

The Maine Model of Corrections

Using normalized and humanized approaches to advance corrections in the 21st century



Continuing Education Activity Disclosure

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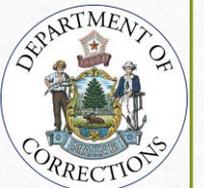
Introductions

Ryan Thornell, Deputy Commissioner

Scott Landry, Associate Commissioner

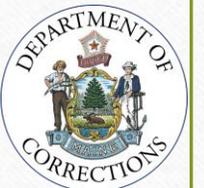
Amanda Woolford, Director of Women's Services

Matt Magnusson, Warden, Maine State Prison



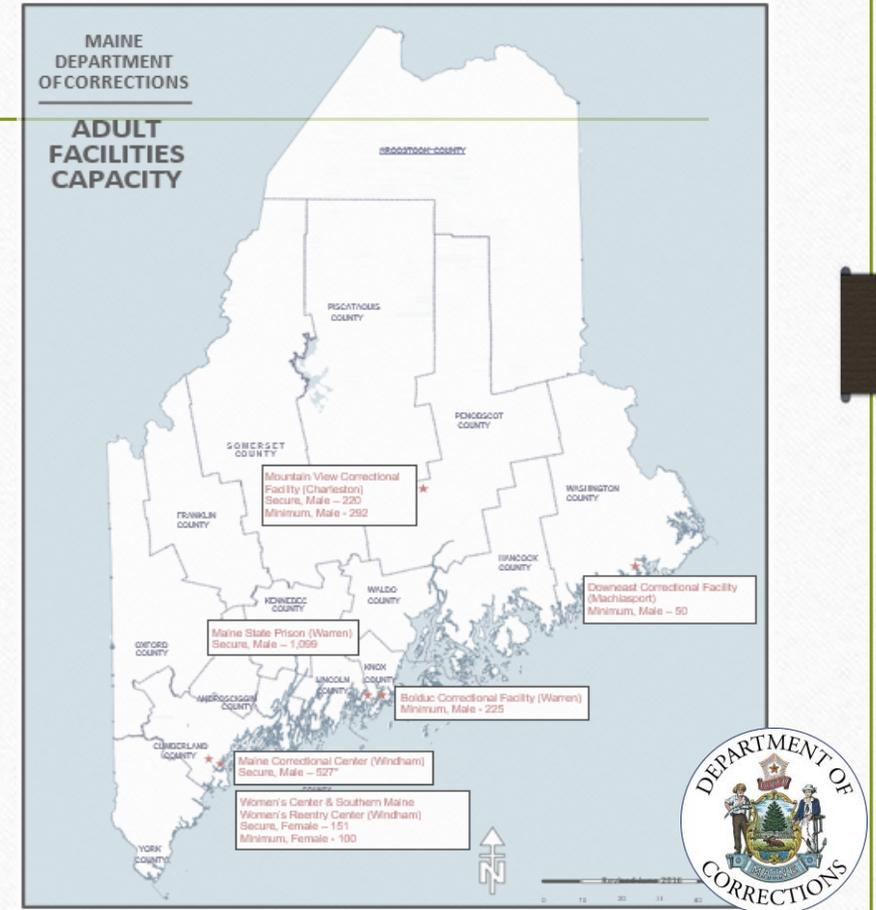
Plan of Discussion

- Overview of the MDOC & Maine Model of Corrections
- Incremental development of the Maine Model
- Progression & influence from Women's Services
- Reconceptualizing high security corrections
- Outcomes supporting the Maine Model



Maine and the MDOC

- **Maine's population: ~1,375,000**
 - Average age: 44.7
 - Rural geography
 - Low crime/low incarceration
- **MDOC: ~1,650 adults**
 - 1,510 men
 - 140 women
 - Average age: 41



The Maine Model of Corrections

- Culture of wellness – *rebuild and transform lives*
- Foundational principles:
 - Normalization
 - Humanization
 - Destigmatization
- Applies to all of MDOC

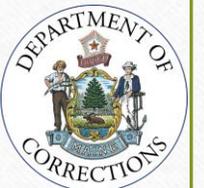


Making our communities safer by reducing harm through supportive intervention, empowering change, and restoring lives



CBS Sunday Morning

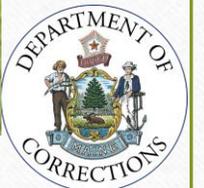
Art by the Incarcerated – Commissioner Randall Liberty (2:24-4:28)



Re-imagining Corrections:

Moving forward to a new model

- Courage to change & try new things
- Aiming higher: From “care, custody, control” to restorative practices
- Embracing a new organizational identity & operating philosophy
- Committing & realigning



Re-Aligning the Department – A new way

Former Mission Statement:

- The mission of the Department of Corrections is to reduce the likelihood that juvenile and adult **offenders** will re offend by providing practices, programs and services which are evidence-based and which hold the offenders accountable.

