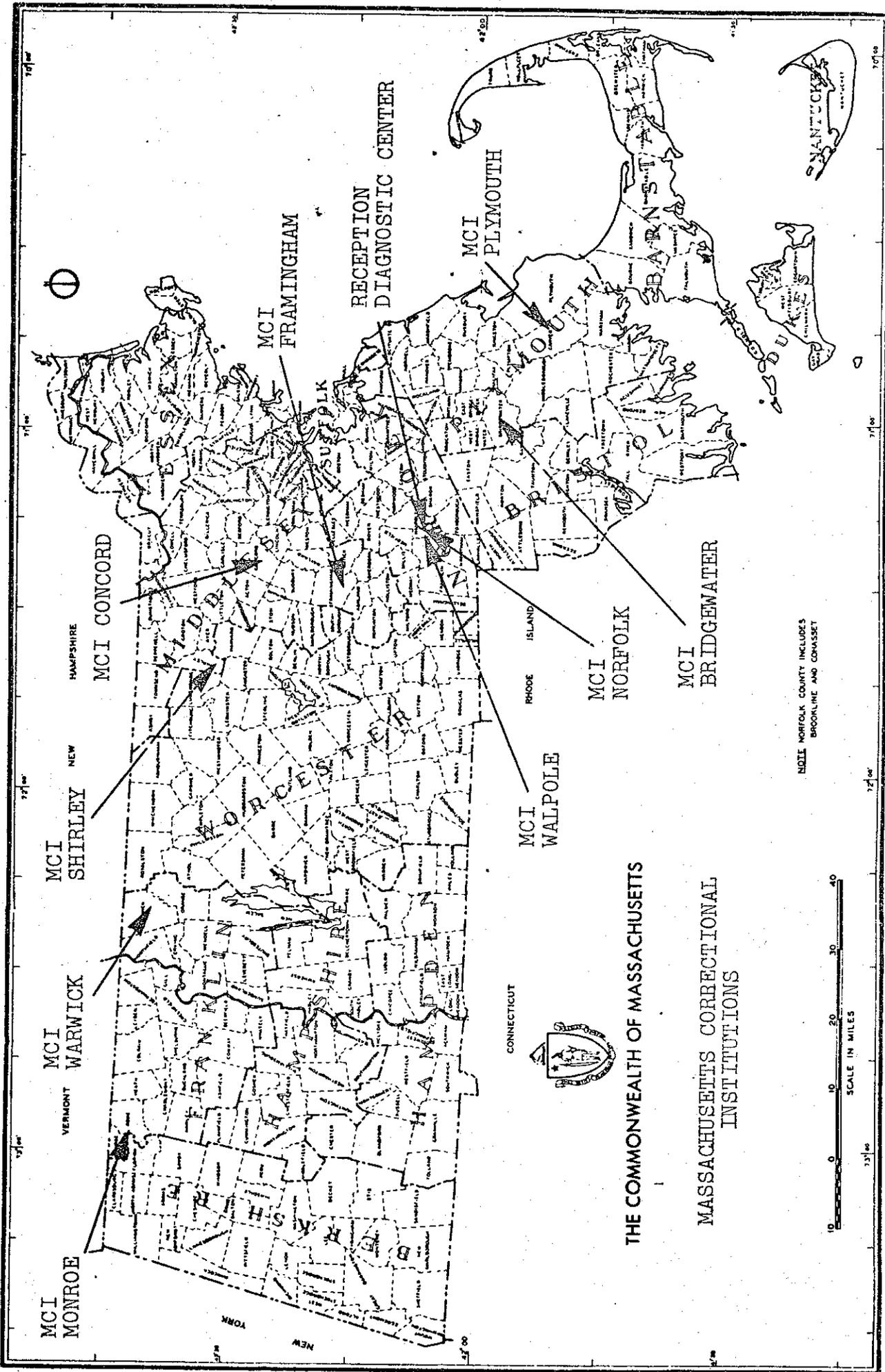
TABLE 2

MILEAGE PAID @ 10¢ MILE  
FOR TRANSPORTING RESIDENTS  
IN PRIVATELY OWNED VEHICLES, FY 1973 \*

MCI Bridgewater .....	\$ 1,500
Norfolk .....	1,750
Concord .....	3,500
Walpole .....	8,207
Framingham .....	300
Forestry Camps .....	<u>800</u>
	\$16,057

\* Does not include State Transportation Officer mileage.

FIGURE 1



THE COMMONWEALTH OF MASSACHUSETTS  
 MASSACHUSETTS CORRECTIONAL  
 INSTITUTIONS

NORFOLK COUNTY INCLUDES  
 BROOKLINE AND CONSETT

SCALE IN MILES  
 0 10 20 30 40

Diagnostic Center are all located within three miles of each other. Under the present system, no routine effort is made toward coordinating trips among these MCIs. Tables 1 and 2 reflect part of the yearly DOC transportation cost in overtime and auto mileage.

The non-systematic utilization and lack of communications equipment also adds to the inefficiency of this system.

As stated earlier, institutions and the Supervisor of Transportation (in Central Office) receive requests from Houses of Correction for the removal of parole violators. In many cases, parole violators could be picked up by officers presently on the road near the respective House of Correction, thereby eliminating the need for a separate trip. This saving of time happens only rarely for two reasons: first, if the Supervisor of Transportation receives the call, he cannot legally compel an institutional employee to pick up a parole violator. Simply stated, he has no control over the employee of another institution. Secondly, given the same situation, the Supervisor of Transportation has no radio contact with any officers (including his own) and, therefore, could not contact any transportation officer on the road. State Transportation Officers do check in with their supervisor by telephone whenever possible.

Mobile units are contained in some institutional vehicles; however, privately owned vehicles of either state or institutional transportation officers are without radio communications. This lack of radio communication is bad for both efficiency and security. The possibility of on-the-road hijacking is increasing. The state of California is presently utilizing helicopters to transfer some residents if the possibility of a hijacking attempt is known.

