

T-1455-05

**FEDERAL COURT**

**BETWEEN:**

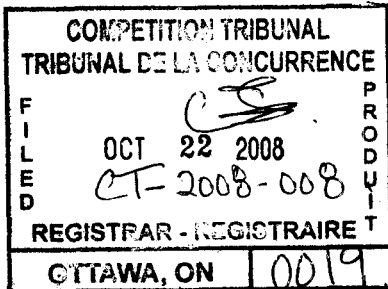
**STEVEN OLAH**

Plaintiff

and

**THE ATTORNEY GENERAL OF CANADA**

Defendant



**AFFIDAVIT OF CORINNE HAGERMAN**

I, Corinne Hagerman, Chief Executive Officer of CORCAN, of the City of Ottawa, in the Regional Municipality of Ottawa Carleton, AFFIRM THAT:

1. I am the Chief Executive Officer of CORCAN, the special operating agency of the Correctional Service of Canada ("CSC") responsible for inmate employment and training. I have occupied this position since June 2003. I have worked in various capacities for the CSC since 1987.
2. In April of 1996, I began working at the New Ontario Medium Security Institution in Gravenhurst, Ontario which would later be called Fenbrook Institution ("Fenbrook"). I was seconded there to work on planning for inmate employment and training. Subsequently in 1996, I took over the position of Assistant Warden and I continued in that position until I left Fenbrook at the end of March 2002.
3. As well as my involvement in managing the institution, my work at Fenbrook required me to participate in the original negotiations that established the community-partnership principle, including the Inmate Purchasing Service. I also attended meetings and organized various internal and external committees that addressed that principle. Additionally, I attended the Warden and Inmate Committee meetings, negotiated institutional contracts with private businesses, and responded to concerns of inmates and the local community about various institutional programs.

4. As such, except where stated, I have personal knowledge of the matters to which I depose in this affidavit.

#### The Fundamental Principles of Fenbrook

5. When the decision was made to build a new medium security institution in Gravenhurst, Ontario, in 1992, CSC made a commitment that it would work with municipal officials to ensure that economic benefit to the local community was maximized, and that the local community would be involved to the greatest extent possible in the functioning of the institution. A committee composed of community members and CSC officials was struck before Fenbrook opened to work through the impact of the new institution on the local community. This committee was called the Public Advisory Committee. In my opinion, the economic benefit to the local community was one of the major issues of discussion. I sat on this committee from 1996 until it was disbanded.
6. Before Fenbrook opened, the Mayor of Gravenhurst established a Prison Economic Task Force with the mandate of developing concrete ways to deliver on CSC's commitment. Myself and other CSC officials were involved as representatives on the committee from its outset. The Task Force's work continued even after Fenbrook opened.
7. CSC reaffirmed to the Task Force that integration of institutional operations with the private sector would be a basic premise used in all aspects of planning for the new institution. The Task Force was receptive to this partnership. In addition to economic benefits for the community, there were correctional benefits to be gained from integrating institutional operations with the local private sector. For example, integration would improve employment prospects for offenders after their release, it would give the community a stake in the success of the institution and it would improve CSC's efficiency.
8. Several contracts and/or memoranda of understanding were put in place either before Fenbrook opened or very early in its history. These contracts were between CSC and local businesses and institutions such as the Bracebridge Public Library, the local school board, Gravenhurst IGA, Mr. Sub, Home Hardware Small Engine Repair, and McGrath Antique and Classic Boat Restoration. The contracts brought these local organizations into Fenbrook to provide services for inmates that CSC would have traditionally furnished.
9. One of the duties which would normally be executed by a CSC employee but which was instead contracted to a local private sector

business is the management of the Inmate Purchasing Service and canteen.

10. While incarcerated in Federal Institutions, inmates are permitted to purchase goods for their personal use, such as televisions, stereos, hobbycraft tools, snacks or clothing. These purchases are always subject to CSC's operational and security controls.
11. The inmate canteen operates like a tuck-shop selling snacks and other small items. More expensive or infrequently requested items must be ordered from outside merchants through the Inmate Purchasing Service.
12. The coordination of this service is complex and labour intensive, involving as it does the processing and placement of orders, the financial transaction, the screening of incoming goods, delivery, record keeping, and actual trips outside of the institution to purchase the requested goods at various stores. The management of the canteen is also a complex operation which requires inventory, sales, pricing, stocking, accounting and oversight of the inmate employees.
13. CSC contracted with IGA in July 1998, before inmates arrived, in order to provide an Inmate Purchasing Service that was run by a community business instead of CSC.
14. A copy of the Memorandum of Agreement dated July 1, 1998, between IGA (Tomlinson's Foodmarket Limited) and CSC is attached as Exhibit "A".
15. With the approval of the Fenbrook Inmate Committee of the day, CSC permitted IGA to charge surcharges on inmate purchases for items which IGA could not obtain at wholesale prices. The decision to allow IGA to charge mark-ups on inmate purchases was made shortly after CSC entered the original Memorandum of Understanding.
16. This mark-up was permitted to reimburse IGA for the cost of vending, processing, ordering (or picking up) and delivering an item that could not otherwise be purchased by IGA at wholesale prices. It is my professional opinion that this mark-up was (and is) necessary in order to make the contract for inmate purchasing viable for a private sector business because inmate purchasing is so labour intensive and because the inmate demand for goods is so unpredictable. It was especially necessary since inmates insisted on ordering goods from a wide variety of retailers.
17. On September 22, 2000, I sent an e-mail to Carol Lister, the Warden's secretary at Fenbrook, in response to ministerial correspondence. My

e-mail describes the inmate purchasing system. In this email, I explain that IGA was charging mark-ups on certain items ordered by inmates through the Inmate Purchasing System. I also explain the justifications and background of these mark-ups. This e-mail is attached as Exhibit "B".

18. The amount of the mark-up was a topic of frequent consultation between the inmates, CSC and the IGA (and later Home Hardware). The mark-up would change depending on the circumstances of the purchases and the result of the negotiations between the parties, but it usually stayed between 10-20% of regular price.
19. The community partnership for inmate purchasing was planned and approved by CSC before any inmates had transferred to Fenbrook, and was part of the fundamental institutional structure at Fenbrook from its inception.
20. Fenbrook is unique in having implemented this community-partnership system for inmate purchasing. In other CSC institutions in Ontario, a Social Development Officer(s) is assigned the responsibility of collecting inmate purchase requests and then going shopping in the community to purchase the desired items. Given that Fenbrook had a limited salary envelope with which to staff the entire institution, management at the institution felt that an improved quality of service could be provided by the private sector, leaving the Social Development officers to focus on core correctional and rehabilitative responsibilities. Therefore, Fenbrook has never funded or employed a Social Development Officer assigned to inmate purchasing.
21. From the day the first five inmates arrived at Fenbrook, complaints have been lodged by inmates regarding this unique Inmate Purchasing System, which inmates had not encountered at other institutions. At the meeting between the Warden and the Inmate Committee, which is elected by the inmate population to represent inmate interests with management, these complaints became a regular item on the agenda. A particular concern to inmates was the mark-up.

#### Change of Supplier

22. The inmate purchasing system has not changed significantly since Fenbrook opened, and it continues to be provided by a local private business. When the IGA contract ended in 2000, CSC sought a new partner.
23. The local Gravenhurst Home Hardware won the tender to provide Fenbrook's Inmate Purchasing Services in July 2000. One of CSC's criteria in the tendering process was to find a partner who could supply

a wide variety of items from their own inventory so as to minimize the need for a mark-up. CSC recognized, however, that inmates would always want the broadest selection possible and the negotiated contract reflects this reality. The agreement with Home Hardware is similar to the original contract with IGA but it also contains the following clause:

In addition, the Contractor will endeavour to source items from other suppliers when they are not available from the Contractor's inventory. Where possible, the Contractor will negotiate wholesale prices with the supplier(s) so the items can be sold at catalogue or normal retail prices to the inmates. When not possible, the Contractor will charge a mark-up to cover the costs. This mark-up will be negotiated semi-annually between the Contractor and Fenbrook Institution.

24. This clause reflects the many instances of consultation between CSC and inmates on the issue of the mark-up for inmate purchasing.
25. A copy of the first Home Hardware contract is appended as Exhibit "C".

#### There was Constant Consultation regarding Inmate Purchasing

26. In my capacity as Assistant Warden at Fenbrook from 1998 until 2002, I was involved in continuous consultation with the inmates and the Inmate Committee with respect to the Inmate Purchasing Service, including the mark-up. I attended numerous formal meetings where this mark-up was discussed, and I have also been involved in informal discussions with inmates where I listened and responded to inmate input.
27. A chronology of consultation with inmates regarding the Home Hardware contract is evidenced by the following documents:
  - i) A memo from the Inmate Committee Chair, dated March 8, 2000, is attached as Exhibit "D". It is addressed to me in my capacity as Assistant Warden, and indicates, "We understand that the current contract with IGA will end sometime in the month of June. Obviously Administration will be negotiating a new contract with a supplier." The Inmate Committee Chair goes on to make suggestions for changes to the inmate purchasing process.
  - ii) A further memo from the Inmate Committee dated May 30, 2000, and addressed to the Warden. In this document, the Committee makes suggestions on inmate purchasing issues. This memo is attached as Exhibit "E".

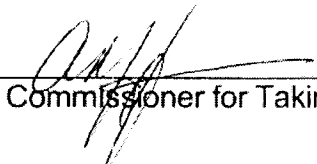
- iii) A memo that I wrote dated May 31, 2000, to the Inmate Committee in response to its suggestions on inmate purchasing. My memo is attached as Exhibit "F".
  - iv) A further memo from the Inmate Committee Chair, dated September 28, 2000, which is attached as Exhibit "G". In that memo, the Inmate Committee Chair outlines further concerns about the Inmate Purchasing Service and requests a meeting with management. I held a meeting the following week on October 11, 2000.
  - v) My notes from the October 11, 2000, meeting. Rob Clark, the owner of Home Hardware, attended this meeting to answer inmate questions and concerns. This meeting is further discussed in paragraph 30 below. These notes are attached "H".
  - vi) My notes from the October 13, 2000, meeting granted in response to the Inmate Committee request for consultation with respect to the Inmate Purchasing Service. These notes are attached as Exhibit "I".
  - vii) The minutes of the October 18, 2000, meeting between myself, private sector liaison Sylvia Purdon, Home Hardware owner Rob Clark, and members of the Inmate Committee. This meeting continued the consultation from the meeting of October 13, 2000, regarding inmate purchasing. These minutes are attached as Exhibit "J".
  - viii) A memo dated November 1, 2000, addressed to me from the Inmate Committee discussing the new Home Hardware contract. This memo was submitted to me based on our agreement at the meeting of October 18, 2000. This memorandum is attached as Exhibit "K".
  - ix) Minutes of a November 9, 2000 meeting between myself, Sylvia Purdon, and members of the Inmate Committee. The minutes of this meeting demonstrate that management was working with the Inmate Committee to address their concerns around limited product selection. These minutes are attached as Exhibit "L".
28. There are countless examples of management at Fenbrook, and representatives from the purchasing contractor (IGA and Home Hardware) listening and reacting to the concerns of the inmates regarding many aspects of the Inmate Purchasing System.
29. Adjustments were made to the type and frequency of service for inmate ordering and delivery of goods, warranty, the range of suppliers


inmates could purchase items from, competitive pricing, and concerns regarding mark-ups.

30. As an example, on October 11, 2000, a special meeting on purchasing concerns was held at the request of the Inmate Committee. Myself, Rob Clark, the owner of Home Hardware, Fenbrook management and the Inmate Committee attended. The minutes of this meeting are attached as Exhibit "H". Rob Clark agreed to provide the inmates with copies of his invoices on items for which they alleged he was charging inappropriate mark-ups. The notes taken at that meeting reflect many areas of discussion and compromise to satisfy the inmate population.
31. The concerns of inmates were heard and resolved where possible; their requests for information were responded to and they were kept apprised of changes involving the purchasing service, i.e. changing contract personnel, service hours and contract termination dates.
32. The minutes of the Warden & Inmate Committee meetings, which I attended and participated in during my employment at Fenbrook, demonstrate the continued consultation with inmates regarding the Inmate Purchasing Service and the contract with Home Hardware. The minutes of the meetings in which these issues were discussed include:
  - i) The meeting of August 3, 2000, where the Inmate Committee expressed concerns regarding their ability to place orders. A follow-up meeting was arranged between myself and the Inmate Committee Chair. These minutes are attached as Exhibit "M".
  - ii) The meeting of September 7, 2000, where the Inmate Committee requested a meeting with Rob Clark of Home Hardware to discuss the overall effect of Home Hardware on the inmate population. I arranged this meeting. The Warden also requested that any allegations of price-gouging on the part of Home Hardware be brought to his attention. These minutes are attached as Exhibit "N".
  - iii) The meeting of October 5, 2000, where it was arranged that myself and members of the Inmate Committee, as well as other administrators, would meet to resolve internal issues related to the Inmate Purchasing Service. Two meetings were held, one on October 11 and the other on October 13, 2000, as is discussed in paragraph 30 above. These minutes are attached as Exhibit "O".
  - iv) The meeting of November 2, 2000, where it was arranged that the Inmate Committee would meet with myself regarding inmate purchasing. These minutes are attached as Exhibit "P".

- v) The meeting of June 7, 2001, where it was noted that the Inmate Committee had received a copy of the Home Hardware contract and reviewed it. The Inmate Committee agreed to provide specifics regarding their concerns about the contract, and I agreed to provide a list of retail suppliers from which inmates could order at retail prices and a list of suppliers for whom there would be a mark-up. These minutes are attached as Exhibit "Q".
  - vi) The meeting of July 5, 2001, where I agreed to follow up on developing a list of suppliers for inmate purchasing. I also agreed to investigate allegations of unfair mark-ups and handling fees. I noted that management was open to inmate input regarding the Home Hardware contract. As noted in these minutes, I had provided the inmate committee with a copy of the new Home Hardware contract. These minutes are attached as Exhibit "R".
  - vii) The meeting of August 7, 2001, where I followed up on the meeting of July 5, 2001. These minutes are attached as Exhibit "S".
33. Throughout my tenure as Assistant Warden, the subject of the Inmate Purchasing Service was an on-going one. Dialogue with the Inmate Committee at regularly scheduled Committee meetings or at other specific-purpose meetings was also on-going. As Inmate Committee Chairs changed, the issue would resurface again with a corresponding need to go back to basics and provide the Chair with the background information leading to the original decision made before the institution accepted its first inmates.

AFFIRMED before me at the City of  
Toronto in the Regional  
Municipality of Toronto on  
November 28, 2005.

  
Commissioner for Taking Affidavits

  
Corrine Hagerman

**Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008**



708-12-10M(LIN)ex)

# INTEROFFICE MEMORANDUM

Sensitivity, COMPANY CONFIDENTIAL

Date: 04-Dec-1998 05:31pm  
From: Bob PETCH  
Dept: BCI-FMI A/CP&S  
Tel No: (705) 687-1800

To: Mike Bailey

Subject: Movement of FMI Inmate Purchases

Mike

Just to let you know that I was at work on Friday, thought I would send you a little update before someone else mentioned it to you.