New Mission Statement:

- *Making our communities safer by reducing harm through supportive intervention, empowering change, and restoring lives.*



Re-Aligning Staff Training – A new approach



- Safety and security through a positive facility culture
- Values, communication, discretion, **respect**
- Basic officer training – challenging “best practice”
- Reaching current workforce
 - Emphasis on wellness & impact



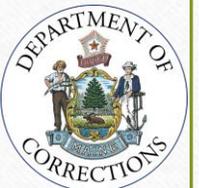
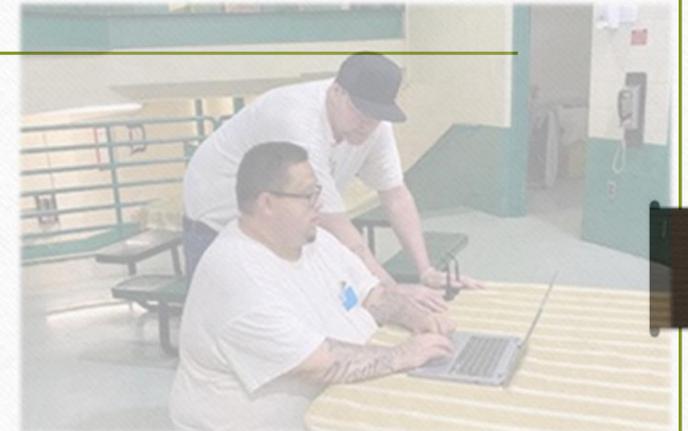
Re-imagining Policy

- **Procedural justice:** discipline, grievances, mediations, level system
- **Security operations:** restrictive housing, searches and use of force
- **Programming:** ag, education, technology, and vocational training
- **Staff support:** cell phones, peer support, professional development
- **Health services:** IMHU, MSUD, and stimulant medications
- *Language Matters*



Humanity & Wellness: Programs & Services

- Aim to promote purpose and fulfillment through service
 - Education & Technology
 - MSUD and Harm Reduction
 - Fulfillment through service:
 - K9 training programs, agriculture, peer mentorship, Farm-to-Table
 - Supportive interactions:
 - Restorative Justice, Resident Advisory Councils, DEI



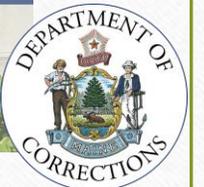
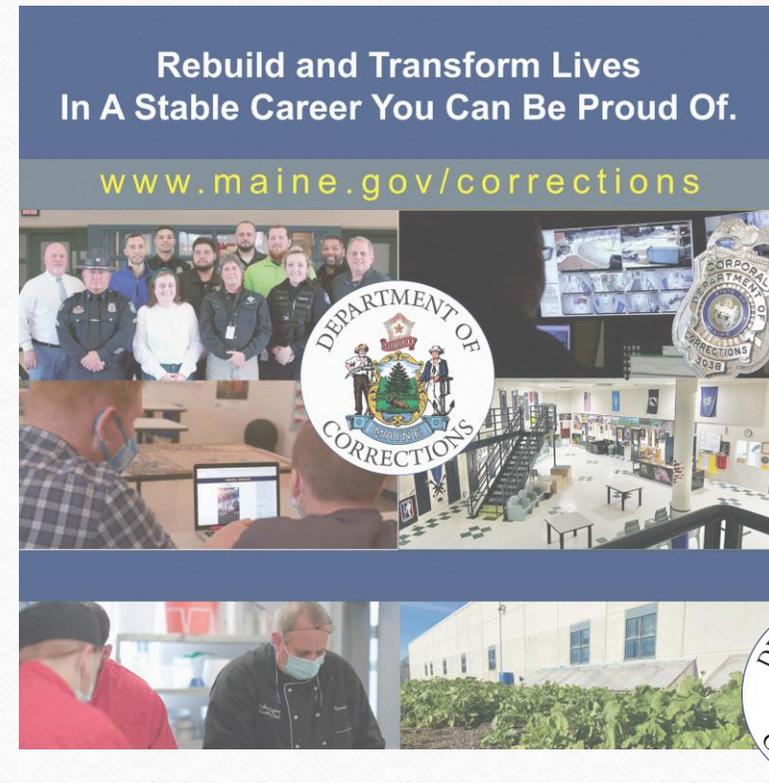
Humanity & Wellness: Giving Back