The installation of mobile units in all automobiles utilized in transporting residents is a priority item for the DOC. Concurrent with this action, the DOC must develop a centralized communications system. Presently, institutions rarely communicate directly with each other via radio. In fact, the base stations in several facilities are equipped with a PL (Personal Listening) device. When this device is utilized it effectively blocks out all incoming signals except those from institutional equipment. Not only does this procedure eliminate undesirable signals (i.e. the Lynn Police who are on the same frequency as the DOC), but also signals from mobile units belonging to other correctional facilities are eliminated. Under this system, a Walpole vehicle equipped with a mobile unit could have an emergency in the MCI-Concord parking lot and could not be heard by Concord Outer Control.

Under the present decentralized radio system, communications equipment is not utilized to its potential.

Table 3 is an inventory of existing communications hardware in the DOC.

Table 3

INVENTORY OF  
EXISTING DOC COMMUNICATIONS  
HARDWARE

MCI:	Base Station*	Mobile Units*	Walkie- Talkies*
Walpole	1	4	4
Norfolk	1	5	6
Concord	1	4	6
Bridgewater	1	9	7
Framingham			2
Plymouth			2
Monroe			
Warwick			
Shirley			

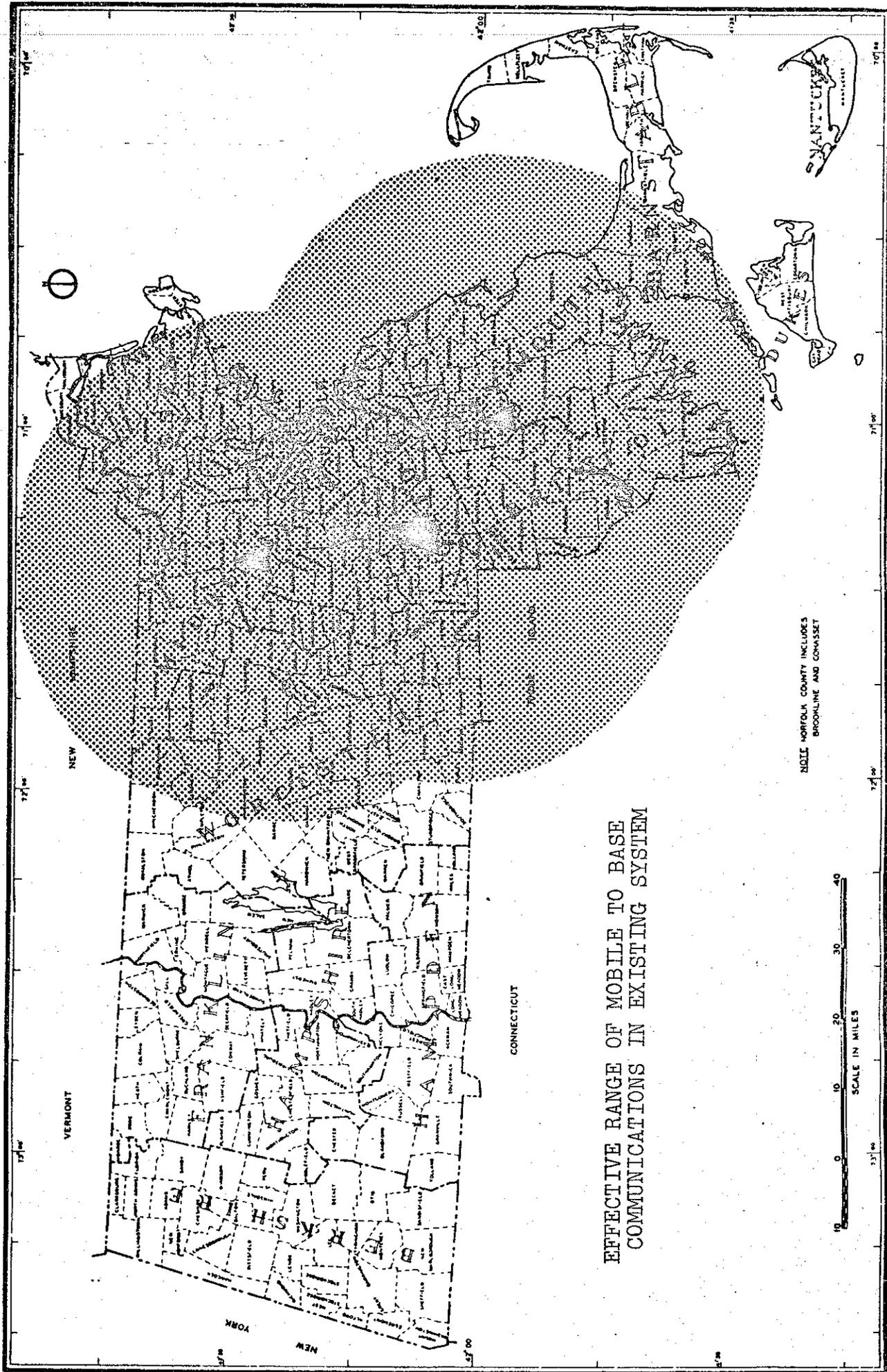
\*All hardware is on 45.46 MHZ.

In addition, MCI-Walpole has a dedicated telephone line to the State Police Barracks at Foxboro and to MCI-Norfolk. MCI-Norfolk has a dedicated line to MCI-Walpole and to the State Police Barracks at Foxboro.

In varying degrees, institutions monitor their vehicles by routine radio checks. In many cases (Bridgewater to Boston e.g.) distance prohibits the complete monitoring of a trip. Other present uses of the base/mobile units include some institutional perimeter patrols. Walkie-talkies are utilized for routine and emergency activities both within and outside institutions.