Thanks

Bob P

This is Exhibit "A" mentioned and referred to in the affidavit of CORINNE HAGERMAN  
Sworn before me this 28<sup>th</sup> day of November A.D. 2005  
A Commissioner for taking affidavits



Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Government  
of Canada

Gouvernement  
du Canada

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## MEMORANDUM OF AGREEMENT

Tomlinson's Foodmarket Limited  
190 Sharpe Street  
Gravenhurst, Ontario  
PIP 1V2

Dear Sir/Madam:

**RE: INMATE PURCHASING AND FOOD ORDERS FOR  
PRIVATE FAMILY VISITING AT FENBROOK INSTITUTION**

The Correctional Service of Canada requires your services for the above noted project.

**1 PERIOD OF WORK**

The work will commence on the 01st day of July, 1998 and continue until the 30th day of June, 2001.

**2 STATEMENT OF WORK**

**2.1 Scope of Work:**

2.1.1 To attend meetings with CSC staff when requested.

2.1.2 To provide a complete line of products as approved by the institutions, including compact discs, computers and hobby craft supplies.

2.1.3 To supply and maintain catalogues listing the approved products.

2.1.4 To develop and operate a manual ordering, tracking and invoicing system during a build-up phase.

2.1.5 To operate the Correctional Service Canada point of sale system once build-up is complete.

2.1.6 To package each inmate order separately and deliver to the institution bi-weekly, free of charge to inmates or the institution.

2.1.7 CSC shall be responsible for receiving and signing for the merchandise, certifying that the merchandise is in good repair. Fenbrook Institution will accept responsibility for merchandise misplaced/lost/damaged after goods have been signed for, and before such time that the inmate signs for it.

2.1.8 To supply food orders upon request from the inmate for private family visiting.

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**MEMORANDUM OF AGREEMENT****2.2 Evaluation**

- 2.2.1 The Departmental Representative, acting on behalf of the Minister, shall supply, complete and distribute the Standard Evaluation Form during the last few days of the contract period. The Contractor shall be allowed to review the completed evaluation and record any comments. Copies shall then be sent out to the Contractor, Departmental Representative and the Contracting Authority.

**3 BASIS OF PAYMENT****3.1 The basis of payment will be in accordance with the following:**

- 3.1.1 To provide catalogued products at competitive retail prices.
- 3.1.2 To provide a 100% refund or replacement product for returned merchandise due to defects.
- 3.1.3 To provide an itemized invoice by the inmates names, and acceptable to the Institution on a bi-weekly basis. This invoice will total one overall amount to be paid to the contractor. Any GST or PST costs must be shown separately.

3.2 The only direct costs to CSC shall be in the amount of \$1.00 over the duration of this contract. All payments involving inmate purchases shall be processed by CSC directly from the inmates trust account.

**3.3 Invoices**

Each invoice will be mailed to:

**TITLE:** Assistant Warden Management Services  
**ADDRESS:** CORRECTIONAL SERVICE CANADA  
Fenbrook Institution  
P.O. Box 5000  
Beaver Creek Drive  
Gravenhurst, ON  
PIP 1Y2  
**TELEPHONE:** (705) 687-1770

**3.4 Payment by Her Majesty for the work shall be made within (15) working days following:**

- 3.4.1 the date an invoice and substantiating documentation has been received by the Project Authority; or

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**MEMORANDUM OF AGREEMENT**

3.4.2 the date that the deliverables provided for under the contract have been completed and accepted by the Project Authority, whichever is later.

**3.5 Interest**

3.5.1 In this Article an amount is "due and payable" when it is due and payable by Her Majesty to the Contractor according to the terms of the Contract.

3.5.2 For the purposes of this Article, an amount is overdue when it is unpaid on the first day following the day upon which it is due and payable.

3.5.3 In this Article "date of payment" means date of the negotiable instrument drawn by the Receiver General for Canada and given for payment of an amount due and payable.

3.5.4 In this Article "Bank Rate" means the discount rate of interest set by the Bank of Canada.

3.5.5 Her Majesty shall be liable to pay without demand from the Contractor simple interest at the Bank Rate plus 3 per cent on any amount which is overdue from the day such amount became overdue until the day prior to the date of payment, inclusive. Her Majesty will not pay interest on an interim basis and also will not pay interest on interest or on overdue advance payments.

3.5.6 The Bank Rate shall be the average Bank of Canada discount rate for the month preceding the date of payment.

3.5.7 Interest shall only be paid when Her Majesty is responsible for the delay in paying the Contractor. In the event Her Majesty is not responsible for the delay in paying the Contractor, no interest shall be paid.

**4 Indemnification**

4.1 The Contractor shall indemnify and save harmless Her Majesty and the Minister from and against all claims, losses, damages, costs, expenses, actions and other proceedings, made, sustained, brought, prosecuted, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury to or death of a person or damage to or loss of property arising from any wilful or negligent act, omission or delay on the part of the Contractor, the Contractor's servants or agents in performing the work or as a result of the work.

4.2 The Contractor shall indemnify Her Majesty and the Minister from all costs, charges and expenses whatsoever that Her Majesty sustains or incurs in or about all claims, actions, suits and proceedings for the use of the invention claimed in a patent, or infringement or alleged infringement of any patent or any registered industrial design or any copyright resulting from the performance of the Contractor's obligations under the contract and in respect of the use of or disposal by Her Majesty of anything furnished pursuant to the contract.

4.3 The Contractor's liability to indemnify or reimburse Her Majesty under the contract shall not affect or prejudice Her Majesty from exercising any other rights under law.

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**MEMORANDUM OF AGREEMENT****5 Termination or Suspension**

- 5.1 The Minister may, by giving notice to the Contractor, terminate or suspend work with respect to all or any part or parts of the work not completed. A minimum of 30 days notice shall be provided if the contract has to be cancelled due to unexpected changes in program requirement or funding levels.
- 5.2 All work completed by the Contractor to the satisfaction of Her Majesty before the giving of such notice shall be paid for by Her Majesty in accordance with the provisions of the contract and, for all work not completed before the giving of such notice, Her Majesty shall pay the Contractor's costs as determined under the provisions of the contract and, in addition, an amount representing a fair and reasonable fee in respect of such work.

**6 Conflict of Interest**

It is a term of this contract that no individual, for whom the post-employment provisions of the Conflict of Interest and Post-Employment Code for Public Office Holders or the Conflict of Interest and Post-Employment Code for the Public Service apply, shall derive a direct benefit from this contract unless that individual is in compliance with the applicable post-employment provisions.

**7 Contractor Status**

This is a contract for the performance of a service and the Contractor is engaged under the contract as an independent contractor for the sole purpose of providing a service. Neither the Contractor nor any of the Contractor's personnel is engaged by the contract as an employee, servant or agent of Her Majesty. The Contractor agrees to be solely responsible for any and all payments and/or deductions required to be made including those required for Canada or Quebec Pension Plans, Unemployment Insurance, Workmen's Compensation, or Income Tax.

**8 Member of House of Commons**

No member of the House of Commons shall be admitted to any share or part of this contract or to any benefit to arise therefrom.

**9 Privacy**

It is understood and agreed that all information obtained and all records, research, working papers, submission, and reports, final or otherwise, prepared in connection with this contract shall be submitted to the Department and shall be the sole and exclusive property of the Department. Furthermore, this information shall be subject to the application of the Access to Information Act. The Contractor shall not use or release this information without the written consent of the Department. The Privacy Act applies to all personal information recorded in any form by the Contractor in connection with any services rendered pursuant to this agreement.

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**MEMORANDUM OF AGREEMENT****10 Security**

- 10.1 It is understood and agreed that all security rules, regulations and procedures applicable to public servants employed in Correctional Service Canada/National Parole Board will apply equally to the Contractor, its officers, servants and agents.
- 10.2 The Contractor is responsible to ensure the completion of all documentation required in the Correctional Service Canada/National Parole Board personnel security program for the purpose of security clearance or reliability screening of its officers, servants and agents. It is understood and agreed that access to Correctional Service Canada premises or to Correctional Service Canada documents will be withheld until such documentation is submitted and processed and the officer, servant or agent has been security approved.
- 10.3 The Contractor understands and accepts that its officers, servants and agents must consent to the necessary disclosure of personal information required to support the personnel security program and that failure to consent to these disclosures will render the person unsuitable for access to Correctional Service Canada premises and/or to have access to any Correctional Service Canada documents.
- 10.4 The Contractor agrees that its officers, servants and agents will comply with all standing orders or other regulations in force at the site where the work covered by this contract is to be performed, relating to the safety of persons on the site or the protection of property against loss or damage from any, and all causes, including fire.
- 10.5 Contractor personnel who require access to Protected information, assets or sensitive work sites shall EACH hold a valid ENHANCED RELIABILITY screening, granted by Correctional Service Canada.
- 10.6 The Contractor SHALL NOT remove any DESIGNATED information or assets from the identified work site(s), and the Contractor shall ensure that its personnel are made aware of and comply with this restriction. The Project Authority may, in writing, authorize TEMPORARY REMOVAL of such information or assets by the Contractor from the identified work site(s) subject to safeguarding specified in the written authorization.

**11 Certification - Contingency Fees**

- 11.1 The Contractor certifies that it has not directly or indirectly paid or agreed to pay and covenants that it will not directly or indirectly pay a contingency fee for the solicitation, negotiation, or obtaining of this contract to any person other than an employee acting in the normal course of the employee's duties.
- 11.2 All accounts and records pertaining to payments of fees or other compensation for the solicitation, obtaining or negotiation of the contract shall be subject to the Accounts and Audit provisions of the contract.

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**MEMORANDUM OF AGREEMENT**

11.3 If the Contractor certifies falsely under this section or is in default of the obligations contained therein, the Minister may either terminate this contract for default provisions of the contract or recover from the Contractor by way of reduction to the contract price or otherwise the full amount of the contingency fee.

11.4 In this section:

"contingency fee" means any payment or other compensation that is contingent upon or is calculated upon the basis of a degree of success in soliciting or obtaining a Government contract or negotiating the whole or any part of its terms.

"employee" means a person with whom the Contractor has an employer/employee relationship.  
"person" includes an individual or group of individuals, a corporation, a partnership, an organization and an association and, without restricting the generality of the foregoing, includes any individual who is required to file a return with the registrar pursuant to Section 5 of the Lobbyist Registration Act R.S. 1985 c.44 (4th supplement) as the same may be amended from time to time.

**12 Amendments**

No amendment to the contract nor waiver of any terms of the terms and provisions shall be deemed as valid unless effected by a written amendment.

**13 Entire Agreement**

The contract constitutes the entire agreement between the parties with respect to the subject matter of the contract and supersedes all previous negotiations, communication and other agreements relating to it unless they are incorporated by reference in the contract.

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of Canada

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**MEMORANDUM OF AGREEMENT**

If you concur with the preceding please acknowledge by signing all copies of this agreement below and returning them to the undersigned.

Yours truly,

---

Shane Collins  
Regional Contract Administrator  
Correctional Service Canada  
Regional Office  
P.O. Box 1174  
440 King Street West  
Kingston, Ontario  
K7L 4Y8

Tel: 613-536-6127



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MEMORANDUM OF AGREEMENT

FOR THE CONTRACTOR:

\_\_\_\_\_  
Tomlinson's Foodmarket Limited

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

FOR HER MAJESTY:

\_\_\_\_\_  
Contract Review Board

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Date

Reviewed by Contract Review Board:

May 27, 1998


Reviewed for Regional Contract Administrator:

\_\_\_\_\_

This is Exhibit "B" mentioned and referred to in the affidavit of  
CORINNE HAGERMAN

Sworn before me this 28<sup>th</sup> day of  
November A.D. 2005

A Commissioner for taking affidavits

  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Litster Carol (ONT)

**From:** Hagerman Corinne (ONT)  
**Sent:** Friday, September 22, 2000 3:04 PM  
**To:** Litster Carol (ONT)  
**Cc:** Hagerman Corinne (ONT)  
**Subject:** Ministers Correspondence M3000309-2000



Fenbrook Institution received 35 less FTE's than a stand alone medium security institution because of planned shared service operations with BCI. Operating with less resources required management to carefully review operations and determine how best to allocate them. A decision was made that inmate purchasing would not be subsidized by allocating a staff resource to handle as is the practice at other institutions. In addition it was determined that the needs of the population would be best served by maximizing the number of employment and training opportunities where community experience would be gained and As a result 3 related contracts were awarded to the Gravenhurst IGA to provide a "general store" service within the institution consisting of a grocery store, inmate canteen and inmate purchasing. These contracts were in place from the date of the institution's acceptance of its first inmates, in September 1998, until June 30, 2000. The contract was terminated at the request of the Gravenhurst IGA. Effective July 1, 2000 institutional Food Services assumed responsibility for the grocery operation as we were not successful in attracting a local grocery store to operate within the institutional compound. However, an agreement was negotiated with Home Hardware for the training and employment of inmates in the operation of a private sector inmate purchasing service and an inmate canteen service.

I will address each of the 5 specific concerns individually.

1. Mr. Appleton is correct that CD 090 applies to this area. In fact he has cited the correct wording in his complaint. However the institution has fulfilled the requirements of this CD by establishing the IGA, and subsequently Home Hardware, as the business through which purchases shall be made. In addition, the institution has worked with these companies to develop a list of businesses with whom they will deal to ensure that the needs of the population are properly served.

2. The terms of the IGA inmate purchasing contract specified that catalogued products would be sold at competitive retail prices and that they would be delivered to the institution free of charge. The intent was that the IGA would produce a catalogue of items which inmates would purchase from. This was done. However very quickly the inmates requested additional products from a wide variety of suppliers. It was agreed with the Inmate Committee of the day that a 10% surcharge would be added to items purchased from a specific supplier requested by the inmate if the IGA was unable to negotiate a discount from catalogue price. It was also agreed that if additional delivery charges were incurred to have these specific requests delivered to the institution the inmates would bear those additional charges.

3. We agree that the voiding of warranties is a legitimate concern. It had not been raised as a problem by any member of our inmate population prior to this complaint. Therefore we are not aware of any instance where an inmate has been denied a legitimate warranty claim. We are discussing this with Home Hardware to ensure the purchasing process as it is currently operating does not jeopardize future warranty claims.

4. As referenced above, it was agreed that a 10% surcharge, to cover administration and handling, would be added to items purchased from specific suppliers at the request of inmates. We agreed that wherever possible arrangements with such suppliers would be negotiated so the IGA could adequately cover its costs of operation and still sell the product at catalogue prices. In some instances, this has not been possible and the inmates were made aware at the outset that a 10% charge would apply. As an example, a wide range of tools were made available at competitive retail prices from local suppliers through the IGA. Some inmates wanted to purchase specialized, higher quality tools from Lee Valley Tools. These tools were supplied but a 10% surcharge was added.

5. The agreement with Home Hardware is also in conformance with the CD. It may be perceived as being more restrictive in that Home Hardware can directly supply many more items than were available through the IGA's normal business. An example would be that IGA dealt with Canadian Tire as a normal part of its purchasing operations at the institution, Canadian Tire is no longer on the list of businesses inmates can purchase from as all items available through Canadian Tire can be supplied by Home Hardware at competitive retail prices.