- Community service and connection are important to our Mission
 - Residents learn the importance of community
 - Inside and outside the walls
 - Fulfillment through service:
 - Habitat for Humanity
 - Service dogs
 - Food pantries
 - Veterans
 - PPE production



Rebranding – Sharing our story

- Maine Model of Corrections – professionalizing corrections
- Educating the public
- Defining our culture and values
- Recruitment:
 - Attracting the right people for the “MMC” way

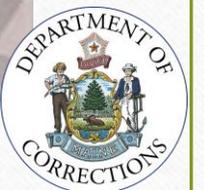


The Influence of Women's Services

- **Incremental steps lead to Department-wide shift**
 - Women's Center - 2002
 - Spin-W - 2006
 - Development of Women's Services - 2011
 - Women's Reentry - 2012
 - GR Classification Tool - 2016
 - New Reentry Center - 2017
 - Creation of GR CIT - 2022



Maine's first facility designed for women



A Women's-Centered Space

- **Normalization at work:** Reduce trauma, create community, continue education, vocational training, and programming



A Women's-Centered Space



Gender Specific Policies & Procedures

- Pregnancy/Postpartum - 2017
- Visitation - 2017
- Use Of Force for Women – 2021
- Searches – 2022
- Community Confinement - 2022
- End of life care at WC - 2022



Reconceptualizing High Security Prison: *Earned Living Units*

A community within a community



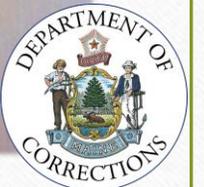
Vision = Reality: Culture change at MSP

1. A challenge by Prison Fellowship and Warden Exchange to reimagine prison
2. Support from MDOC leadership
3. Modeling other agencies who are doing similar work
4. A meeting with residents involved with restorative justice and seeking their buy-in and ideas for the project
5. Creating staff buy-in and allowing them to lead the initiative
6. Messaging the benefits for both staff and residents
7. Involving residents in the very beginning stages of design, selection criteria and implementation
8. Challenging the “old way of doing things”
9. Building the community slowly
10. Constantly seeking input and making appropriate changes
11. Trusting the process and all of those involved (staff and residents)



Defining Community in Prison

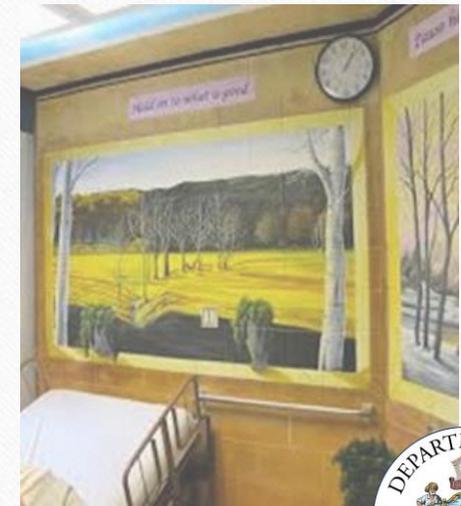
- Residents defined community
 1. Trusting the guys around you to work within their strengths
 2. Having patience with one another
 3. A group that is willing to compromise, stay united, and be respectful/mindful of each other and the greater good
 4. Being willing to support each other toward common goals
 5. Being inclusive of those who live/work collaboratively toward a better future
 6. Members deliberately remain curious about each other (not getting complacent)
 7. SHOW UP



Service to the Facility

- ELU residents serve in the following facility positions:

Peer mentors	Hospice workers	Peer facilitators & peer educators/tutors
Members of the Resident Advisory Council	Faith services workers	Habitat for Humanity teachers/builders
Master gardener workers	Canteen annex workers	Cookouts and event coordinators
Restorative Justice members	Dog handlers/trainers	