The shaded area in Figure 2 is the effective range of mobile to base communications in the existing DOC communications system (PL's off, 100 Watt Base Stations, 50 Watt Mobile Units). The shaded area is a composite of all mobile to base effective ranges in the DOC. A vehicle traveling outside the shaded area would normally have difficulty in establishing radio communications with any DOC base station. Figures 3, 4, 5 and 6 are Air-line maps of DOC trips for four days in FY 1973. As is shown, most desire lines (frequently traveled routes) exist in areas where mobile to base communications are possible. Although these maps do not show trip frequencies, it can be assumed that 85% of present trips occur within the effective range of mobile to base communications. Conversely, it can be assumed that 15% of all DOC trips would be without direct mobile to base communications under the present system.

FIGURE 2



▲ Indicates an Existing Base Station

FIGURE 3

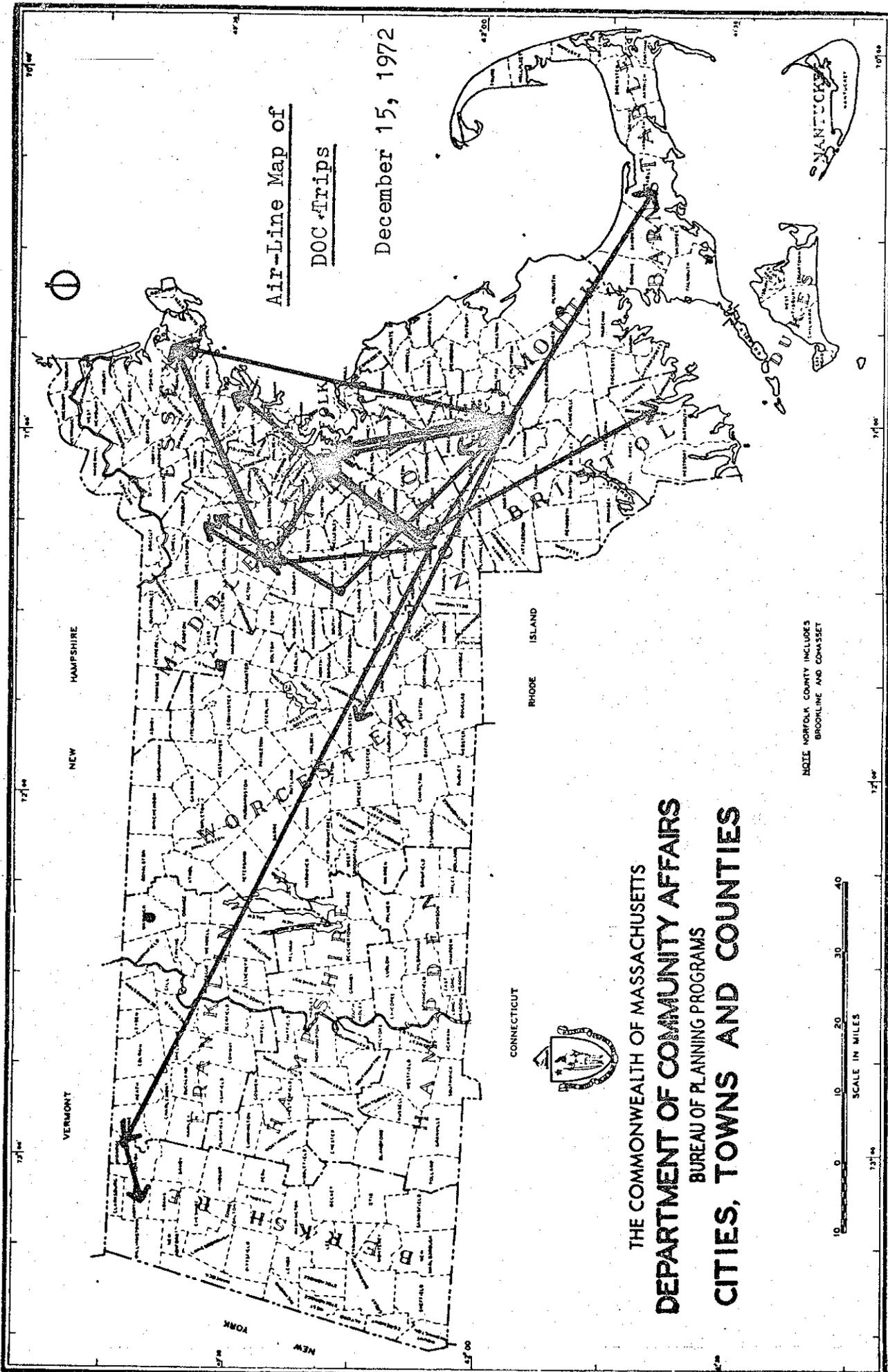


FIGURE 4

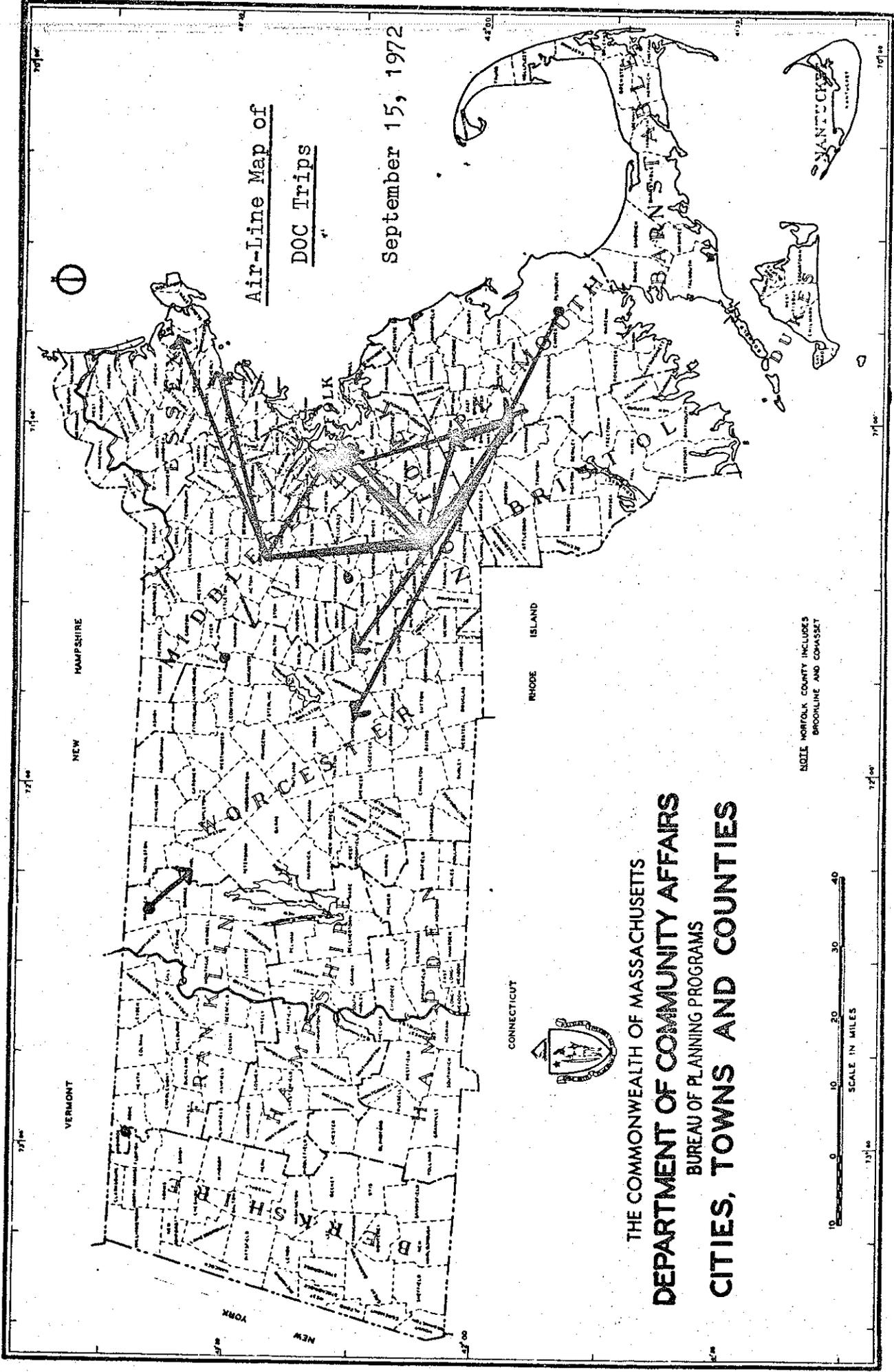
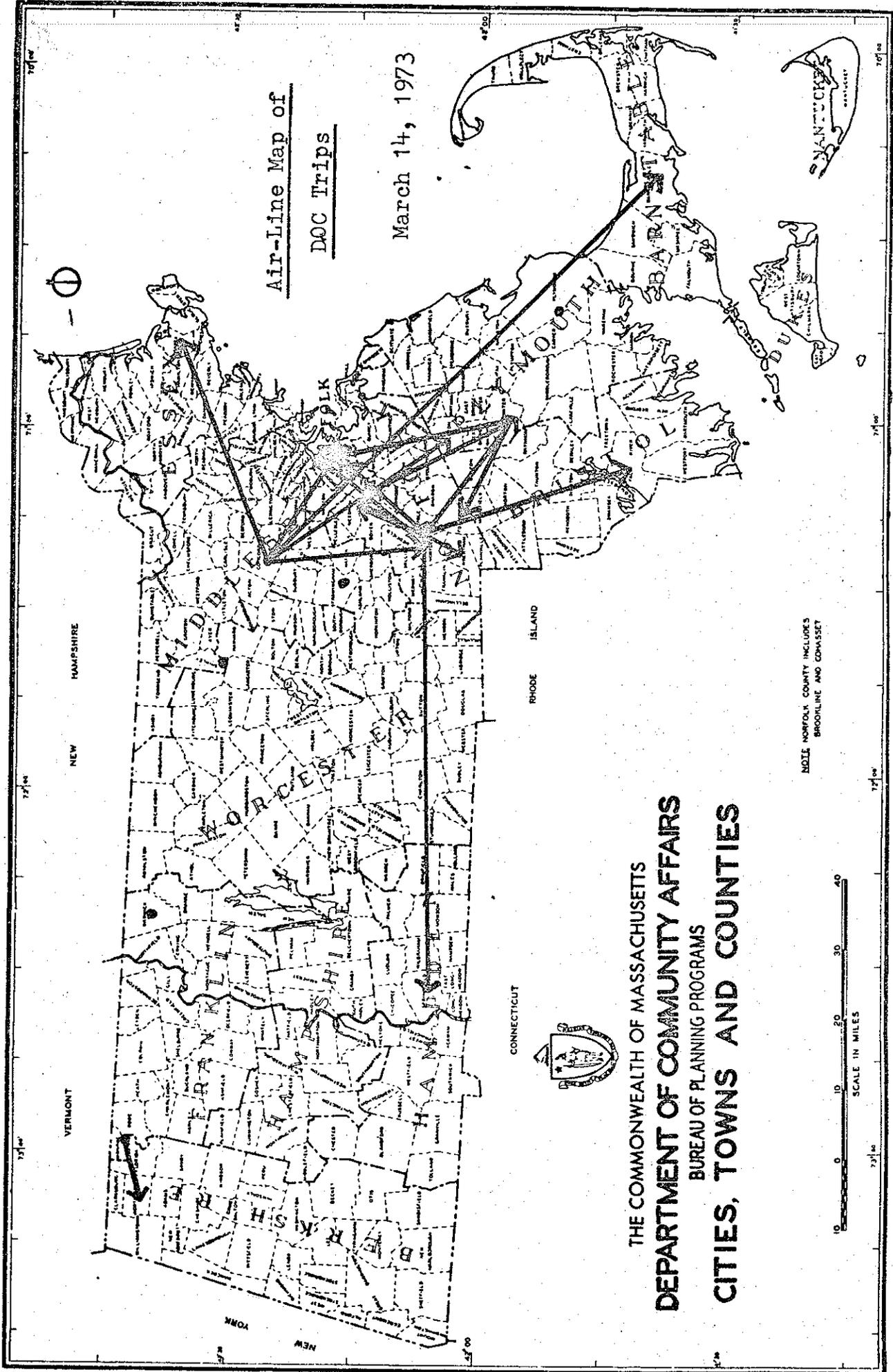