We have discussed this issue at some length with the author, Mr. Appleton. The root of his concern is that inmates at Fenbrook Institution are the only inmates in CSC who do not have their purchasing subsidized by the taxpayer. He believes that as an inmate he is entitled to have CSC staff purchase any items he wants and that there should be no cost to him or any other inmate for that service. It is their entitlement.

As stated at the outset, the institution is operating as efficiently and effectively as possible using less staff resources than comparable institutions. Providing real world training and work experience to inmates who are working with private sector companies is, we believe, consistent with the reintegration mandate of CSC. There is nothing inherent in the CCRA or CD's which would preclude the institution from operating an inmate purchasing service in this way nor is there anything which would guarantee inmates that their purchasing should be subsidized.

CRIPA/MS

00-09-13

8130-8/Home HARDWARE

THIS AGREEMENT IS ENTERED INTO BETWEEN CORCAN, FENBROOK INSTITUTION (Fenbrook) (FMI) AND GRAVENHURST HOME HARDWARE LIMITED HEREAFTER REFERRED TO AS "THE CONTRACTOR".

THIS AGREEMENT IS FOR THE PURPOSE OF PROVIDING TRAINING AND WORK EXPERIENCE IN THE SKILLS RELATED TO A PRIVATE SECTOR INMATE PURCHASING SERVICE AND AN INMATE OWNED AND OPERATED CANTEEN SERVICE.

This is Exhibit "C" mentioned and referred to in the affidavit of CORINNE HAGERMAN,

**1. GENERAL - CONTRACTORS'S OBLIGATIONS**

The Contractor will manage and operate the Fenbrook Institution Inmate Purchasing program and will oversee the day-to-day work of the inmate canteen service.

Sworn before me this 28 day of November A.D. 2005

The Contractor will coordinate all Fenbrook inmate orders for individual purchases and inmate group purchases.

A Commissioner for taking affidavits  
Ann Marie Rogers, Commissioner, etc  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

The Contractor is responsible for the training and management of inmate purchasing and canteen clerks who will be trained in the skills of ordering, invoicing, inventory control, record keeping and filing. The inmate clerks shall learn the computer inventory programs and ordering programs necessary to maintain accurate inventory records.

The Contractor, shall train the inmate clerks and shall provide the highest standards of customer service while operating an efficient, understandable and comprehensive inmate purchasing service to the Fenbrook inmate population.

The Contractor shall meet with the Inmate Committee on a regular basis to facilitate communication throughout the inmate population.

The Contractor will supply as many items as possible from his inventory at normal retail or catalogue prices. Flyer prices will not be offered.

In addition, the Contractor will endeavour to source items from other suppliers when they are not available from the Contractor's inventory. Where possible, the Contractor will negotiate wholesale prices with the supplier(s) so the items can be sold at catalogue or normal retail price to the inmates. When not possible, the Contractor will charge a mark-up to cover the costs. This mark-up will be negotiated semi-annually between the Contractor and Fenbrook Institution.

The specific hours of operation of the inmate purchasing service and the inmate canteen service will be negotiated between the Contractor and Fenbrook Institution.

**2. WORK TRAINING OF INMATES**

The Contractor agrees to provide a training program in the skills of a purchasing department including record keeping, inventory control, purchasing procedures, ordering procedures, customer service and related skills. Extensive training in the use of computers in Word and Excel will be emphasized.

**3. PREMISES TO BE OCCUPIED**

FMI shall provide appropriate operational space for the Inmate Purchasing Program and the operation of the Inmate Canteen. FMI shall provide furniture, computers, telephone, fax and other office equipment and supplies to enable the Inmate Purchasing department to function successfully. All utilities are provided and there is no lease charge. Receptacles for waste and waste disposal services should be provided.

FMI shall provide cleaning, maintenance and repair to the premises occupied by the Contractor.

**4. LIABILITY**

Corcan or FMI will not be responsible for any obligations, liabilities, claims, actions, suits or proceedings incurred by or relative to the operations of the Contractor.

**5. INSURANCE**

It is the sole responsibility of the Contractor to carry commercial, general and liability insurance for his protection and to fulfill his obligations under the agreement.

**6. INDEMNIFICATION**

The Contractor shall indemnify and save harmless Her Majesty from and against all claims, losses, damages, costs, expenses, actions and other proceedings, made, sustained, brought, prosecuted, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury to or death of a person or damage to or loss of property arising from any willful or negligent act, omission or delay on the part of the Contractor, the Contractor's servants or agents in performing the work or as a result of the work under this Contract.

**7. ASSIGNMENT AND ALTERATIONS**

The Contractor shall not sublet the premises, or any part thereof, nor use the same for any purpose other than that stipulated nor make any structural alterations without the written consent of FMI and Corcan. FMI or Corcan will not reasonably withhold any approvals under this section.

**8. SECURITY**

The Contractor agrees that he and his staff will comply with all security policies and procedures as stipulated by FMI security and management. Training in such security policies and procedures will be provided as necessary to the Contractor and his staff. Failure to comply with such security procedures and policies may be grounds for termination of this Agreement. FMI will normally allow customer or supplier access to the site with one day's notice and approval. All of the Contractor's staff are required to apply for and pass an enhanced security clearance.

The Contractor understands that deliveries, employees and customers are subject to search before entering or leaving FMI. CSC shall maintain security during the course of the Contractor's workday at the work site on a walk through basis and will provide other custody support as determined by Corcan and FMI.

**9. DELIVERIES AND SHIPPING**

Delivery and shipping of goods and materials to and from FMI will be conducted in accordance with procedures approved by Corcan and FMI. All shipments and deliveries of materials are subject to search of the vehicle and its contents by FMI.

**10. SURRENDER OF PREMISES**

At the termination of this Agreement, the Contractor shall surrender the area and return it to FMI in the same condition as was received, normal wear and tear excepted.

**11. JOB POSTINGS / PERFORMANCE EVALUATIONS / HIRING / PROGRAM BOARD**

The Contractor shall post upcoming inmate purchasing clerk job opportunities through the Fenbrook Employment Office. Applicants shall be interviewed and recommendations made to the Program Board. The Program Board has the final decision responsibility.

The Contractor shall do regular Performance Evaluations in the electronic system provided and shall post the Inmate Pay hours to the Inmate Pay Clerk.

**NUMBER OF POSITIONS** A minimum of two (2) Inmate Clerks shall be used in the Inmate Purchasing Program and a minimum of three (3) in the Canteen operation.

**PROGRAM BOARD** All hiring and termination of inmate workers shall be by recommendation to the Fenbrook Program Board. Program Board will have the final decision authority.

**12. SUPERVISION**

Supervision by the Contractor shall be provided on-site as required and directed by the Warden in consultation with the Contractor when there are inmate workers at the site. Job training instruction shall be continuous and progressive in nature leading to increased skills and tasks suitable to the positions.

Supervision shall include health and safety instruction in the operation of the workplace and the safe and secure operation of the equipment provided.

The Contractor is required to comply with all applicable policies, directives and instructions related to security, health and safety of the workplace and day to day operations in the inmate purchasing and canteen areas as directed by Corcan and FMI. (i.e. CD 890)

### 13. DEFAULTS AND TERMS

If the Contractor is found to be in default of any of the provisions of this Agreement, Corcan will promptly notify the company in writing of such default and will request a written response detailing the Contractor's plan to remedy the fault. Corcan will grant the Contractor reasonable time to remedy any default, in any event to be not less than five (5) working days. Failure to remedy the default will result in any or all of the following actions:

- Restrict access to the space to specific Contractor employees
- Require mandatory attendance at appropriate training for specific Contractor employees.
- Immediate termination

### 14. RIGHT OF FIRST REFUSAL

All inmate requests for purchasing, whether by an individual or group, shall be processed through the Contractor who will have the first right of refusal.

### 15. WORK STOPPAGE / LOCKDOWNS

Corcan will not be liable for any damages to the Contractor or any third party related to work stoppage regardless of the reason.

The Contractor understands that for the security and safety of individual's access to the institution and work site may be denied, for example, in cases of shut down.

### 16. AGREEMENT DURATION AND TERMINATION

This Agreement will remain in effect for a period of one (1) year from the date of signing with annual option to renew thereafter. The renewal option will be in writing and must be signed by all parties.

However, Corcan and FMI may with thirty (30) days written notice to the Contractor terminate this Agreement if:

- The Contractor becomes bankrupt or insolvent, or a receiving order is made against him, or any assignment made for the benefit of creditors, or if the Contractor takes the benefit of any statute for the time being in force relating to bankrupt or insolvent debtors
- The Contractor will have no claim for damages, compensation, loss of profit, allowance or otherwise by reason of or directly or indirectly arising out of any action taken or notice given by Corcan under the provisions of this Section or of the provisions of Section 12.

The Contractor will provide ninety (90) days written notice of intent to terminate this Agreement.

FMI and Corcan will provide ninety (90) days notice to the Contractor of its intent to terminate the contract for convenience due to unexpected changes in policy, funding or service requirements.

### 17. PUBLIC RELATIONS AND ADVERTISING

The name or designation of Fenbrook Institution, Corcan or CSC will not be used or referenced by the Contractor in any matter, including any advertising, promotional material, or statements to the media, without the written consent of Corcan. The Contractor realizes that it has not gained any favourable association status with Corcan, FMI or any other federal, department or agency and shall not promote such status.

### 18. PAYMENT

An administration fee of \$1,500.00 per month will be paid to the Contractor on receipt of a monthly invoice.

**19. NOTICES**

All notices required to be given by the terms of this Agreement including termination, amendments, and disputes will be sent to Fenbrook Institution as follows:

**CORCAN OPERATIONS MANAGER**

Fenbrook Institution  
Box 5000  
Gravenhurst, ON  
P1P 1Y2

**20. CORPORATE INFORMATION**

Name of Company: \_\_\_\_\_  
Company Address: \_\_\_\_\_  
Tax Registration #: \_\_\_\_\_  
Federal Employer #: \_\_\_\_\_  
Principal Operating Officers: \_\_\_\_\_  
\_\_\_\_\_

SIGNED: \_\_\_\_\_  
on behalf of the Contractor

DATE: July 1/00

CORCAN: \_\_\_\_\_  
on behalf of Corcan

DATE: 00.07.01

FENBROOK INSTITUTION  
\_\_\_\_\_ on behalf of FMI

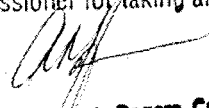
DATE: July 1/00

CORCAN CENTRAL AREA - DIRECTOR OF OPERATIONS  
\_\_\_\_\_

DATE: 00/09/03

This is Exhibit <sup>"D"</sup> mentioned and referred to in the affidavit of  
CORIANE HAGERMAN

Sworn before me this 28 day of  
November A.D. 2005  
A Commissioner for taking affidavits

  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

MEMO

To:- Ms. C Hagerman, Assistant Warden

08/Mar/2000

From: -Fred Scott, Inmate Committee Chairman

Copy: - Mr. M. Provan, Warden  
Mr. S. Kolotinsky, Social Development

Subject:- Groceries/Canteen/Inmate Purchasing/Hobbycraft

We understand that the current contract with IGA will end sometime in the month of June. Obviously Administration will be negotiating a new contract with a supplier – either another outside business or with Corcan.

We are sure that all concerned realize that the scope of the current contract led to some undesirable situations and, with changes pending to CD 890 and the re-introduction of a Regional Canteen List, we feel that there is a great opportunity to make some drastic improvements.

We would therefore like to make the following suggestions which, for ease and clarity we have incorporated separately. We would also ask, in accordance with the CD's that state that the Inmate Committee should be involved in all decisions that affect the everyday life of inmates, that we have some meaningful input before the major decisions are made.

Thank you for your time and consideration.

Fred Scott  
Committee Chairman

Brian MacLeod  
Committee Vice-Chairman



### GROCERIES

1. Generally speaking, we feel that the population is happy with the supply of groceries. The major complaint is that, since we have to pre-order, why are there so many shortages when we shop? These shortages are not limited to 'specialty' items but such basics as bread, milk, eggs, meats, fruits and vegetables. On a limited budget, we have to plan meals very carefully and it is very frustrating to be short of one or two ingredients

### CANTEEN

1. In accordance with the policy statement at the opening of CD890, canteen should be run like a business by the inmates. The supplier, if similar to IGA, should act solely as a possible supplier but the canteen should be able to purchase its stock from any source that gives the best price. Orders should be placed by the inmate canteen operators, signed by the I/C Chairman and authorized by the Head of Social Development. The supplier should invoice the I/C and payment should be made from the canteen accounts.
2. If inmates are to be restricted from using canteen money for the purchase of items from the IGA (or its replacement), then the canteen must be allowed to stock all the items listed on the new Regional Canteen List. With Fenbrook's unique position as the only institution in the region with a true store, we feel that inmates should still be able to purchase fresh foods – such as meat, produce and breads – with canteen money. If this cannot be done via the store – as we have been led to understand – then the canteen should be able to sell such items
3. Canteen (or perhaps an inmate-run 'Group' store) should sell, and retain the profits from, the sale of all items designated as 'canteen-like' in CD890, that would normally be sold on drives. These would be items that are not generally used by the whole population or are seasonal by nature. An excellent example of such items would be supplies for the garden project. It would be wasteful for seeds, plants, plant foods and fertilizers to be a true canteen item but by definition they are 'canteen like' and are covered by the '\$90rule'. Such a system has been successful at WI.
4. However these new instructions are implemented, it seems evident that canteen (and/or a Group store) will need considerably more space than previously recognized. The current situation where canteen is operated out of two converted washrooms is clearly not acceptable.
5. Since canteen must expand, and many items, and the volume of items, simply cannot be accommodated via vending machines, perhaps there is good cause to consider the removal of the vending machines. No criticism is intended as new ideas must be tried, but it is our feeling that the vending machines cause more problems than they solve.

Inclusion to Memo - Groceries / Canteen / Inmate Purchasing / Hobbycraft – Sheet 2

6. We should not be restricted to purchasing canteen, 'canteen like' or drive items through the IGA replacement or through the 'purchasing agent' working for inmate purchasing

#### INMATE PURCHASING

1. The scope of inmate purchasing should be increased to encompass more than 'local' stores. If a good deal is available, and the inmate is prepared to pay the freight from, say, Toronto, he should be able to do so.
2. It is unfair for an inmate to have to pay 10% over an advertized price for an item and, with such a rule in place, there is no incentive for the 'purchasing agent' to negotiate a better price. Proof of this lies in the fact that it is always 10%, there are no examples where the 'purchasing agent' managed to negotiate a 5% discount and the inmate was only charged a 5% premium

#### HOBBYCRAFT

1. Hobbycraft supplies should be ordered directly from the Hobbycraft Dept. For inmates who are trying to pass their time doing a little craftwork to have to pay 10% over the market price is unconscionable.
2. With the assistance of a couple of competent inmate clerks, all the paperwork for hobbycraft purchasing could be done with a CSC staff adding an authorizing signature. This is process common in other institutions.

This is Exhibit "E" mentioned and referred to in the affidavit of  
CCKINNE HAGERMAN

Sworn before me this 28 day of  
November A.D. 2005  
A Commissioner for taking affidavits



Ann-Marie Rogers, Commissioner, etc  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Rec'd May 30/00

*hold in canteen file  
for review*

## PROPOSAL

### A PROPOSAL TO THE WARDEN AND ADMINISTRATION OF FENBROOK INSTITUTION TO REQUEST THAT THE INMATE COMMITTEE BE ALLOWED TO ASSUME THE RESPONSIBILITY FOR THE SALE OF GREETING CARDS.