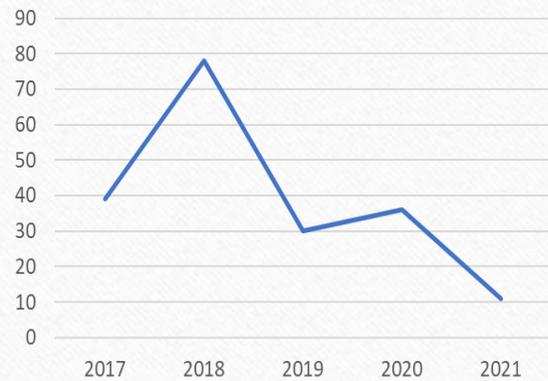
Behavioral Change at MDOC



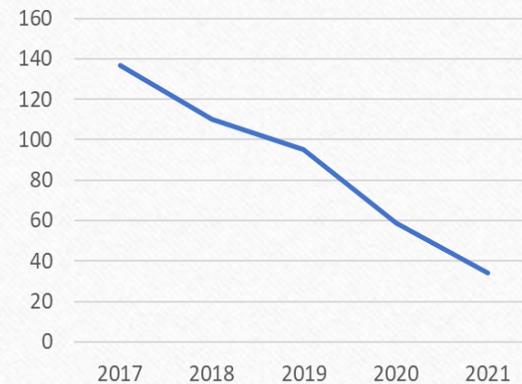
- Mental Health and Substance Use
- Hospice
- Psychology of Incarceration
- Thinking for Change and CBT
- Challenge Program
- Sober Life Series
- Yoga
- Impact of Crime
- Restorative Justice
- K9 Corrections
- Tablets

Safer Facilities for Staff & Residents: 2017 - 2021

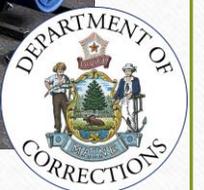
Assaults on Staff



Resident Assaults



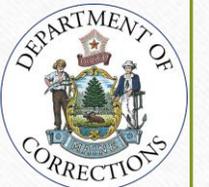
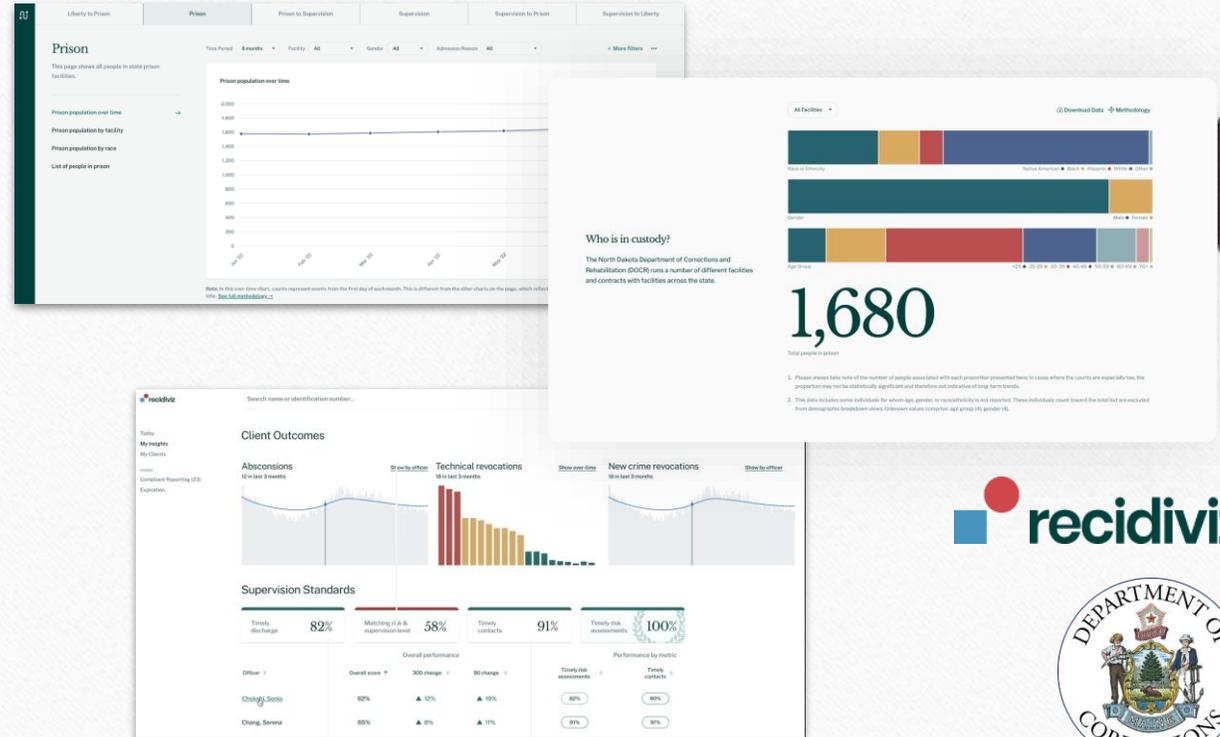
Weapons