FIGURE 5





## II. PROPOSED CENTRALIZED TRANSPORTATION/COMMUNICATIONS SYSTEM

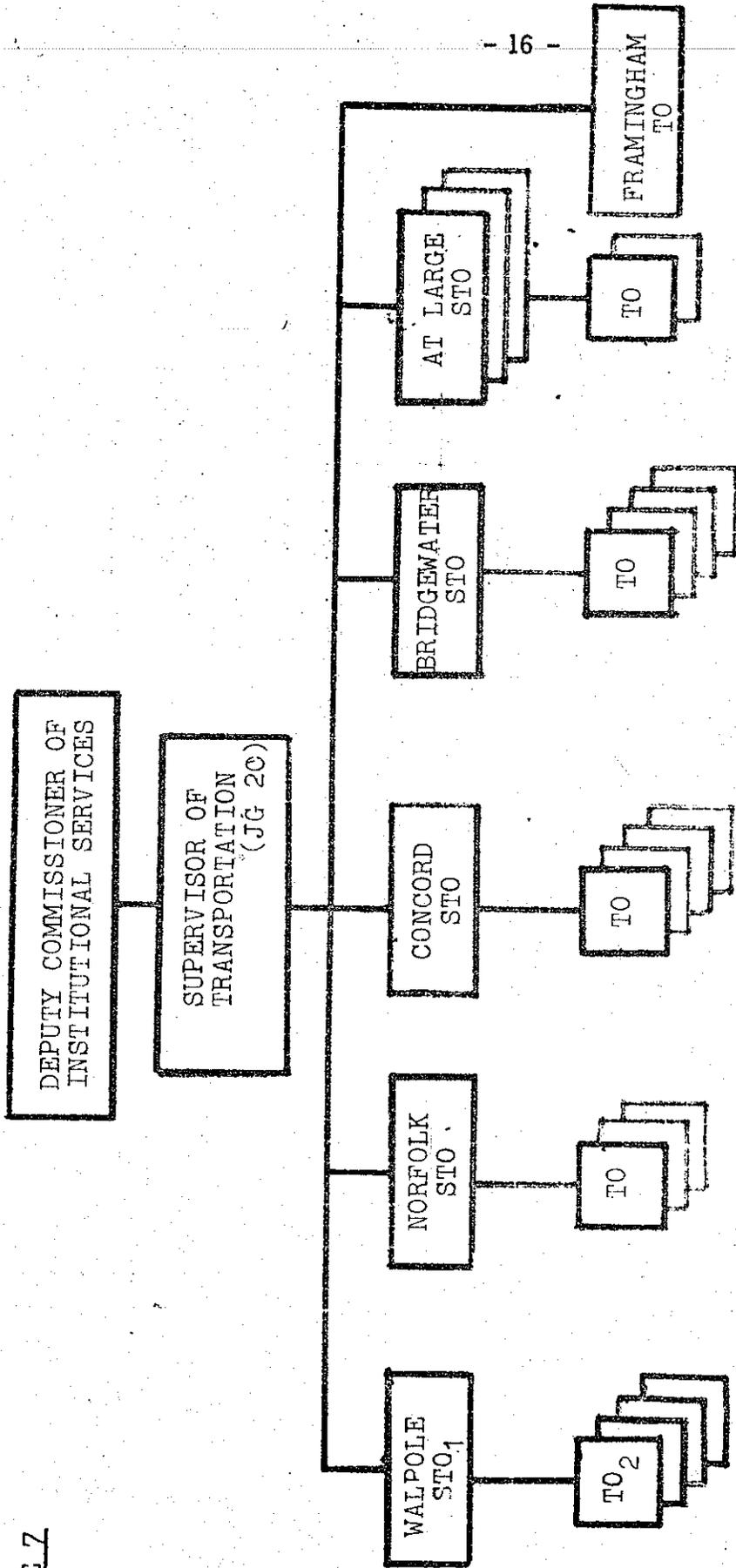
The Centralized Transportation System (CTS) is designed to be flexible to meet the ever changing transportation demand with the greatest efficiency. Figure 7 is an organization chart of the Centralized Transportation System. Assignments of Transportation Officers to institutions is tentatively based on the calculated institutional mean daily manhours devoted to transportation activities (See Table 1). These assignments may be altered slightly to respond to varying demands on the system, but in all cases, at least one Senior Transportation Officer will be assigned in each of the four major institutions.

The primary advantage of the Centralized Transportation System is centralized control over transportation activities and personnel. The Supervisor of Transportation is the focal point in this central control and will operate from MCI-Walpole.\* The Supervisor of Transportation is responsible for coordinating all DOC transportation activities on a day-to-day basis. He is responsible for obtaining lists of all trips required on a single day and determining the most efficient, but secure methods for meeting this demand. The Supervisor of Transportation must approve any coordination or combination of trip demands. Senior Transportation Officers assigned to institutions are responsible for compiling lists of required non-local trips for the next day. These lists should include the resident's name, destination, reason for the trip, plus any persons in the custody of the DOC who the resident should be separated from. The latter measure will help the Supervisor of Transportation in combining trips. Wherever possible, trips will be combined at the institutional level. Demands at MCIs Norfolk, Walpole, and the RDC will be tentatively combined by the Senior Transportation Officers, subject to the approval or disapproval of the Supervisor of Transportation. Transportation demands from MCI-Shirley will be coordinated with those of MCI-Concord. Demands from MCI-Framingham will be compiled by a female Transportation Officer assigned part-time to transportation. This Transportation Officer must be present in a vehicle when a female resident is being transported by an otherwise male unit. Demands from the Forestry Camps will be telephoned into the Supervisor of Transportation. Parole returnee and escape returnee demands will be telephoned directly into the Supervisor of Transportation from the respective authorities.