Wednesday, May 24, 2000


The Fenbrook Inmate Committee requests that the Administration make the necessary arrangements to allow the Inmate Committee to assume the responsibility of supplying greeting cards for sale to the population.


The Inmate Committee feels that this would be a more convenient way to sell cards and would give better service to the population. At the present time it is quite difficult to purchase a greeting card. An inmate has to make an appointment to visit the purchasing area to view the cards, upon arrival the inmate is often refused admittance because the IGA staff and/or Security staff have not been informed of his pending arrival and the appointment has been re-scheduled. Once the inmate does gain access to the purchasing area, he selects his card and then has to wait for the next canteen to actually get the card. This whole process can take in excess of two weeks. The Inmate Committee feels that two weeks is too long to wait for the purchase of a greeting card and that cards should be available several times per week and paid for via the "BULK" SYSTEM. This method of sale works well in most other institutions.

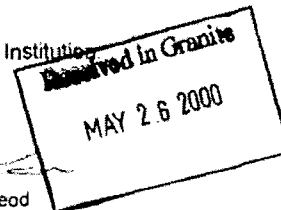
The Inmate Committee is not interested in a "cash grab" for itself from this project and feels that the sale of the greeting cards should be facilitated through one of the Institution's recognized Groups.

At this time, the Chinese Group has expressed great interest in this project (in fact it is the only Group that has expressed serious interest) and the Inmate Committee would recommend that they be given this opportunity. The Inmate Committee is fully prepared to work with this Group, or any other Group, to help establish an efficient and profitable card sales project.

This proposal presented on behalf of the inmates of Fenbrook Institution.

  
Fred Scott  
Inmate Committee Chairman


  
Brian Macleod  
Inmate Committee Vice-Chair



Copy Ms. C. Hagerman, Assistant Warden  
Mr. L. Broderick, Social Development

This is Exhibit "F" mentioned and referred to in the affidavit of CORINNE HAGERMAN  
Sworn before me this 28 day of November A.D. 2005  
A Commissioner for taking affidavits

*AMR*  
Ann Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
June 5, 2008

 Government of Canada / Gouvernement du Canada

MEMORANDUM NOTE DE SERVICE

COPY  
ORIGINAL  
ON  
FILE

To  
A Fred Scott, Chairman  
Inmate Committee

From  
De Corinne Hagerman  
Assistant Warden Programs & Reintegration

Security Classification - Classification de sécurité	
Unclassified - Non classifié	
Our File - Notre référence	
Your File - Votre référence	
Date	Tel. No. - No de tél.
2000/05/31	

Subject  
Objet Sale of Greeting Cards

As you know, the contract with the IGA ends June 30, 2000. We will be working to develop an alternate system for delivering of canteen and purchasing services to the population. Would you please hold your proposal on the sale of greeting cards for consideration at the time the new plans are being developed. Thanks.

CH/tt

This is Exhibit "G" mentioned and referred to in the affidavit of CORINNE HAGERMAN

Sworn before me this 28 day of November A.D. 2005

A Commissioner for taking affidavits

Ann-Marie Rogers, Commissioner, etc., Province of Ontario, for the Government of Canada, Department of Justice. Expires June 5, 2006



Inmate Committee Office  
Penitentiary Institution  
Box 2792  
E 6A 4K6A

Liz Kraft Wed 9:30

Memo:

September 28, 2000

RECEIVED

To: Ms. Corrine Haggerman

From: Inmate Committee

PER [Signature]

Subject: REQUESTED MEETINGS TO DISCUSS PURCHASING PROBLEMS

Corrine,

We acknowledge and thank you for your response to our request for a meeting with Mr. Rob Clark of Home Hardware and previous requests to meet with yourself, prior to the Home Hardware meeting

As you must admit, communication at Fenbrook leaves much to be desired, and it would appear as though verbal requests, as well as written requests for meetings are not only misunderstood, but also are met with an immediate feeling of paranoia. Time and time again, we have seen various new rules applied, policies formulated and decisions made that have been found to be totally irrational and made without proper investigation or consideration. The end result has been much frustration and anger amongst the population members and in many cases, the decisions have had to be reversed when it was found that they were made in haste or without proper input.

We feel that many of the present problems with the entire Inmate Purchasing system can be resolved if only we had a "listening ear" to consider our side of the story PRIOR to formulating new policy. We are not attempting to dictate the manner in which the purchasing system is handled, we are trying to eliminate some of the needless difficulties that continue to generate given the lack of regard for our input. In short Corrine, we are not attempting to shoot a hole in the bottom of the boat and sink it - we are trying to steer it into calmer waters.

We would first like to deal with PROBLEMS, all of which are internal and are not related to Rob Clark and the Home Hardware contract, aside from the fact that they ultimately affect his business in a very negative way. Once our "internal dirty laundry" has been cleaned, we would then like to meet with Rob Clark and offer some suggestions to him that may put the Home Hardware contract on more solid ground. This may allow us to report back to the population in a positive fashion that will tend to ease the ever-mounting tensions that continue to generate on a daily basis.

It is at this time that we put forth the following request to you:

1. That a meeting be set next week with yourself and Leonard Broderick in attendance. You have acknowledged that Sylvia Purdon is a "liaison for the private sector" and we therefore request that she be excluded from this meeting as items to be presented to you are of a nature that would best be handled by yourself, many of which do not fall within the scope of Sylvia's mandate. Leonard should be involved as many of the
2. problems directly affect his areas of responsibility including Hobbycraft Purchasing and group purchases and events.  
At this meeting, we will discuss many internal problems and present you with a written agenda of all items discussed, for your consideration and follow up.



Inmate Committee Office  
Petrova Institution  
0800 4192  
1.8.4 4340

3. That a meeting be scheduled approximately one week later with Rob Clark, Sylvia Purdon, yourself and Leonard Broderick to discuss ways in which the Home Hardware contract can be presented to our population in a more positive light, and with clarification of how certain aspects of the purchasing system can be handled with regard to improvements.

If the concept of an outside contractor is going to be a success, you must appreciate that this reality will only be recognized if all aspects of the system are considered. To date, the "consumer views" have been ignored and any attempts at presenting the negative aspects or injecting some positive suggestions have been thwarted.

In setting up the above requested meetings, we would ask that the following people be included to present our views:

Fred Scott  
Colin Wood  
Ed Dakin

Once again we thank you for your response and feel that the approach we have presented will be of benefit to all parties concerned.

Looking forward to your early and positive reply.


Respectfully submitted,

  
Fred Scott - Inmate Committee Chairman

This is Exhibit "H" mentioned and  
referred to in the affidavit of  
CORINNE HAGERMAN

Sworn before me this 28<sup>th</sup> day of  
November A.D. 2005

A Commissioner for taking affidavits

  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

(see attached notes)

OCT 11/00

### Inmate Committee Issues Re. Purchasing

- Fred Scott
  - Ed Dakin
  - Colin Wood
  - Don Madole
  - Sylvia Purdon
  - Rob Clark (HH)
- IC was taken aback by presence of Rob Clark but  
after short recess to discuss strategy agreed  
to deal with HH issues 1<sup>st</sup>
  - Preamble document was handed out by IC

1. Where is PST exemption certificate which IC  
has asked for (Action: Garthe Chatten)

Ed Dakin has copies of Warkworth ~~materials~~  
documents (contact is Tim Blake)

2. Concern about processing time for many items  
Such as clothing

- Why does order have to go to A-D for sign-off  
before order is placed - could we eliminate  
this step to streamline process.
- if item is an approved item, why  
can't order go directly to Finance  
Action: Review order process  
Cll + S. Purdon

3. Concern raised that mark-ups are  
exorbitant

- Rob Clark refuted that statement
- IC provided info on Worlds Finest Choc. price

- high mark-up
- Rob agreed to look into this
- IC also provided info on Asian Food Drive costs/prices which have gone up an avg. of 85% since Food Drive which Sueded now
- Rob agreed to show quote from Asian Food Supplier & show what mark-up was
- continued ref. to 85-110% mark-up which Rob finally indicated "I wish we could get these kind of mark-ups"
- Rob agreed to supply invoices on specific areas of concern but did not agree to provide invoices all the time
- Rob said "if you have a problem, let's solve the problem & get on with it"

4

- issue of catalogues
- Ed Doherty asked if he could contact approved suppliers to get catalogues
- agreed that he could do this as long as the only catalogues are from approved suppliers
- IC provided list entitled BC & Fenbrook Franchise Suppliers & asked if it was the approved list
- I indicated I had never seen list before & this is not the approved suppliers list



- 5 - HH CD Rom to be provided by HH and IC to decide when they want it to be installed
- Rob will provide asap and at start IC wants it on Ed Dolin Computer and on Computers in purchasing office
  - Action: Annette Allen

- 6 - Rob asked how individual invoice purchasing is going
- IC expressed concern about limited choice of suppliers (example of Toys R Us)
  - Rob answered that he basically cannot be the personal shopper for all invoices
  - Rob suggested we have 3 lists:
    - 1 for individual
    - " group
    - lobby
  - agreed that the list would be dynamic as legitimate needs may arise which we need to find supplier for (i.e. flowers)
  - however it was agreed that suppliers cannot be added to our individual invoice specific requests

- 7 - Ed suggested that Rob consider having "running shoe" right or other specialty order right
- no reaction to this

- 8] • Can we look at ways of building inventories for items inmates need on an on-going basis (ie point orders)
- need to set up separate meeting involving Yvette Chatter
- Action: Ctt to set up meeting  
E. Len • Garth • Ed Dikin
- 9] • Len suggested idea of inmate order desk managed by inmates where paperwork for orders is completed
- Rob agreed to look at it but cautioned that delivery is an issue
  - Len pushed for wide selection incl. Cdn Tire, Sears, etc. so inmates know they have choice
  - Rob will consider, run some numbers & get back
- Action: Rob
- 10] • re inmate groups - <sup>need for schedule of group drives</sup> Len agreed to provide Action: Len
- Rob indicated he had some ideas re handling this which he wants to discuss
- 11] • lobby
- Ed indicated he has ideas of how to work more effectively with HH
  - Mary Mapum Catalogue to be ordered by Rob

12. • Costs issue - Concern that shipping costs are being passed onto inmates - Rob said he understood from meeting w group (Asia) that landed cost + 15% was agreed to - Apparently there is concern about term 'landed cost' - it was clarified that Cost + Transport + 15% is deal - cost

$$\text{landed cost} = \text{Cost from} + \text{shipping or} \\ \text{Coulton Costs} \quad \text{Transport} \\ \text{Costs}$$

13. • Rob initiated a change to the sheet outlining the terms of the Coulton Land deal
- it was agreed that an order for 7/000 will be placed today + IC will provide funds for food if Asia Group requires it

Action: check w Gantel to ensure this action by IC is acceptable

13. • agreed to monthly meeting with HH + IC to review
- Rob asked that he be given an agenda in advance so we can use meeting to resolve issues
  - next meeting Wed. Oct 18 at 1 p.m. in Staff Lounge
  - all in attendance agreed we will work together in a true ... to ...

This is Exhibit "I" mentioned and referred to in the affidavit of CORINNE HAGERMAN

Sworn before me this 28 day of November A.D. 2005  
A Commissioner for taking affidavits

*AMR*  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada. Department of Justice.  
Expires June 5, 2008

20.10.

## Meeting with IC on Purchasing

- Concern over processing of orders; could A+D be cut out of loop to expedite - Doug Fletcher indicated it was essential that A+D send orders before being placed
- Doug F believes the "log jam" is in Finance
- Action:
  - Track orders in next while to see exactly how long it takes to process
    - Doug is willing to consider a waiver on actual order form indicating inmate assumes resp for his sign. effects limited (Under CDO90); if result in item going back a restocking charge will apply
    - agreed to remove AW/DW signature from process
    - agreed that lobbyistcraft process working well now
    - reasonable target should be 3-4 wks.
- Action: what does Bonnie use as sth. now
- Concern that there is double sth - inmate purchasing allows certain video games while A+D does not - Doug F. indicates there should not be

✓ **Notes & dice** - cannot be purchased separately yet come in as part of **Knights**, which are BKA - IC: can find the materials? Action: Day 7 OK'd also

✓ **Knights' prints** - **prints** being commissioned in **prints** (I'd be a leader in **prints** which in **case** of **hobby** to cut with **prints** (making **prints** to be **prints** (with **changes**) **action** - **prints** hobby **materials**, **residents** **handbook** & **prints**

✓ **first setting glass** - **all** **knights** are **securely** **printed** & **must** be **printed**; **every** **glass** can be **printed** but **cannot** go **back** to **print**; **also** **contact** **glass** **must** be **printed** to **print** **CD** 345  
 Action: **fun** to **develop** **plan** for **compliance** with **CD**

✓ **operation** of **ITF** **decisions** to be **printed** to **IC** **action**: **Day 7**.

✓ **need** to **take** to **ensure** **that** **using** **ITF** **process** for **any** **new** **items**; **plans** **at** **the** **end** **of** **the** **year** **must** **be** **reviewed** **and** **updated**

↓ electronic repair; cable/wire revision is not allowed; request made that this be reconsidered if inmates sign a waiver  
Action: IC will submit proposal

↓ IC would like items purchased through HH to be listed on call effects at retail price not landed price which is higher - now done

Action: Sylvia to check into this & revise procedure as req'd.

Action: also brief Warden

↓ IC would also like to be able to spend more \$ at FMI because prices are higher; IC advised that this is not within FMI & Warden authority.


30 period

↓ IC asked for amnesty day to be considered; Doug F indicated support but also indicated that an earlier proposal had been rejected  
Action: IC to raise again in a specific proposal

This is Exhibit "J" mentioned and referred to in the affidavit of  
**CORINNE HAGERMAN**

Sworn before me this 28<sup>th</sup> day of  
*November* A.D. 2005

A Commissioner for taking affidavits

  
**Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008**

Fenbrook General Store - Purchasing  
Meeting held on Wednesday, October 18, 2000

In attendance:

Ed Dakin  
Colin Wood  
Corinne Hagerman  
Sylvia Purdon  
Rob Clark  
Len Broderick

- Rob expressed problem he faces due to one staff member and uncertain volume
- Rob restated that retail prices would stay in effect for items from Home Hardware; no markup
- Rob will still have to identify clothing supplier **ACTION: Rob Clark**
- Sears will be offered, surcharge of 20%
- Ed brought item of clothing with Walmart tag showing \$14.98 but was charged \$25.00 from Fenbrook General Store **ACTION: Sylvia to investigate**
- Inmates indicated pleasure with the above and agreed they will work with Rob to try to improve service
- Deadline for groups to submit annual plan is **October 27, 2000**
- Leonard will provide annual plan **by October 30** for balance of this year.
- Annual plans for next year (calendar 2001) should be submitted by end of November to Social Development and submitted to Warden by December 15 **ACTION: Len Broderick**
- Hobbycraft is in pretty good shape; still awaiting Home Hardware CD ROM from Rob Clark; once received, IT will add it **BF: October 27 ACTION: Sylvia Purdon/Rob Clark**
- Still waiting for catalogue from Academy Products - Bonnie has ordered
- Glass and mirror prices still contentious; Rob will review **ACTION: Rob Clark** - his plan is to start stocking mirror in Small Engine and cut to order - standard 3mm.
- Rob asked Ed if he could forecast glass and mirror demand **ACTION: Ed Dakin**
- Agreed we would have a candid review of volume; experience over next three months **ACTION: Corinne to schedule mid-January**
- Rob to supply Sears catalogue **ACTION: Rob Clark**
- Ed and Colin to draft communique on purchasing for review **ACTION: Ed/Colin**
- Sylvia also to draft something for review **ACTION: Sylvia Purdon**
- **Set up another meeting to review and finalize**
- Rob reiterated his desire to meet monthly with Inmate Committee **ACTION: Liz to schedule**

This is Exhibit "K" mentioned and referred to in the affidavit of CORINNE HAGERMAN

Sworn before me this 20<sup>th</sup> day of November A.D. 2005

A Commissioner for taking affidavits

*Ann-Marie Rogers*  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2006

Memo: November 01, 2000

To: Corinne Hagerman

Cc: Ed Dakin  
Colin Wood  
Sylvia Purdon  
Rob Clark  
Leonard Broderick

Subject: INMATE COMMITTEE MEETINGS REGARDING THE  
TRANSITION TO THE NEW HOME HARDWARE CONTRACT

As per our agreement at the last meeting of the above parties, the Inmate Committee agreed to submit a memo of their understanding as to their understanding of the items discussed in the series of meetings pertaining to the Home Hardware transition.