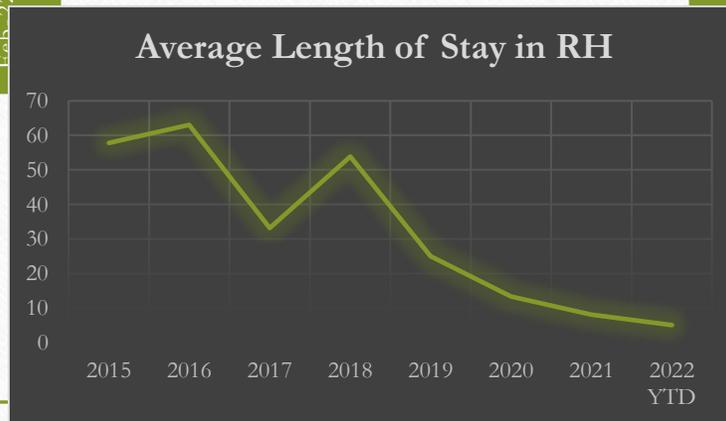
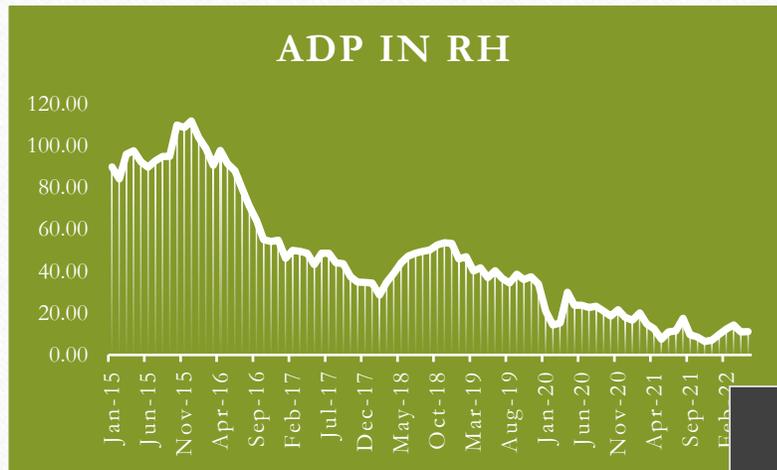
Measuring the Maine Model

Partnership with **Recidiviz**:

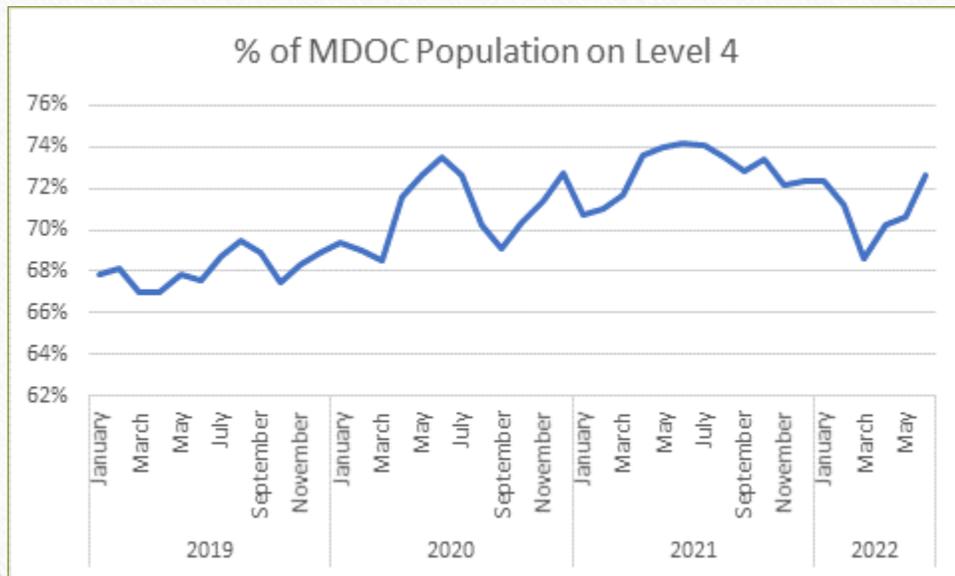
- Provide **leadership** insight into what's working and what's not
- Realign **line staff** discretion with best practices and mitigate paperwork burden
- Increase transparency to help **the public** better understand the work of Corrections