Transportation officers will be assigned directly to Senior Transportation Officers. At no time will inexperienced Transportation Officers be assigned to direct a trip. Transportation Officers will be given on-the-job training by Senior Transportation Officers with regard to security,

\* MCI-Walpole was chosen as the control site for the CTS for cost, efficiency and security reasons.

FIGURE 7



1 Senior Transportation Officer (JG 17)  
2 Transportation Officer (JG 14)

# Centralized Transportation System

institutional, on-the-road, court, funeral and hospital procedures utilized in transportation. All personnel of the Centralized Transportation System will be required to obtain a Special State Police Commission (See Massachusetts General Laws Annotated, Chapter 127, Section 127). This commission, renewed every three years, gives the Transportation Officer the legal right to serve warrants, transport felons to institutions for their commitment, and arrest under specified conditions.

Transportation personnel will be rotated periodically to insure familiarity with different institutions, and with various job assignments in the CTS. Another rationale for periodic rotation is that the CTS personnel represent a mobile unit which can respond rapidly to an emergency situation in the DOC. Familiarity with all institutions would be very valuable in these instances.

Until state vehicles are obtained for the unit, privately owned vehicles will be utilized to transport residents.

The CTS is presently attempting to acquire vans and station wagons through various channels.

In the CTS, all DOC transportation will be classified into three security levels:

Condition I Security is the highest level of security. This security level is warranted by any knowledge that an external source will interfere with a trip. Persons who, in the past, have had outside help in an escape attempt or have been threatened in the community also require Condition I Security. Condition I Security may take the form of increased manpower, an escort vehicle, more armament and/or notification of state or local police.

Condition II Security is warranted by the knowledge that an internal source may interfere with the trip, i.e. that a resident without outside aid may try to effect an escape or injure an officer. Condition II Security is warranted by any transfer of a resident who presently is held in a maximum or medium security level. Minimum security residents may in some occasions require Condition II Security.

Condition III Security is warranted when a trip involves no apparent possibility of interference from an internal or external force. Condition III Security

warrants no overt security precautions.

The CTS will be responsible for the following trips as a priority.

1. All DOC Court Transportation
2. All Condition I Security trips
3. All Parole Violation Returnees
4. All Escape Returnees.

In addition, if manpower permits, the CTS will handle other trips in the following priorities:

5. Institutional Transfers
6. Hospital trips
7. Work or Education Release trips
8. Funeral trips.

The CTS will be instrumental in streamlining institutional transfer trips by combining or coordinating these trips between institutional lists. The rationale for not including work/education release programs and funeral trips as a priority is as follows.

Presently negotiations are underway by some Boston correctional organizations, particularly Massachusetts Council on Crime and Correction, to provide transportation for residents on work or education release programs. Some interesting transportation proposals are being considered by the National Alliance of Businessmen, the Volkswagen Corporation, and WBZ Commuter Computer Clubcar personnel.

Funeral trips are a transportation demand which require compassion and understanding on the part of an officer. It is much better for the resident to be familiar with a transporting officer when visiting a deceased relative.

The communications required to support the CTS will require some administrative regulations for the use of existing communications equipment, plus the acquisition of some additional equipment. Administrative regulations must be written to eliminate the use of PL (Personal Listening) devices on DOC base stations. Base stations will be utilized to monitor vehicles on route to a destination (through periodic checks) and also to respond to an emergency call. The CTS will require mobile units in all transporting vehicles for more efficient dispatching, monitoring, and for security reasons. Mobile units provide the Supervisor of Transportation with the capability of

instantaneous communications with all transportation personnel. This capability is particularly germane to responding to demands which occur without lengthy prior warning, e.g. parole returnee demands. In this system, the Supervisor of Transportation may dispatch a vehicle already on the road to a House of Correction to pick up a parole violator.

Emergency communications will be accomplished by a base station located at MCI-Walpole. This station will be connected with the Inter-Department Radio Network (158.97 MHz), a network of 88 local police departments. If an en route emergency, requiring police assistance occurs, the transportation officer will contact the nearest base station. That base station will relay the message to MCI-Walpole, which will, if the situation demands, put out a call for assistance on the Inter-Department Radio Network. For some emergencies, road trouble for instance, the institution nearest the car in trouble should respond to the emergency. To qualify for help on the Intercity Radio Network, the Transportation Officer must have reason to believe that there is an imminent and immediate danger to the safety of an officer, a resident, or society, e.g. an escape. The CTS will discriminate between Class I and Class II emergencies and procedures will be developed for the most pragmatic response to each.

A Class I emergency is an emergency which involves the safety of an officer, resident, or private citizen.

Class II emergencies involve the disability of a vehicle from completing a trip, which is not an immediate peril to the safety of a human being.

All CTS personnel will be informed of FCC regulations pertaining to low band radio communications. Familiarity with the radio equipment will be insured by a transportation force which is required to actively utilize the equipment. Identification coding of all CTS vehicles and improved radio procedures will be formulated before the system is implemented.

The CTS will limit its use of radios to road checks, on-the-road dispatches, and emergency situations. At no time, will the radios be utilized for transmitting lists of residents to the Supervisor of Transportation - anyone can purchase a low band receiver.