Likewise, Sylvia, Rob Clark and Corinne were to formulate their understandings of the above and a final meeting was to be arranged to review both documents.

The goal of all parties was to clarify various areas of concern and in an attempt to present a "new beginning" to Home Hardware, a memo of mutual agreement was to be drafted for presentation to the ultimate consumers – the members of the population.

To properly identify the problems the Inmate Committee and population has faced over the past two years, the following points were presented:

- ✓ Literally no inmate input has been allowed over the past two years with regard to the IGA contract, and efforts to gain some insight and knowledge of the contract were met with very strong resistance and an unwillingness to discuss the matter.
- ✓ A strong feeling of mistrust was generated by the lack of communication of those who were responsible for the contract, as well as those who were in charge of daily operation of both the food store and the supply of inmate purchases and hobbycraft items.
- ✓ Several instances of overpricing, inaccurate information and the deliberate attempts to isolate the population from true street pricing, added immensely to the situation. While many of these cases may have been unfounded, there certainly were a great number that were true fact.

The Inmate Committee Representatives at the current series of meetings have committed themselves to presenting a level playing field from which Rob Clark and Home Hardware can hopefully make a new beginning. It is hoped that this beginning will commence with a more open and direct line of communication and the extension of accuracy, honesty and a willingness to discuss matters of concern with the aim of coming to a "meeting of minds".



We present our understanding and input of the meetings as follows:

- ✓ Rob has apparently not been properly informed as to the necessary details pertaining to the disposable income available on an annual basis within Fenbrook Institution. To properly assess his situation, he should be provided with details as to how many people are employed, number of people employed at each pay level, net amounts paid to each employee at the various levels, and the total number of unemployed inmates. When assessing the final figures, Rob should know that basic essentials, canteen expenditures, court fines and the fact that several inmates send money home to assist family are to be factored.  
Rob should also know that while some "Industries Employees" are paid in excess of the top institutional rate of .99 cents per hour, they do not have this excess as disposable income. They indeed are under to limitations of the top rate base pay, plus an annual draw from their Savings to Current Accounts not to exceed \$500.00.
- ✓ The Inmate Purchasing system has met with failure in past due partially to the quality of clothing, the overpricing of items and the general feeling that many of the items were "seconds" being re-tagged and sold as "first line quality. Rob has mentioned that he is still in the process of setting up a satisfactory line of clothing suppliers, but has agreed to add the Sears catalogue as a secondary source. Rob did mention that once all suppliers were in place, he would have to add a "surcharge" of some sort to items being purchased from Sears. The amount of surcharge was to be established once estimated annual disposable incomes available to Home Hardware contract purchases were established. It was suggested to Rob that "feature nights", wherein a shoe store could come in every two or three months and set up a display of runners and footwear, followed by a clothing night, featuring a selection of various items would be of benefit to him. Impulse buying and the fact that people are actually able to see the product are most certainly of benefit in terms of overall sales volume. Rob said he would consider this.  
**FOOTNOTE:** rumors are already circulating amongst members of the institution that Bonny Gliddon will be acting in the background as one of the clothing sources or suppliers. We caution you that this may not be advisable in terms of acceptance of products by the general population. This will be seen as presenting us with the same old car after it has had a quick new paint job and may perpetuate past problems!
- ✓ The "turn around time" on orders through Inmate Purchasing is to be tracked and reviewed, as it was felt that too many people were involved in the approval process, causing unwarranted delays from the date of initial order to delivery. Problems with A & D were discussed in that they have been documented as turning orders down because a person was at their cell effects limit and requesting that shoes and other items be turned in to reduce cell effects amounts PRIOR to new items being received.  
It was suggested that A & D should not be involved in the purchase process until the goods are actually received in the Institution and sent to them for documentation and updating of cell effects sheets. It was also suggested that other present signature requirements were not necessary unless the item was of a nature that had not been approved by the ITF Board.

- ✓ Hobbycraft Purchasing was an area that faced some problems in that they have a number of approved Hobbies, however we were being denied access to catalogues and suppliers of many of the items that were of a necessity to the Hobbycraft program. Rob agreed to look into this and in addition, has agreed to provide the Hobbycraft Purchasing area a CD ROM copy of the Home Hardware catalogue, which will eliminate the present problem of pricing and proper catalogue and stock numbers. The installation of this system will certainly improve the overall ordering process and will increase the volume of actual Home Hardware purchases. (Many items are now being purchased from others sources that might well be available at Home Hardware)
- ✓ Hobbycraft Purchasing had made several attempts since July to obtain proper glass and mirror prices and were unsuccessful, in that the pricing provided was over double the cost of the previous sources. Rob agreed to look into this. Once the new pricing has been established and the interest in stained glass, glass etching, sandblasting and mirrors has been re-generated, Ed Dakin will provide a forecast of glass and mirror requirements to Rob with the thought of stocking glass and mirror in house.
- ✓ Management have agreed to look into the application for a P.S.T. exemption certificate which would allow the purchase of Hobbycraft materials and supplies without the payment of the 8% P.S.T. tax. In spite of personal views on this matter, we do have a letter of authority from the Government, which clearly states that we are entitled to apply for this exemption certificate. In addition, Warkworth Institution has been purchasing Hobbycraft under and exemption certificate for years and have assured us that this system was set up with full authority, and is perfectly legitimate. The application for this certificate will eliminate the present "double dooring" of the P.S.T., as it is a requirement that we charge the consumer on the sale of goods, while it has already been paid on the purchase of materials and supplies.

#### Group Purchases at Fenbrook

Groups at Fenbrook are a very important part of the leisure time activities. Some of these groups such as AA and NA operate on a non profit basis and as such, do not have a means of generating operational funds. Other groups such as the Lifers, Native Brotherhood, Euro-Canadian, Asian and BIFA Groups do have various food drives throughout the year for the purpose of raising funds to support their operational needs.

There are two considerations to be kept in mind when pricing purchases for these groups:

1. If pricing items for a drive – the group works within a CSC restricted guideline of a 12% markup. They only have one drive a year, and the overall net amount to the credit of their group ranges from \$200.00 to \$900.00. They cannot afford to pay a large markup on their products, as this not only diminishes their operational ability, but causes bad feelings towards the group, and the supplier of the products.

2. Each group may have what they call a "special event", a "mini social", or a "food night" on at least three occasions throughout a calendar year. This is a case where members pay the cost of the meal from their own account. As a gesture of good faith and as an area where goodwill could be displayed, it may be a consideration to allow the groups to deal directly with the local approved food establishments without levy or additional cost to them. The waiver of handling fees by Home Hardware in this important area would certainly not be one of great loss, but could be seen as an investment that would reap benefits at the main purchasing depots such as Inmate and Hobbycraft Purchasing.

#### CLOSING COMMENTS

The Inmate Committee is somewhat disappointed that an agreement was made to sit down at a final meeting to review our understandings **PRIOR** to a final presentation to population, however has found that some new policies have been put in place without our knowledge or consultation. Of major concern is the fact that a 20% surcharge is being presented to all who attend Inmate Purchasing and wish to purchase from the Sears Catalogue. This percentage has apparently been posted in a "New Choices" memo wherein a breakdown is given as to the reason for the cost. "New Choices" could be described as a proper terminology at this stage, as the "Main Suppliers" have not yet been established or presented. If in fact the Sears Catalogue is the "ONLY CHOICE", any surcharges should have been deferred or delayed until such time as all options were in place. We are now faced with another dilemma, wherein the population is talking about 20% on all purchases and this again is doing damage to our overall objective. We would sincerely appreciate if steps such as this were not taken in future without proper discussion. Your consideration will prevent a repeat of the previous IGA/Inmate Purchasing problems we are attempting to eliminate.

Of significant importance as a result of these meetings was the openness and willing attitude of Rob Clark to work with us to resolve the many problems that we do have. The agreement to meet with the Inmate Committee and the Hobbycraft Purchasing area on a monthly basis is a major step forward and hopefully will establish an open line of communication that will result in great benefit to both parties.

We have attached a proposed memo to the population which should be reviewed by all parties and comments returned.

Inmate Committee Representatives  
Fred Scott - Inmate Committee Chairman  
Colin Wood - Representative  
Ed Dakin - Representative

This is Exhibit "L" mentioned and referred to in the affidavit of  
*CORINNE HAGERMAN*

Sworn before me this *28<sup>th</sup>* day of  
*November* A.D. 2005

A Commissioner for taking affidavits

*AMR*  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

## Inmate Purchasing

November 9, 2000


Present:

Corinne Hagerman	Assistant Warden Programs & Reintegration
Len Broderick	Social Development
Sylvia Purdon	Private Sector Liaison
Fred Scott	Inmate Committee
Jerry Nunn	Inmate Committee

- Clothing supplier - Herb Title (further details to be provided prior to implementation)  
**ACTION Rob Clark by end of November**
- Produce master list of suppliers along with suppliers **ACTION: Sylvia Purdon (November 15)**
- IC provided proposed memo to population to review - indicated willingness to discuss changes **ACTION Corinne to provide feedback to IC by November 15**
- CDROM Home Hardware has been installed in Inmate Purchasing; can another copy be installed in Hobbycraft **ACTION Sylvia Purdon**
- Home Hardware willing to coordinate \$30 Zellers Gift Certificates for children's toys.  
**ACTION December 2**
- Annual plans to be submitted by November 15 **ACTION Len to confirm**
- Academy Products catalogue ordered but not yet received
- Glass and mirror prices not yet finalized. **ACTION Rob Clark to finalize for next meeting. Sylvia to provide Ed Dakin's size suggestions to Rob**
- Garthe to attend next Purchasing meeting to discuss PST issue **ACTION Liz to schedule with Garthe**
- Electronic repair proposal has been drafted by Ed Dakin; will be submitted for management review **ACTION Len Broderick**
- IC will draft request to Warden for consideration of increase in cell effects limit due to unique purchasing **ACTION IC**

Next Meeting Thursday, November 30 at 1.00 p.m. (Rob Clark to attend)

This is Exhibit "N" mentioned and referred to in the affidavit of  
**CORINNE HAGERMAN**  
Sworn before me this 28<sup>th</sup> day of  
November A.D. 2005  
A Commissioner for taking affidavits

  
**Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008**

**Warden & Inmate Committee Meeting  
Fenbrook Institution  
1:00 p.m. – August 3rd, 2000**

Present:	Bob MacLean	- A/Warden
	Corinne Hagerman	- AWPR
	Annette Allen	- Manager of Information Services
	Len Broderick	- Personal Development Program Coordinator
	Garthe Chatten	- Chief of Finance
	Fred Scott	- Inmate Committee Chairman
	Colin Wood	- Inmate Committee Secretary
	Ron McKenzie	- Unit H Rep
	Fred Sheward	- Chair-Citizens Advisory Committee
	Carol Litster	- Warden's Secretary and Recording Secretary

**Review of July 6<sup>th</sup> minutes**

Shelving for Range Utility Cupboards – Received materials but have not started work orders because of other priorities. **Action: Works still to action.**

Set up a meeting between FMI and BCI Inmate Committees. FMI and BCI Warden agreed to allow meeting in V&C, date to be determined. **Action: DW to speak to Unit Manager, Charlie Stickel re: date & time for meeting.**

Institutional Information TV Channel - Wiring completed in old grievance office, implementation should be in the next few days. **Action: Corinne Hagerman to meet with Inmate Committee.**

Inmate Committee said a paint crew and window-cleaning crew is needed to clean up institution. Corinne Hagerman said Management already recognizes that inmate employment is needed and a total review of inmate employment will be discussed at the next Institutional Management Meeting. **Action: Bernie Blinkie to take to IMM.**

Exiting PFV's after the 10:15 count until midnight, inmate would let PIDS know when leaving and returning. DW reviewed and the decision was not to allow at this time.

Proposal for some type of curtain room dividers for the double occupancy rooms. SIS has provided costing to the Warden. Due to budgets cannot provide dividers. Inmate Committee wanted to look at a simple curtain just to have the division. **Action: AWPR to work with IMC to look at different types of curtains, the cost and fire standards.**

Town Hall Meeting – IMC would like a town hall meeting with Management and a representative from each range. (55-60 people) and the meeting would take place in D Building. Rules of procedures would be set out first. DW asked if the range reps meet with the Unit and the IMC said no. **Action: DW to follow up with Unit Managers regarding monthly meetings with range reps. Also he will follow up with Warden on the Town Hall Meeting.**

Telephone Access for IMC and Group Chairs to place orders at all times. DW said certain procedures with needs to be set up with suppliers. Inmate Committee said they have access now. AWPR. Corinne Hagerman said Home Hardware still has the first right of refusal on items and she will be meeting with Home Hardware and then with the Inmate Committee. **Action: Corinne Hagerman and Len Broderick to meet with Fred Scott of the Inmate Committee.**

Extended hours for long track for leisure walks – Unit Managers and Correctional Supervisors still have not got back to the DW. **Action: DW to follow up and let the IMC know.**

Social Policy - DW said we now have the final social policy.

Resident Proposal on Drug Strategy – Robert Falconer presented a proposal on behalf of the population outlining an idea to help administration with their drug abstinence strategy. A job description was submitted but it did not have enough detail therefore Mr. Falconer and Cindy Jamieson to work together to finalize. Management gave the go ahead to continue with proposal and if they encounter any barrier to let them know. Final draft of proposal to be brought back to this meeting.