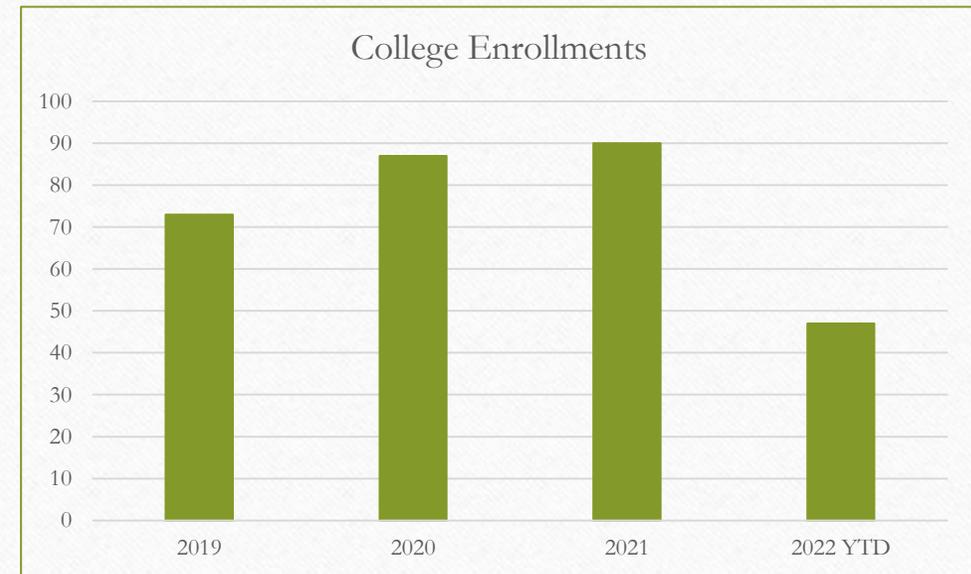
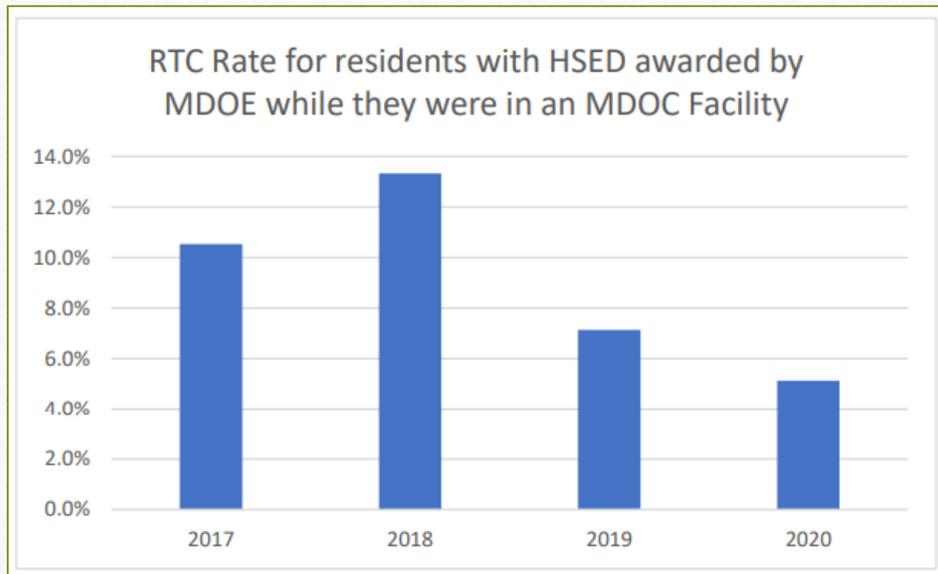
MDOC Outcomes: Restrictive Housing



MDOC Outcomes: Behavior Stabilization



MDOC Outcomes: Education



- Dating back to 2010, residents earning their college degree have a 0% return to custody rate in Maine