The daytime use of walkie-talkies should be limited after the implementation of the CTS.\* Walkie-talkies should be utilized only in situations where telephone use is not possible. The CTS should not interfere with any routine nocturnal walkie-talkie uses.

\*This is because departmental walkie-talkies, mobile, and base units are all on the same frequency. Unnecessary walkie-talkie use could interfere with departmental communications.

Another possibility for building additional security into the CTS would be in the use of less lethal weapons by Transportation Officers. (David Graves of the Central Planning Unit has completed extensive research in this area.)

In conclusion, the Centralized Transportation and Emergency Communications System will utilize existing and some additional hardware to provide more efficient and secure systems.

### III. IMPLEMENTATION SCHEDULE

#### FY 1974

Hardware: - Mobile Units for transportation vehicles  
- Base Station on Intercity Emergency Frequency  
- Upgrade/Repair existing equipment

Administrative: - Implement CTS  
- Prohibit use of personal listening devices on base stations  
- Restrict use of walkie-talkies  
- Determine feasibility of less lethal weaponry in transportation

#### FY 1975

Hardware: - Repeater base station for Western Massachusetts  
- Additional mobile units where needed

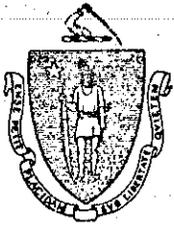
Administrative: - Determine need for base station in Central Office vis-a-vis FCC regulations  
- Determine what institutional security or treatment needs can be met by communications equipment.

#### FY 1976

Hardware: - Base station for Central Office (if feasible)  
- Tone alert (Bellboy) system for maximum security areas (if feasible)  
- Closed circuit TV in institutions for educational or security reasons.

Administrative: - Re-evaluate most appropriate use of existing equipment and efficiency of existing systems.

# APPENDIX



JOHN G. BOONE  
COMMISSIONER

# The Commonwealth of Massachusetts

## Department of Correction

Loverett Saltonstall Building, Government Center

100 Cambridge Street, Boston 02202

### MEMORANDUM

TO: *Joseph J. Higgins* All Superintendents July 10, 1973  
FROM: Joseph Higgins, Acting Commissioner  
SUBJECT: TRANSPORTATION STUDY

Herein I am transmitting two questionnaires which will be utilized by this Department to design a more efficient transportation system. In the past, the transportation demand at various times has produced a shortage of officers within the institutions and has resulted in excessive costs to the system, both in terms of dollars and lack of personnel.

I would appreciate having these questionnaires returned to this office by July 17, 1973. A return envelope is enclosed for your convenience.

OVERTIME QUESTIONNAIRE

1. List how many total hours of overtime were paid for each month of fiscal year 1973.

June, 1972 \_\_\_\_\_

July, 1972 \_\_\_\_\_

August, 1972 \_\_\_\_\_

September, 1972 \_\_\_\_\_

October, 1972 \_\_\_\_\_

November, 1972 \_\_\_\_\_

December, 1972 \_\_\_\_\_

January, 1973 \_\_\_\_\_

February, 1973 \_\_\_\_\_

March, 1973 \_\_\_\_\_

April, 1973 \_\_\_\_\_

May, 1973 \_\_\_\_\_

June, 1973 \_\_\_\_\_

TOTAL HOURS OVERTIME  
FISCAL YEAR 1973 \_\_\_\_\_

TOTAL DOLLARS PAID IN  
OVERTIME  
FISCAL YEAR 1973  
(if available) \_\_\_\_\_

2. How many of the total hours overtime FY 73 can be directly attributed to transportation demands on your institution?

\_\_\_\_\_

3. How many of the total hours overtime FY 73 can be indirectly attributed to transportation demands on your institution. (e.g. An officer is needed for a trip to court and leaves a vacancy within the institution which must be filled by overtime help.)?

\_\_\_\_\_

## TRANSPORTATION QUESTIONNAIRE

This questionnaire should be completed by an officer who has some knowledge of your institution's transportation procedures. Basically, the questionnaire asks the officer to list all trips made from the institution on a specific date, listed at the top left corner of the questionnaire, with relevant information concerning those trips. If more trips were made on a specified date than space is available on the questionnaire, those trips should be listed on a separate sheet of paper.

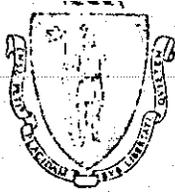
If you have any questions regarding either questionnaire, please contact Mel Blackstone at 727-3317. A sample questionnaire is provided for clarification. Thank you.



DATE JAN 15, 1973

(List each trip)

TIME TRIP BEGAN	NO. RESIDENTS TRANSPORTED	NAMES OF OFFICERS UTILIZED	DESTINATION	REASON FOR TRIP (Court, Hospital, etc.)	NO. OF MILES (round trip)	TOTAL TIME RE-QUIRED (round trip)	VEHICLE UTILIZED
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							
16.							
17.							



JOHN O. BOONE  
COMMISSIONER

*The Commonwealth of Massachusetts*

*Department of Correction*

*Leverett Saltonstall Building, Government Center*

*100 Cambridge Street, Boston 02202*

January 3, 1973

Commissioner John O. Boone  
Department of Correction  
100 Cambridge Street  
Boston, Massachusetts

Dear Commissioner Boone:

Upon completion of the year of 1972, the Transportation Officers of the Department of Correction, a unit comprising of the Supervisor and seven Senior Transportation Officers, securely and safely transported 1,713 residents from our several correctional facilities to various destinations within the Commonwealth, as well as assignments covering the New England States, and as far west as Kansas and as far south as Georgia.

Of the 1,153 separate trips involved, 632 Correction Officers were required for assistance; 333 assigned by MCI-Walpole, 80 by MCI-Norfolk, 204 by MCI-Concord, and 15 by MCI-Bridgewater.

There was one attempt to free a resident while being transported, an incident which failed due to the alertness of the officers. No assaults on the Officers occurred, nor injuries to any of the 1,713 residents.