Narcotic Anonymous - IMC said a volunteer was not allowed to come in and talk with this group. Volunteer submitted paperwork to security but has not heard back. **Action: Corinne Hagerman to follow up. Ron McKenzie to follow up on name of the NA contact in the Barrie Parole Office. Fred Sheward to drop off a pamphlet on NA groups in area.**

#### Agenda Items

Inmate Committee wanted to know why the Finance telephone number now plays a message that informs the caller that if the call is pertaining to an inmates personal finances to fill out a request form. Garthe Chatten, Chief of Finance said this is not an approach to cut off any communication with Finance but the number of call were getting to be very numerous therefore taking staff away from processing pay and canteen requests. Offenders need to be more responsible for their own finances. Staff will filter calls and determine if critical or not. If not a priority offenders will have to fill out a request form. IMC said they could not get through to Finance. **Action: Garthe Chatten to provide the correct number to the Inmate Committee.**

Social Policy - As stated above, final copy has been completed.

Inmate Committee would like to know what is the outcome of the 50 item optional list for Canteen. **Action: Corinne Hagerman to follow up with Cathy Gelineau and then meet with the IMC.**

IMC would like to open the lines of communications regarding the rental of videos for the families in the PFV's. - **Action: Corinne Hagerman to follow up with Gravenhurst Home Hardware and then meet with the Inmate Committee. Also Corinne to follow up with Unit Manager, Charlie Stickel.**

Response to the proposal submitted by Mr. Falconer. - See review of minutes above.

Revisit the issue of the Chinese Group being given permission to start to provide greeting cards to the population as a full-time group activity. Corinne Hagerman said details need to be worked out with Home Hardware. **Action: Corinne Hagerman to meet with Inmate Committee Chair, Chair of Chinese Group and Home Hardware to work out details.**

**Other Business**

Inmate Complaints & Grievances/Claims Against the Crown - Bob MacLean, DW distributed a copy of the new process, which comes into effect Tuesday, August 8<sup>th</sup>, 2000. Shannon Galameau will manage this process. Grievances will be logged and sent out to the appropriate department. Deputy Warden said the institution would maintain the kind of system that will follow our CD. Inmate Committee suggested that the Grievance office be located with the Peer Counseling office. **Action: DW to follow up.**

Racial Harmony Committee Access to Units - Corinne Hagerman said she met with the Racial Harmony Committee to discuss different issues and also discussions took place at a previous IMC meeting to better define the relationship between the IMC and the Racial Harmony Committee. A proposal was to be submitted by the IMC and the Racial Harmony Committee together which to date we have not received. Corinne Hagerman said we need see how we can integrate what the Inmate Committee does with what the Racial Harmony Committee does. She wants to review all groups' annual plans.

The Deputy Warden apologized for the lack of communication with the Inmate Committee and said we will try to improve.

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, September 7th, 2000 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan    Date:  
Warden

\_\_\_\_\_  
Fred Scott    Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "Y" mentioned and referred to in the affidavit of  
**CORINNE HAGERMAN**  
 Sworn before me this 28<sup>th</sup> day of  
*November* A.D. 2005  
 A Commissioner for taking affidavits  
*Ann-Marie Rogers*  
**Ann-Marie Rogers, Commissioner, etc.,**  
**Province of Ontario, for the Government**  
**of Canada, Department of Justice.**  
**Expires June 5, 2008**

**Warden & Inmate Committee Meeting**  
**Fenbrook Institution**  
**1:00 p.m. – September 7th, 2000**

- |          |                  |   |
|----------|------------------|---|
| Present: | Mike Provan      | - Warden                                      |
|          | Corinne Hagerman | - Assistant Warden Programs and Reintegration |
|          | Annette Allen    | - Manager of Information Services             |
|          | Charlie Stickel  | - Unit Manager                                |
|          | Len Broderick    | - Personal Development Program Coordinator    |
|          | Fred Scott       | - Inmate Committee Chairman                   |
|          | Colin Wood       | - Inmate Committee Secretary                  |
|          | Ron McKenzie     | - Unit H Rep                                  |
|          | Robert Falconer  | - Presenter                                   |
|          | Mark Leffler     | - Unit E Rep                                  |
|          | Fred Sheward     | - Chair of the Citizens Advisory Committee    |
|          | Baya Van Petegem | - Member of the Citizens Advisory Committee   |
|          | Carol Litster    | - Warden's Secretary and Recording Secretary  |

Ron McKenzie said he has made a NA contact in Orillia.

Review of August 3<sup>rd</sup> minutes

Shelving for Range Utility Cupboards – Unit F has been completed. All ranges should be completed by the end of September. **Action: Works to action.**

Set up a meeting between FMI and BCI Inmate Committees. Fred Sheward said BCI is in the process of running an election for their Inmate Committee. **Action: Once election is completed, meetings are to be set up by Unit Manager Charlie Stickel and BCI.**

Institutional Information TV Channel - To be located in the IC office. **Action: Annette Allen and Corinne Hagerman to draft procedures and policies for TV Channel. Once completed, draft is to be shared with the Inmate Committee. Need to hire person to work with TV Channel.**

Proposal for some type of curtain room dividers for the double occupancy rooms. Inmate Committee wanted to look at a simple curtain just to have the division. **Action: AWMS to follow up on different types of curtains, the cost and fire standards.**

Town Hall Meeting – IMC would like a town hall meeting with Management and a representative from each range. (55-60 people). DW has told the Unit Managers to meet once per month with the range representatives. Warden said the Town Hall Meeting would take place before December 1<sup>st</sup>. Unit and Range Reps (60), the Inmate Committee, the CAC and Management to be involved. The Inmate Committee will collect questions from the populations and give to the Warden prior to the meeting. The meeting will be held in the Gym. **Action: Carol Litster to set up meeting.**

Extended hours for long track for leisure walks – **Action: Not right now, to be reviewed in the Spring.**



Finance number – Carol Litster checked with Finance and was told that the Inmate Committee can call 687-1753 Audrey Wilson and she will ensure someone is at the Inmate Account telephone (687-1752) prior to transferring the call.

Inmate Canteen – Cathy Gelineau meets with the Canteen workers on a regular basis. The optional list for Canteen is in progress.

Open lines of communication regarding the rental of videos for the families in the PFVs – Discussion are underway with Home Hardware and they have been given two options. One is to have a standard list of videos for month or they can select their movies but Home Hardware set a price of \$6.00 for each video for new releases.

Issue of the Chinese Group being given permission to start to provide greeting cards to the population as a full-time activity. The Inmate Committee met with Home Hardware and Sylvia Purdon and the Chinese Group will distribute the greeting cards and they will be purchased through Home Hardware. The Chinese Group has submitted their order last week and has not heard anything. **Action: Corinne Hagerman to follow up.**

Peer Counseling Office – Inmate Committee wanted to know if the bulk clerk could work out of the Peer Counseling office because their office is quite congested. Warden said he has been directed by Ottawa to provide a separate office. Inmate Committee said that it is not being used. **Action: Warden to follow up with Health Care but indicated that the office is still being set up.** The Inmate Committee wanted to know if the FMI Health Fitness Group could work out of that office. **Action: Warden to follow up with Randy Bruce and Kathy Ball.**

#### **Agenda Items**

Hobbycraft Hours – Because the cold weather is coming the Inmate Committee is looking at an increase in hobbycraft hours. They would like to do glass staining, itching and sandblasting. Need a review of woodworking area. **Action: Len Broderick**

Offender Calling Cards – We have contacted NIQ regarding the status of these cards but at this time we do not have a reply. **Action: Warden to follow up with Pam Gray.**

Food Proposal with the Great Canadian Bagel vendor and Visitors – The Inmate Committee would like to look at this again because there has been a lot of problems with the vending machines in V&C. **Action: Charlie Stickel to follow up on the vending machines contract to ensure that this would not be a breach of our contract. Corinne Hagerman to follow up with Sylvia Purdon to arrange a meeting with the Great Canadian Bagel vendor.**

The FMI Fitness and Health Group – Final proposal and job description has been submitted to Cindy Jamieson for review. Once completed, the final proposal will be presented to Management.

Would like an outside weight pit to be set up where the unused basketball court is. Warden said that if not used for basketball then an alternative is needed for other recreation activities. **Action: Len Broderick to follow up with the recreation department about the use for this area.**

Laundry Soap Proposal – **Action: AWMS to follow up.** Rob Falconer said he submitted a proposal, which would allow a laundry man on each range, but it was turned down. Warden said more discussion is needed on this. **Action: Rob Falconer to resubmit proposal.**

The Inmate Committee would like a meeting with Rob Clark of Home Hardware and the Warden to discuss the overall effect of his outlet on the population of the institution. **Action: Corinne Hagerman to arrange meeting.**

Warden said allegations have been made that FMI has been taken advantage of offenders by price gouging and as Warden he is allowing this. He now has to answer a ministerial enquiry regarding these allegations. The Warden said if there is gouging he needs to know details. Also he said that there is nothing in the CCRA or CDs that says we have to provide a purchasing service to inmates to buy products, which is subsidized by the taxpayers.

Special Events Policy – **Action: Inmate Committee still needs to review this policy and provide their comments.**

Visits to Segregation by Different Groups – The Inmate Committee Chair and Vice-Chair are allowed to visit segregation and if they wish to bring another member from other groups they are to let us know.

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, October 5<sup>th</sup>, 2000 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:


\_\_\_\_\_  
Mike Provan Date:  
Warden

\_\_\_\_\_  
Fred Scott Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "C" and is read and referred to in the affidavit of  
CORINNE HAGERMAN

Sworn before me this 28 day of  
December A.D. 2005  
A Commissioner for taking affidavits

  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Warden & Inmate Committee Meeting  
Fenbrook Institution  
1:00 p.m. - October 5, 2000

Present:	Mike Provan	- Warden
	Corinne Hagerman	- AWPR
	Bob MacLean	- Deputy Warden
	Annette Allen	- Manager of Information Services
	Fred Scott	- Inmate Committee Chairman
	Colin Wood	- Inmate Committee Secretary
	Ron McKenzie	- Unit H Rep
	George Harris	- Unit F Rep
	Mark Lefleurs	- Unit G Rep
	Tim Webster	- Unit E Rep
	Fred Sheward	- Chair - Citizens Advisory Committee
	Don Madole	- FMI Team Leader - Citizens Advisory Committee
	Sylvia Purdon	- Private Sector Liaison and Recording Secretary

IM Purchasing Discussion - A further meeting was schedule for Wednesday, October 11th to resolve all further issues related to the Inmate Purchasing operations and policies. Present will be Corinne Hagerman, IM Committee as above, CAC chair and FMI chair, Leonard Broderick, Coordinator Social Development, and Sylvia Purdon, Private Sector Liaison.

IM TV Information Channel: Those present viewed the Information Channel with FMI information spots.

The approved TV stands were discussed and Corinne will distribute a final drawing.

Divider Screens for double-occupancy bedrooms. No action. Budget constraints still apply.

Meetings of Unit Managers and Unit Reps: Deputy Warden Bob MacLean stated that a meeting is scheduled next week with the Unit Managers at which time the minutes of each of these Unit meetings are to be discussed. Meetings include Range Coordinators, Unit Reps and Unit Managers of each Unit.

Greeting Cards: The final resolution of the Greeting Card Sales program will be resolved at the meeting of October 11.

Peer Counseling Program: Sharing of the office cannot be done as per NHQ mandate.

Hobbycraft Hours: IM Committee is discussing with Leonard Broderick.

Calling Cards: This is a National initiative and is still pending.

V&C Visitor Meals: Charlie Stickel and the IM Committee are to confer on this.

Outside Weight Pit Area: EM Committee is discussing with Leonard Broderick.

Laundry Soap Proposal: This will be forwarded to a future meeting. Deferred.

Special Events Policy: Reviewed and proposed revisions have been made. These have been forwarded.

Christmas Bag: Items are presently being priced at Inmate Purchasing for the Lifers Group.

Christmas Toys: Inmate Purchasing is working on the List. Date of the event is uncertain at this time because the Staff Christmas Events are December 9.

Copies of N/A brought in by Fred Sheward are in the Warden's Office. Fred Sheward would like to see this group go forward.

The I/M Committee will prepare a list of proposals that the Committee has put forward and have not yet been responded to.

Next Meeting - The next Inmate Committee Meeting will be on Thursday, November 2nd, 2000 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan    Date:  
Warden


\_\_\_\_\_  
Fred Scott    Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "P" mentioned and referred to in the affidavit of  
CORINNE HAGERMAN

Sworn before me this 28<sup>th</sup> day of  
November A.D. 2005

A Commissioner for taking affidavits

  
Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Warden & Inmate Committee Meeting  
Fenbrook Institution  
1:00 p.m. – November 2, 2000

Present:	Mike Provan	- Warden
	Corinne Hagerman	- AWPR
	Annette Allen	- Manager of Information Services
	Len Broderick	- Coordinator Social Development
	Fred Scott	- Inmate Committee Chairman
	Colin Wood	- Inmate Committee Secretary
	Ron McKenzie	- Unit H Rep
	George Harris	- Unit F Rep
	Ed Dakin	- Presenter
	Carol Litster	- Warden's Secretary and Recording Secretary

PM Purchasing Discussion - The Inmate Committee to meet with Corinne Hagerman and Sylvia Purdon.

V&C Visitor Meals: Discussions took place regarding the process. Action: The Inmate Committee to meet with Charlie Stickel to work out details. Warden approved a three-month trial period. Inmate Committee to look after it until a permanent paid job placement could be developed.

Laundry Soap Proposal: The Warden spoke to AWMS and he said this was addressed last September in the form of a letter to Fred Scott and Len Broderick from the Chief of Institutional Services. It stated that two bags of soap are issued each week to every range, if more are required then SIS will send down additional bags. Also, when offenders are issued coveralls they are told that if they would like them washed, SIS would wash them in the institutional laundry. Action: The Inmate Committee to meet with SIS to discuss a drop off and pick up at the issue window. Corinne Hagerman to follow up on status of laundry worker proposal.

Agenda

Proposed Card and Checker/Chess Tournament for the Period over the Christmas Holidays – Approved by Warden. Details to be worked out with Len Broderick.

Food Night for the Ranges-December 31<sup>st</sup>, 2000 – Inmate Committee would like to order cold meat, cheeses, buns and donuts to make trays for population. Approved by Warden. Inmate Committee to place order through the Great Canadian Bagel.

Coffee Urn to be set up in the school area for all to help themselves over the holiday period – Approved by Warden. Details to be worked out with Len Broderick.