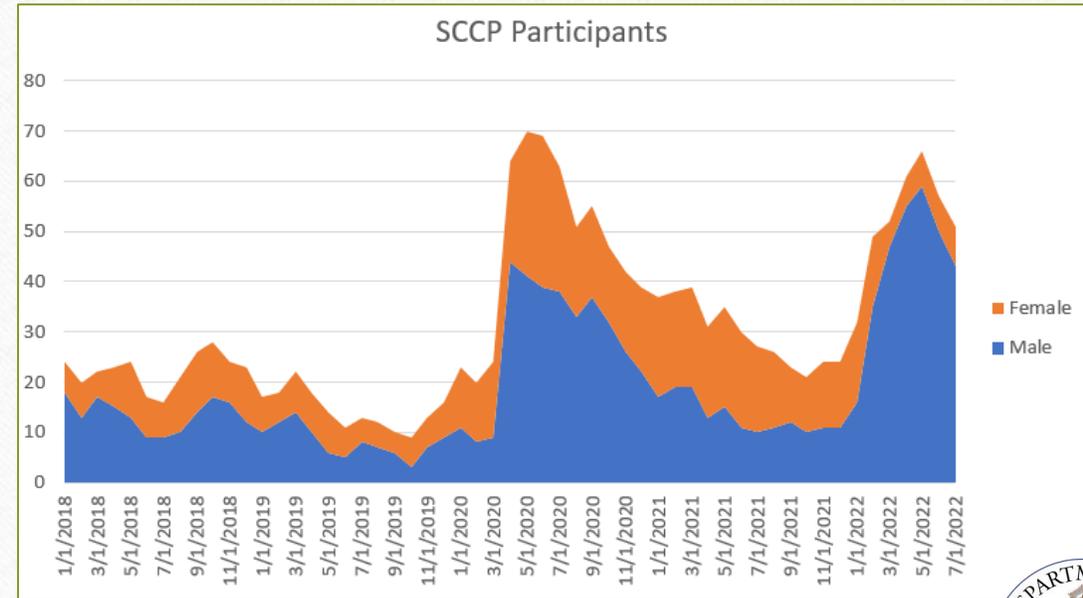
MDOC Outcomes: SCCP

2021 Successful SCCP Completion Rates

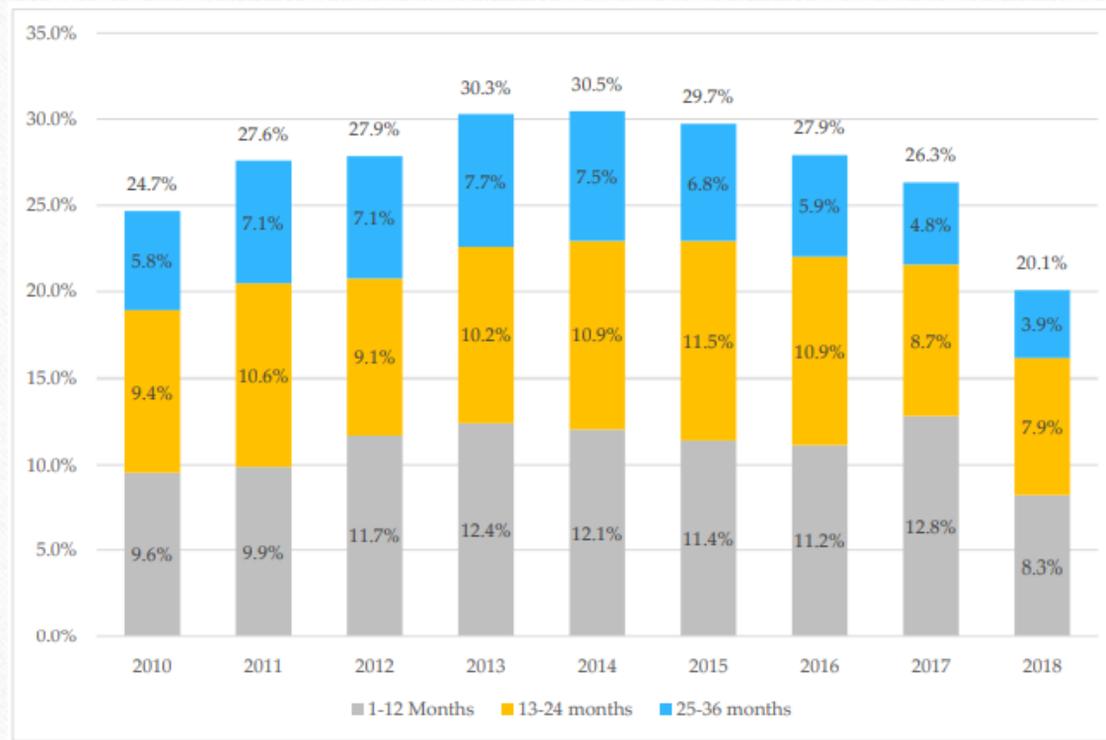
All Clients Success Rate	91%
Male Success Rate	92%
Female Success Rate	90%