Respectfully submitted,

*John A. Marzullo*

John A. Marzullo  
Supervising Transportation Officer.

M/B

Court	M.C.I.-W	M.C.I.-N	M.C.I.-C	M.C.I.-B
Suffolk Superior	350	65	106	
East Boston	3		1	
U.S. District	46	3	15	
Chelsea	2		1	
Boston Municipal	4		1	
Dorchester	3		16	
Roxbury	8	2	16	
West Roxbury	1		2	
Middlesex Superior	164	30	78	5
Midd. 3rd Dist.	8	2	2	
Waltham	2		1	
Lowell	1		3	
South Boston			2	
Malden	6		3	
Woburn			3	
Malboro			1	
Brighton	3		4	
Newton	2		2	
Concord	1			
Dedham Superior	209	38	2	2
Quincy			2	
Brookline	1		5	
Dedham Dist.	1		1	
Wrentham	2			
Stoughton	1			
Attleboro			1	
Worcester Superior	43	10	9	4
Worcester Dist.	5		1	1
Gardner			1	
Plymouth Superior	13		2	
Brockton Superior	51	1	47	
Brocton Dist.	1		3	
New Bedford Superior	13		2	
Fall River Superior	4	1		
Wareham	2			
New Bedford Dist.	2			
Westboro	1			
Hingham	2	1	4	
Northampton	4		1	
Pittsfield Superior	6	2	1	
Greenfield Superior	2		1	
Springfield Superior	29	13	10	1
Springfield Dist.	1			
Northampton Dist.	1			
Newburyport Superior	4			
Lawrence Superior	9	3	2	
Salem Superior	52		12	
Ipswich	1			
Salem Dist.			5	

M.C.I.-Monroe	13
M.C.I.-Warwick	9
M.C.I.-Plymouth	5
R.I.	8
New Hampshire	6
Maine	4
Conn.	2
Vermont	1
Parole Violators returned	31
West Virginia	2
Marion, Illinois	2
Levenworth, Kansas	1
Terre Haute, Indiana	2
Atlanta, Georgia	1
Goshen, N.Y.	1

Totals	1152	171	377	13
Grand Total	1713			

## SENIOR TRANSPORTATION OFFICER

### GENERAL STATEMENT OF DUTIES

Transports inmates of Massachusetts correctional institutions to and from state institutions; serves warrants on parole violators and extradition warrants on out-of-state violators and fugitives; performs related work as required.

### SUPERVISION RECEIVED

Works under the supervision of an administrative correctional employee of higher grade who issues instructions and reviews for proper performance.

### EXAMPLES OF DUTIES

1. Transports inmates as directed from one correctional institution to another, to and from state or federal courts, or to and from other state jurisdictions.
2. Serves warrants on parole violators; serves extradition and Governor's warrants on fugitives in other states and returns violators to institution to which they were committed in courts.
3. Transports inmates who are mentally or physically sick, from institutions to prison or hospitals, doctors' offices, funerals or families and return.
4. Assists in placing inmates in punishment quarters and in searching for and returning escapees to correctional institutions.
5. Prepares reports relative to assignments and tours of duty.

### QUALIFICATIONS

1. Considerable knowledge of penal and guarding procedures; and of the transportation of prisoners under restraint.
2. Working knowledge of court legal service procedure.
3. Some knowledge of the habits, attitudes, and behavior of prison inmates.
4. Some knowledge of the modern principles of criminology and penology and of the elements of criminal law.
5. Ability to follow oral and written instructions and make reports.

SENIOR TRANSPORTATION OFFICER

Page 2

6. Ability to think and act quickly in an emergency with judgment and discretion.
7. Ability to deal tactfully but effectively with inmates or delinquents.
8. Ability to use firearms.
9. Considerable experience in work involving the protection of the public and the enforcement of security regulations.
10. Possession of automobile driver's license.

Service Group No. 82

Job Group No. 16

## SUPERVISING TRANSPORTATION OFFICER

### GENERAL STATEMENT OF DUTIES

Supervises the scheduling of Senior Transportation officers engaged in the transportation of inmates to and from the correctional institutions of the Commonwealth, the county correctional institutions and the assignment and direction of officers in the service of Habeas petitions received from the various courts of the Commonwealth, the return of out-of-state violators, with the responsibility of directing the method of return to Massachusetts of such violators; performs related work as required.

### SUPERVISION RECEIVED

Works under the supervision of the Assistant to the Commissioner of Correction, who issues instructions and reviews for proper performance.

### SUPERVISION EXERCISED

Supervises a small number of Senior Transportation officers engaged in transporting prisoners.

### EXAMPLES OF DUTIES

1. Receives instructions from the Assistant to the Commissioner of Correction as to inmates to be transferred or returned to the correctional institutions of the Commonwealth, the county institutions, the courts and police.
2. Schedules the number and dates for transfers, notifying institutions as to time and date of transfers and assigns proper number of transportation officers with designation of proper vehicle to make transfer.
3. Receives information from the courts and police as to parole violators in custody and assigns officers to return them to proper institution.
4. Supervises transportation officers as to proper and safe methods to be used in performing these functions in accordance with the standards as set up by the Assistant to the Commissioner of Correction.
5. When necessary, assists said Senior Transportation officers in their work.

### QUALIFICATIONS

1. Considerable knowledge of the modern principles of criminology and penology and the sentencing laws

SUPERVISING TRANSPORTATION OFFICER

Page 2

2. Working knowledge of court requirements for prisoners removed to said courts and the legal procedure for such removals
3. Working knowledge of the methods and procedures of transporting prisoners, their habits, attitudes and behavior
4. Ability to direct and supervise departmental transportation work
5. Ability to plan and effect proper security procedures for safe custody at all times and for the protection of the public
6. Ability to act quickly with good judgment in an emergency
7. Possession of automobile driver's license.

Service Group No. 82

Job Group No. 18