Christmas Social – December 2<sup>nd</sup>, 2000. – Notification was received that BCI cannot prepare turkey dinner this year because kitchen is under renovations. Mr. Ed Dakin presented a proposal showing different options. A supplier needs to be determined. **Action: Inmate Committee to follow up with Don Madole re: community contact ie: Granite Restaurant. Father Jim MacDonald is following up with Circle Ranch (also supplies Kairos).**

Neon count at December 2<sup>nd</sup> Christmas Social – **The Warden authorized to waive the noon hour count with the understanding that the Correctional Supervisor on duty can call a count if he needs to. Agreed by all.**

Christmas Toys: The Inmate Committee would like to purchase gift certificates from Wal-Mart for children through Rob Clark (this would be a one time only order). The Inmate Committee wants to know if there would be a mark up? **Action: Corinne Hagerman to follow up with Rob Clarke from Home Hardware.**

Meeting with BCI and FMI Committees – **Action: Carol Litster to contact BCI to see if meeting has been scheduled.**

Special Events Policy – Issues need to be addressed. **Action: Deputy Warden to follow up and reviewed at the next IMC.**

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, December 7<sup>th</sup>, 2000 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan    Date:  
Warden

\_\_\_\_\_  
Fred Scott    Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "G" mentioned and referred to in the affidavit of  
CORINNE HAGERMAN

Sworn before me this 28<sup>th</sup> day of  
November A.D. 2005

A Commissioner for taking affidavits



**Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008**

Warden & Inmate Committee Meeting  
Fenbrook Institution  
9:30 a.m. - June 7, 2001

Present:	Corinne Hagerman	- A/Warden
	Doug Fletcher	- A/Deputy Warden
	Len Broderick	- Coordinator Social Development
	Peter Mann	- Inmate Committee Treasurer
	Ron McKenzie	- Unit H Rep
	James Arroyo	- Unit G Rep
	Shawn Shannon	- Committee Clerk
	Bob Caya	- Unit E Rep
	Bill Dutton	- Canteen Rep
	Carol Litster	- Warden's Secretary and Recording Secretary

Review Minutes from May 1, 2001 meeting - Management and the Inmate Committee reviewed the minutes as follows:-

Meeting with BCI and FMI Committees - Tim Bradburn said he received a letter from BCI Inmate Committee saying they do want to meet and we are told by the Administration that they do not. Willie Gladu, AWMS said that the BCI Inmate Committee had indicated at their last committee meeting that they no longer wished to pursue the issue of having meeting with the FMI Inmate Committee until they receive something in writing and the report, which Fred Sheward was to provide. Action: Not yet actioned. Carry forward - FMI Inmate Committee to provide agenda items to AWMS and Willie Gladu to set up a meeting with the BCI Inmate Committee.

Why are inmates paying an 8% increase for Federal tax on inmate purchases? Inmates are not exempt. Action: Not yet actioned. Carry forward. Willie Gladu, AWMS needs to follow up with Garthe Chatten and provide policy in writing to the Inmate Chair.

Inmate Donations - This process is used for individuals who do not have any money to purchase a television or radio. It is not used for getting a better product. Len Broderick still working on policy with the Inmate Committee. Once completed he will provide the Warden with a final proposal (list of all the items used in this process along with the serial number, make or model and who has them). Action: Carry forward. Len Broderick still needs to action.

Racial Harmony issues should be looked at by the Inmate Committee. Action: Not yet actioned. Carry forward. The Inmate Committee still needs to meet with the Racial Harmony Committee and decide how they want to handle Racial Harmony issues and draft a proposal for Warden's review.

Change the number of people allowed to visit each unit to ten. Warden denied the increase. Inmate Committee in the process of doing a survey and have incorporated a senior night and will get back to Management with the results. Action: Peter Mann

Would like to change the time of opening up the gym to 7:30 a.m.? Wade Goldthorp, Correctional Supervisor is working on policy for 'J' Building. There is a staff presence issue. Warden said to wait for decision from policy. Action: Not yet actioned. Carry forward. Wade Goldthorp to provide an update.

Food from PFV -- IMM decision was no food would be allowed to leave the PFVs. Action: Carry forward. Deputy Warden, Bob MacLean to review and meet with the Inmate Committee.

RC Chaplain - Corinne Hageman, AWPR said we still do not have one. The competition and interviews have taken place and a candidate was not suitable. She will be meeting with a RC Chaplain this week and hopes that he will come to FMI for three months until a replacement is found. Another competition is in the process now.

Segregation visits - Warden said only one representative from the Inmate Committee should be going and he would prefer that it is the Chairman. Tim Bradburn said he has been very busy and delegated this to his secretary, Roger Vienneau. Action: Peter Mann to provide in writing the name of the Inmate Committee member who will be doing segregation visits to the Warden.

Put Shades in V&C to cover the windows - Action: Carried forward. Unit Manager, Charlie Stickle to investigate cost of film, taking into consideration the size of the room. AWMS said that the Inmate Committee has to be aware that because of the Works department's budget, this would not be considered this fiscal year.

Inmate Committee's drive for sheets, towels, ball caps and sunglasses - Approved four towels in total. And one set of sheets per inmate - all items must be listed as cell effects - limits must be adhered to

New Grievance Office - Located in the side dining room at the Great Canadian Bagel Shop. They are there every afternoon Monday to Friday.

Is Administration willing to fund a social or a fun day? Deferred until budgets are known.

Hobbycraft is still not running effectively because it is costing too much for materials and supplies etc. and no one is buying. AWPR said every inmate who had recently purchased wood was approached and not one had a problem, they actually said the quality is better. Action: Meeting still needs to be arranged between the Inmate Committee, AWPR and Ed Dakin.

An inmate had an approved 532 to call his lawyer but was not allowed by the Duty CS to make the call. Action: Inmate Committee still to provide details to Deputy Warden.

If an inmate is grounded from 8:00 a.m. until 4:30 p.m., How can he look for work? - Application can still be sent in. Action: Deputy Warden still to follow up with Unit Managers.

The Unit Ranges need their screens washed. - Last fall this was cleared of any security issues and Works were told to go ahead and do the job. Five work descriptions have been drafted and Works were told to notify the CCO when they were going to start. Action: AWMS, CCO and AWPR still need to meet and implement.

Hobbycraft item was purchased for a retirement present for a staff member of Warkworth Institution.

Outside Baseball Team to come to institution. Field is substandard (field needs to be leveled) and concerns were raised that we would be liable if a member of outside team is injured.



Exorbitant food prices - The Inmate Committee wanted to know who sets the prices as some items have increase substantially over the last months. AWMS said prices are set against a Standing order and they do fluctuate but Food Services constantly looks for better prices. Food Services wrote Region and asked if they could get a standing order with National Grocers and was told no that they are to deal with the standing orders they have now. Per diems are set Nationally and Fenbrook Institution is classed as a small feeding group. **Action: Carried forward. Inmate Committee still needs to put together a package showing the different prices over a three-month period and forward it to the Chief of Food Services, Pete Colles.**

#### Agenda

Canteen issues - Fifty-six items not on Regional list. In the absence of a regional list we created a list of approved canteen items so we could start a canteen. Subsequent to this and under the CD, the Warden approved fifty items. Now that a Regional list has been created, we have items that are not approved on that list. **Action: Doug Fletcher to review "Not on Regional list" and if any problems he is to let Corinne Hagerman know and she will meet with Bill Dutton and the Inmate Committee.**

Missing items from committee office - Shawn Shannon said furniture is missing. Corinne Hagerman said that there was furniture in that office which was not allotted to that office and because we required it for the new Program Delivery Officer starting and it was removed. She apologized for not consulting with the Inmate Committee. **Action: Len Bruderick will obtain list from SIS. Also Len is to do a walk through with the Inmate Committee to assess their needs to run the office.**

Upper walkway time until 9:00 p.m.- Ron McKenzie asked why the upper walkway cannot be opened to 9:00 p.m. at night. Doug Fletcher said we continue to have ongoing problems with items coming into the institution through the PFVs, therefore the Correctional Supervisors are not willing to expand the hours. **Action: Doug Fletcher to discuss with the Deputy Warden and refer to the Warden for decision.**

Upper walkway clothing during working hours - Clarification needed on what was meant by athletic shorts and also will this affect Call Us workers when they are on their leisure time. **Action: Deputy Warden to send out notice and to clarify above.**

Computer specification update - USB ports approved last week. **Action: Doug Fletcher to let A&D know.**

Home Hardware contract - Inmate Committee received a copy and reviewed it. They have some concerns. Corinne Hagerman said our Inmate Purchasing is not run like other institutions because we do not have the resources for personal shopping. **Action: Inmate Committee to provide Corinne Hagerman with specifics. Corinne Hagerman to provide a list of suppliers where it is possible to pay retail and a copy of the list where we have not been able to get suppliers.**

Meeting between hobbycraft and administration - Clarification is needed on policy for custom work. At this point a meeting is not needed. Also the new lumber price list was received and prices have increased. **The Inmate Committee to provide the list of suppliers to Corinne Hagerman. Corinne Hagerman to follow up with Home Hardware with regards to the price increase on lumber.**

Visitors waiting at V&C - proposal to address the issue - Inmates to leave their schedules at the unit desks on the day they have visits. **Action: Peter Mann to draft a proposal and get input from V&C by the next Inmate Committee meeting.**

Draw items for children at June social - Inmate Committee to have a door prize draw for three cameras. They will enter all of the children's names and whoever wins will collect the prize when leaving. Value of cameras is \$20.00. **Decision: Approved.**

Ice cream and popsicles to be handed out to children at V&C on the weekends - Ice-cream and Popsicles were handed out and there were no problems but V&C has cut off this practice because of security problems. **Action: Corinne Hagerman to follow up what last year's decision was and let the Inmate Committee know.**

Pill Parade - 5:00 p.m. on weekdays and 2:30 p.m. on weekends. The Inmate Committee said what happens with the Call Us employees as the hours of work are 5:30 p.m. to 9:30 p.m. and on weekends 12:00 p.m. to 4:00 p.m. **Action: Deputy Warden to follow up.**

10K (Fit for Life) run update - Focus is have run with outside agency not to involve schools. Looking at having run in October.

Emergency Lighting in bathrooms when power goes off - Emergency lightening only at the front and back of the ranges. Had an incident in a unit where an offender slipped while in a shower. This is a health and safety issue. **Action: JOSH committee to review and get back to the Inmate Committee.**

#### **Other Business**

Elections - Inmate Committee - Len Broderick distributed the schedule for the election. Changes have been made with respect to the method of counting for the Chairman and Vice Chairman. The person with the largest number of votes will be the Chairman and the one with the second largest number of votes will be Vice-Chairman.

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, July 5th, 2001 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan Date:  
Warden

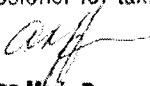
\_\_\_\_\_  
Ron McKenzie Date:  
Interim Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "K" mentioned and referred to in the affidavit of **CORINNE HAGERMAN**

Sworn before me this 28<sup>th</sup> day of November A.D. 2005

A Commissioner for taking affidavits

  
**Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008**

**Warden & Inmate Committee Meeting  
Fenbrook Institution  
9:30 a.m. - July 5, 2001**

Present:	Mike Provan	- Warden
	Corinne Hagerman	- Assistant Warden Programs and Reintegration
	Len Broderick	- Coordinator Social Development
	Wendy Inglis	- Chief of SIS for AWMS
	Don Madole	- CAC Member
	Les Wilson	- Inmate Chair
	Fred Scott	- Inmate Vice-Chair
	Peter Mann	- Inmate Committee Treasurer
	Ian McMillan	- Unit H Rep
	James Arroyo	- Unit G Rep
	Mark Mirkhandan	- Seniors Rep
	Bill Dutton	- Canteen Rep
	Carol Lister	- Warden's Secretary and Recording Secretary

**Review Minutes from June 7, 2001 meeting** - Management and the Inmate Committee reviewed the minutes as follows:-

Meeting with BCI and FMI Committees - No longer an issue.

Why are inmates paying an 8% increase for Federal tax on inmate purchases? There is no policy for inmates to not pay 8% tax. The Inmate Committee does not agree with this policy therefore will contact Revenue Canada themselves. **Action: Peter Mann to follow up.**

Inmate Donations - This process is used for individuals who do not have any money to purchase a television or radio. It is not used for getting a better product. Len Broderick still working on policy with the Inmate Committee. Once completed he will provide the Warden with a final proposal (list of all the items used in this process along with the serial number, make or model and who has them). **Action: Carry forward. Len Broderick still working on policy.**

Racial Harmony issues should be looked at by the Inmate Committee. **Action: Not yet actioned. Carry forward. The Inmate Committee still needs to meet with the Racial Harmony Committee and decide how they want to handle Racial Harmony issues and draft a proposal for Warden's review.**

**Agenda**

Regional Canteen List Update - Out of fifty-six items, thirty have been picked plus what been approved by the Warden. **Action: Corinne Hagerman to follow up with Doug Fletcher.**

Damaged goods in F Unit cooler - Bill Dutton distributed list of damaged items due to the machine heating up and ruining the contents of pop. The damaged pop is stored in the Canteen in grocery store cases and they require permission to throw it out. Corinne Hagerman said she would follow this up.

Home Hardware contract - The list of suppliers is being worked on. **Action: Corinne Hagerman to follow up.** Peter Mann handed Corinne Hagerman a paper showing an inmate was charged 120% mark up on cartridge for typewriter. **Action: Corinne Hagerman to follow up.** Also the Inmate Committee said they were charged an \$160.00 handling fee for a camera and \$54.00 handling fee on a flash for the camera. **Action: The Inmate Committee to go to the store and get specifics from C.I.**

Corinne Hagerman said we have a contract for six months and if Home Hardware walks we have no resources to run purchasing service area. She said that she has provided them with a copy of the contract and they meet on a regular basis with Rob from Home Hardware to address any concerns. Corinne Hagerman said we have no problem with the Inmate Committee being involved in the decision of a contract.

Processing of Inmate Computers – Annette Allen did send out a memorandum outlining the CD-090 Annex A-Technical Requirements for Inmate Computers. Approval was received from NHQ to authorize inmate computers with USB ports. Also USB keyboards and gamepads have also been authorized. All additional USB peripheral devices will require consultation with NHQ for authorization. All inmate computer purchase requests will be reviewed with Informatics staff prior to ordering through the ITF Committee. They will then request NHQ authorization before inmates spend their money on new devices. Items purchased by family members and sent within the 30-day window will be subject to the same technical standards. Inmates are to consult with Informatics (by an Inmate's request form) before having their families spend money on computers that do not meet the technical standard. Because of resource problems, Informatics will only inspect inmate computers on average of one afternoon per week. Unfortunately the result will be a continued backlog of computers. **Action: Annette Allen to look at how big the backlog is and what is the timeline. Also she will check to see if they can have an extension on their warranty because they have not received it yet.**

Visitors waiting in V&C – proposal to address the issue – IMC presented a proposal to address this issue. Forms will be available at the IMC office for inmates to fill out and then leave at the unit desk. The onus will be on the offender. This should address the issue if inmates know they are going to have a visitor. If on leisure time they would fill out a slip. **Action: Deputy Warden to brief CX staff on the use of these slips. Implementation by July 16<sup>th</sup>, 2001. The IMC will inform the population.**

Mirtech access to units for Inmate Committee – **Action: Len Broderick to provide list to Keith Stahan, SMO, of new IMC members and a list of who should be removed from Mirtech access to units.**

Telephone access – IMC said they cannot get contact certain people, for example the Unit Managers, the CAC and Finance. **Action: The IMC to review list with Len Broderick and submit changes for approval. Willie Gladu to follow up on Finance number, why the IMC cannot get a hold of anyone.**

Upper walkway time until 9:00 p.m. – IMC would like access to upper walkway from 8:00 a.m. until 2100 hours from May to October. **Action: Unit Manager, Charlie Stickel to review and let the Warden know.**

Upper walkway clothing during working hours – Clarification needed on what was meant by athletic shorts and also will this affect Call Us workers when they are on their leisure time. **Action: Deputy Warden still to send out notice and to clarify above.**

Visits lists not being posted in the units in the morning – IMC would like the visits lists posted in the morning. **Action: Deputy Warden to follow up with Unit Managers and have visits list posted daily in the units.**

Removal of chili peppers, cayenne pepper, because of institution dogs? How fare is this going to go? **Action: Wendy Inglis to follow up who sent memorandum and where we will go from here.**