2022 YTD Successful SCCP Completion Rates

All Clients Success Rate	70%
Male Success Rate	68%
Female Success Rate	79%



MDOC Outcomes: Client's Return to Custody

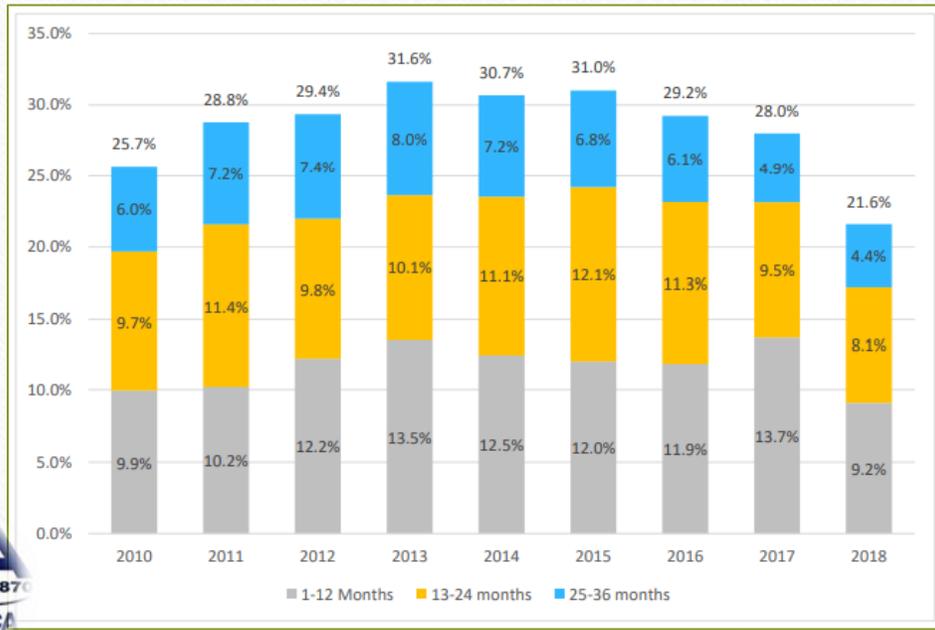


- All clients 3-year RTC rate

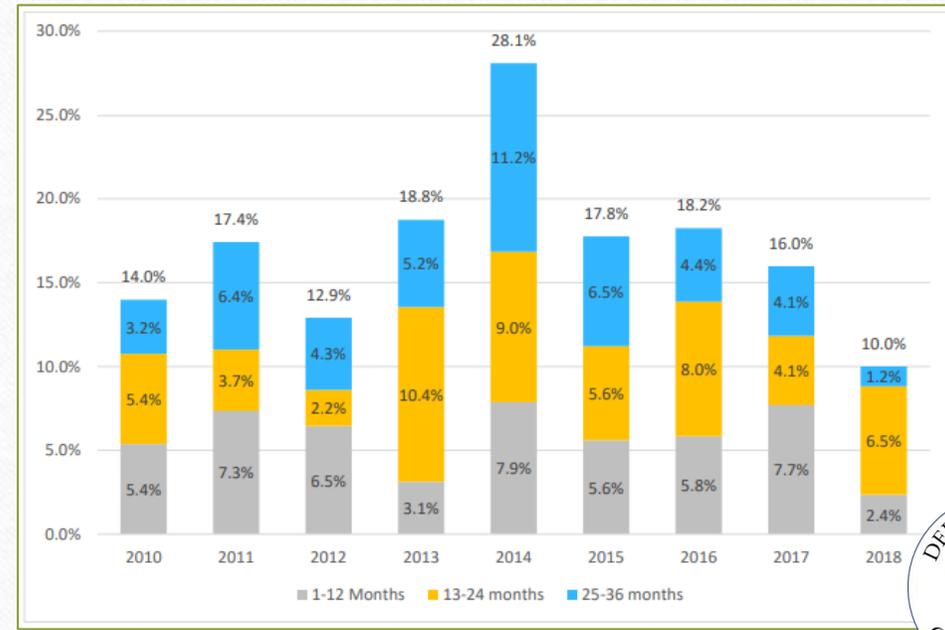


MDOC Outcomes: Client's Return to Custody

- Male 3-year RTC



- Female 3-year RTC



CBS Sunday Morning

Art by the Incarcerated – About Redemption (6:29)



Lessons Learned

- Leadership must be willing to take risks and must model the new philosophy/approach
- Internal champions are key to success
- Change must be systemic to be sustained
- Implementation needs to be well-planned
- Push through the staff resistance and old culture
- Outcomes outweigh the costs/risk



Q & A

- Thank you!
- Contact information:
 - Ryan Thornell, Deputy Commissioner (ryan.thornell@maine.gov)
 - Scott Landry, Associate Commissioner (scott.landry@maine.gov)
 - Amanda Woolford, Director of Women's Services (amanda.woolford@maine.gov)
 - Matt Magnusson, Warden, Maine State Prison (matthew.a.magnusson@maine.gov)