Unit First Aid Kits (need to be restocked i.e. Band-Aids etc.) – Kits are not being stocked in the Units. The Unit Clerk fills out forms and Health Care fill them. IMC wants to know if each Range can get a small First Aid Kit. **Action: Deputy Warden to follow up.**

Andy Whalen (30 day open window) came in November 28<sup>th</sup> - A&D closed during Xmas holidays-missed his window. **Action: Inmate Committee Chair to meet with Unit F Manager and Mr. Whalen.**

Soccer nets-Why are they not in use? What are the safety issues? (wheels increase height). Len Broderick said the nets are too short, can bump your head on piping. There is a work order in to put metal piping in bottom to raise the height of the nets. **Action: Wendy Inglis to follow up with Works to see where they are at with this order.**

Health Care (inmates denied for assessment of injury on Mon. July 2, 2001- Warden wanted to know if they went to the Correctional Supervisor in charge of the Institution and was told NO. **IMC was advised by the Warden if it is really serious they are to contact the CS in charge of the Institution and action will be taken.**

Radios in yard, staff using unit rules to effect recreation area - IMC wanted to know what is the institutional policy, they looked through the Inmate Handbook and could not find anything. Len Broderick said there is a policy - Radios are not allowed to leave unit, not allowed in gym or weight pit. **Action: Corinne Hagerman to follow up where this policy is written.**

Protocol for agenda and minutes - Warden asked the new IMC to be responsible for the minutes. **Decision: Tabled at the next meeting.**

Gymnasium verses sandals, work boots, shirts - A number of issues were discussed. **Decision: NO WORK BOOTS or SANDLES allowed on Gym floor or in the weight pit because of maintenance and safety issues. Action: Len Broderick to send a memo to the Population.**

Morning and noon counts verses meal prep and access to range knives - Unit CS put out a memo that they have to return to their cells twice at noon count (12:30 p.m.). This creates a lot of stress on the offenders. **Action: IMC to speak to Unit Managers about these problems.**

Status of ETA's verses budget - Some offenders were scheduled for ETAs and said they were cancelled because of budgets. Warden said yes we had to reschedule some ETAs because of Overtime costs. He said that emergency or medical ETAs were not cancelled. **Warden said if anyone is granted an ETA and it is cancelled because of staff schedules, ETAs will be rescheduled, offenders do not have to reapply.**

Date change for John Howard Pre-Release (3<sup>rd</sup>, or 4<sup>th</sup> of October) - IMC said they had some scheduling problems because Kingston planned theirs in July/August. **Action: IMC Chair, Les Wilson to follow up with Kathy Ball in Health Care to see if there is a separate Health Care event (September 12<sup>th</sup>).** Warden said we should be doing the same event at BCI. Rick Sauve will be contacting the Lifers Group Chairs to discuss this event.

Case management consistency regarding inmates moving to camp - Warden said the Institution has done a review and there is consistency among case management. Cases are reviewed weekly at Warden's Boards and each case is review and judged individually. Warden also looks at receiving institution's comments. **Any issues should be raised with the Unit Manager first.**

Seniors Ranges - Mark Mirkhandan to forward proposal to Unit Manager for feedback and then the Warden will review at the next Proposal meeting.

Canteen Health and Hygiene items (more hours needed) - Canteen only opened from 9-11 and 1-3, this is creating huge line ups and affects offenders who are in programs. **Action: Corinne Hagerman to set up meeting with IMC, Wendy Inglis and Sylvia Purdon to discuss the hours.**

Fire Extinguishers for ranges - Each unit have a sprinkler system and the problem with giving each range an extinguisher, training is required. Action: **Wendy Inglis to verify what is now in place and let the IMC know.**

**Other Business**

Proposal for the distribution of ice cream to children in V&C during weekend visiting - IMC said the Warden approved this on May 1<sup>st</sup> with details to be worked out by Social Development. IMC said they are still having a lot of problem with not being allowed to do this by the V&C staff. Action: **Unit Manger, Charlie Stickel to review and work out with Social Development.**

New Chaplain - Chaplain Phil Lewis is here until September 28<sup>th</sup>. Process for finding a permanent Catholic Chaplain is still on going.

Employability Skills for chronically unemployed or high employment need inmates - Georgian College coming on board next week to do final program development for twelve week program which will start in August.

Office hours for IMC office - IMC would like it to stay opened until 21:00 hours. **Approved by Warden, Len Broderick to draft note to all Correctional Supervisors.**

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, August 2<sup>nd</sup>, 2001 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan     Date:  
Warden

\_\_\_\_\_  
Les Wilson     Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff

This is Exhibit "S" mentioned and referred to in the affidavit of CORINNE HAGERMAN

Sworn before me this 28<sup>th</sup> day of November A.D. 2005  
A Commissioner for taking affidavits



Ann-Marie Rogers, Commissioner, etc.,  
Province of Ontario, for the Government  
of Canada, Department of Justice.  
Expires June 5, 2008

Warden & Inmate Committee Meeting  
Fenbrook Institution  
9:30 a.m. - August 7, 2001

Present:	Corinne Hagerman	- A/Warden
	Jan MacKenzie	- A/Deputy Warden
	Willie Glada	- AWMS
	Annette Allen	- Manager of Information Services
	Len Broderick	- Coordinator Social Development
	Les Wilson	- Inmate Chair
	Fred Scott	- Inmate Vice-Chair
	Peter Mann	- Inmate Committee Treasurer
	Ian McMillan	- Unit H Rep
	James Arroyo	- Unit G Rep
	Bob Caya	- Unit F Rep
	Lee Chapelle	- Unit E Rep
	Carol Litster	- Warden's Secretary and Recording Secretary

Review Minutes from July 5, 2001 meeting - Management and the Inmate Committee reviewed the minutes as follows:-

Why are inmates paying an 8% increase for Federal tax on inmate purchases? There is no policy for inmates to not pay 8% tax. Action: Peter Mann of the IMC to write Revenue Canada.

Inmate Donations - This process is used for individuals who do not have any money to purchase a television or radio. It is not used for getting a better product. Len Broderick still working on policy with the Inmate Committee. Once completed he will provide the Warden with a final proposal (list of all the items used in this process along with the serial number, make or model and who has them). Action: Carry forward. Len Broderick still working on policy.

Racial Harmony issues should be looked at by the Inmate Committee. Action: Not yet actioned. Carry forward. The Inmate Committee will contact the Population and find out how they want to handle racial harmony issues and draft a proposal for Warden's review.

Regional Canteen List Update - Out of fifty-six items, thirty have been picked plus what been approved by the Warden. List has been provided and forward to Doug Fletcher. Inmate Committee waiting for written approval. Action: Corinne Hagerman to follow up with Doug Fletcher.

Damaged goods in F Unit cooler - Corinne Hagerman said an agreement has been reached for the damaged pop and the IMC will be credited with the amount. Action: Corinne Hagerman to follow up with Garthe Chatten, Chief of Finance to see if this has been done.

Home Hardware contract - Corinne Hagerman provided the IMC with the list of suppliers.

Processing of Inmate Computers - Annette Allen said she has received approval to hire a casual to deal with the backlog of computers and now most of them have been cleared except for the computers which were seized because of unauthorized programs after the search for the pirated CD was conducted. The issue of warranty on computers was raised by the IMC that the date of purchase is when the warranty starts and if the computers are being held up then they lose. Annette Allen advised the IMC to tell offenders that if their families are sending in a computer, ensure that the proper programs are on them and have the family negotiate with the company the terms of warranty. Action: Corinne Hagerman to speak to CJ about Home Hardware's process.

Miritech access to units for Inmate Committee – Completed

Telephone access – IMC said they cannot contact certain people, for example the Unit Managers, the CAC and Finance. Willie Gladu, AWMS followed up on the Finance number and said 687-1753 has a living body who will take requests of a general group nature. Telephone #687-1752 is a recorded message and is cleared daily. **Action: The IMC to review list with Len Broderick and submit changes for approval.**

Upper walkway time until 9:00 p.m. – IMC would like access to upper walkway from 8:00 a.m. until 2100 hours from May to October. **Action: Unit Manager, Charlie Stickel to review and let the Warden know.**

Upper walkway clothing during working hours – Clarification is needed on what clothing is allowed. **Out of Bounds will be reviewed at the next IMM. Deputy Warden to clarify how this will affect the Call Us workers when they are on their leisure time.**

Visits lists not being posted daily in the units. IMC said the Units have started posting visits but that the process is not standard across units. **Action: A/Deputy Warden to send out an email to the Unit Managers.**

Removal of chili peppers, cayenne pepper, because of institution dogs? IMC requesting compromise. Willie Gladu indicated that only Warden or Deputy Warden could change decision on this. Len Broderick asked if inmates would be compensated for pepper plants in the garden. **Action: Corinne Hagerman to follow up on compensation issue. IMC to draft a proposal on ways to access spices for cultural section of the population, like we do with knives (sign out process).**

Unit First Aid Kits (need to be restocked i.e. Band-Aids etc.) – **Action: A/Deputy Warden to follow up with the Units to ensure that all kits are being stocked. Annette Allen, Josh Chair to review this. IMC to make a submission to have Band-Aids on their 50 canteen approved items.**

Soccer nets-Why are they not in use? What are the safety issues? (wheels increase height). Len Broderick said the nets are too short, can bump your head on piping. There is a work order in to put metal piping in bottom to raise the height of the nets. Len Broderick said the work order has been placed. **Action: Len Broderick to follow up with Works to see where this is on the priority list.**

Radios in yard, staff using unit rules to effect recreation area – IMC wanted to know what is the institutional policy, they looked through the Inmate Handbook and could not find anything. Len Broderick said there is a policy – Radios are not allowed to leave unit, not allowed in gym or weight pit. Also the issue of guitars-“Are they allowed out of the Units. Len Broderick said once the budgets are set, his department will be looking at having CD/Music for weight pit. **Action: Corinne Hagerman to follow up if policy is in the Inmate Handbook. A/Deputy Warden to clarify if in Unit rules and regulations.**

Protocol for agenda and minutes – This was once again discussed and the IMC said they have no desire to do the minutes. Willie Gladu said this is a workload issue and it would be a matter of self-interest if the IMC secretary do them. At this time they do not have a secretary but it was discussed that maybe they could share doing the minutes. **Action: IMC to discuss amongst themselves and bring back their response to this issue to the next meeting.**

Appropriate clothing and footwear in Gymnasium verses sandals, work boots and shirts – A number of issues were discussed. Memorandum was sent to the population.



Morning and noon counts verses meal prep and access to range knives - Unit CS put out a memo that they have to return to their cells twice at noon count (12:30 p.m.). This creates a lot of stress on the offenders. **Action: IMC trying to set up meeting with Unit Managers, Unit Reps and Correctional Supervisors to discuss these problems.**

Date change for John Howard Pre-Release (3<sup>rd</sup> or 4<sup>th</sup> of October) -IMC said the Pre-Release Fair is scheduled for October 3<sup>rd</sup>, 2001. Doug Cassin is the contact. Les Wilson, Inmate Chair is still trying to follow up with Rick Sauve on including BCL. Cut off date for applications is August 10<sup>th</sup> and in about a week they should know how many are coming. The IMC will let us know if they require help with the facilitators. Les Wilson did follow up with Kathy Ball in Health Care and this is a separate event.

Seniors Ranges - Proposal to be reviewed at the next Proposal Meeting.

Canteen Health and Hygiene items (more hours needed) - Canteen only opened from 9-11 and 1-3, this is creating huge line ups and affects offenders who are in programs. **Action: Carry forward. Corinne Hagerman still to set up meeting with IMC, Wendy Inglis and Sylvia Purdon to discuss the hours.**

Request for Fire Extinguishers for ranges - Request was denied. Each unit has a sprinkler system, which is adequate. Evacuation is the primary concern of the institution not fire fighting. At this time the procedure, which is in place, stays in place. The Fire Safety Committee will be reinstating fire drills and evacuation procedures with the population.

Proposal for the distribution of ice cream to children in V&C during weekend visiting - IMC said the problems have been resolved.

Office hours for IMC office - IMC would like it to stay opened until 21:00 hours. **Len Broderick to meet with the Inmate Committee on this and related issues.**

#### Agenda

Fans from SIS - Confirmation needed from Warden - SIS to apply to Public Works for funding on the purchase of fans (one large industrial 30" square fans for each range) at a cost of \$18,000 if the IMC will sign that they will be responsible for repairs and maintenance for fans. Once the IMC signs the memorandum then they will be ordered. In the interim, Willie Gladu will ensure that all filters are cleaned. A/Deputy Warden will ensure the CS/IC of the Institution is aware that the range doors are allowed to be opened for short periods during the evening (ending at 21:30 hrs) during extremely hot summer days.

Home Hardware Contract - Already discussed when previous minutes were reviewed above.

Unit Model (permanent posts in each unit) - Concerns were raised by the IMC with respect to case management issues and the inconsistency of policies being followed in each unit. **Action: IMC to draft an agenda of items they wish to discuss with the Unit Managers and forward to the A/Deputy Warden along with a meeting date.**

Section 74 CCRA v. Administrative policies - The IMC raised concerns that a lot of policies and decisions are being made that affect the population but no consultation has taken place. As stated in the CCRA, Section 74, the Service shall provide inmates with the opportunity to contribute to decisions of the Service affecting the inmate population as a whole, or affecting a group within the inmate population, except decisions relating to security matters. **Decision sheets will be amended to include a section for Inmate Committee consultation.**

Research into Financial Administration Act - Issue has been dealt with.

Finance problems concerning canteen, pay, health and hygiene etc. -- Call Us issues-Concern that inmates are being penalized in their pay because standard work week is 68 not 70 hours. AWPR assured the IMC that the inmate should be paid for a full week. The pay situation will be reviewed to ensure they were and any errors will be corrected. Concerns regarding incentive pay were also raised. AWPR clarified that incentive pay should only be paid for work actually done. This is the same policy, which should be in place in all private sector incentive pay jobs. O'Rosz and Small Engine have mistakenly paid incentive pay when inmates were on authorized absence. This mistake will be rectified in future. There is a different pay rate while in the training period. The Pay Clerk will be starting to issue pay stubs; work site supervisors will provide the hours worked. Corinne Hagerman said any pay issues should be forwarded to Inmate Pay Clerk. **Action: Corinne Hagerman to provide a list of what is authorized and what is not for worksites and copy the IMC (for population). IMC to forward an agenda to Len Broderick on all Finance problems and Len will forward to Willie Gladu and he will set up a meeting between Garthe Clatten and the IMC.**

Time frame for dealing with issues -- Inmate Committee to work out a plan.

Concerns about how Security Reclassification Scale is scored. A/Deputy Warden indicated the SRS is only a toll used by the CMT because it can be misinterpreted. **Action: A/DW to summarize process for Peter Mann but the bottom line is "If you have concerns then deal with your CMT.**

**Next Meeting** - The next Inmate Committee Meeting will be on Thursday, September 6th, 2001 at 1:00 p.m. in the Warden's Boardroom.

Original signed by:

\_\_\_\_\_  
Mike Provan Date:  
Warden

\_\_\_\_\_  
Les Wilson Date:  
Inmate Chairperson

DISTRIBUTION: All FMI and Shared Services Staff