



Massachusetts
Department of Correction
Commissioner Thomas A. Turco III

2015

**Annual
Report**

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STRATEGIC PLAN

Some of our accomplishments towards meeting our strategic plan goals are noted below. These serve as a measure of the progress we have made as we continue our future course.

Goal 1

Maintain and enhance prison safety and security for the public, staff, and inmates

- All facilities conducted vulnerability assessments following the high profile escape of two inmates in New York.
- There were no escapes in 2015.
- The Special Operations Division Canine Unit performs routine narcotics and cell phone searches at Department of Correction facilities including searches of cells, common areas, inmate property, visitors, staff and contractors, in addition to mail and parcels entering the facilities,. The Canine Unit is on routine patrol at various institutions within the Department.
- Case conferences are held on certain seriously mentally ill inmates and other challenging cases involving inmates with mental health and medical issues to determine the most appropriate placement.
- A 42 bed unit was opened at Plymouth County Correctional Facility (PCCF) for civil commitments pursuant to Massachusetts General Law Chapter 123, Section 35 due to an increase in admissions that exceeded the number of beds at Massachusetts Alcohol and Substance Abuse Center (MASAC).
- A major shake-down by the Tactical Team was conducted at Souza Baranowski Correctional Center (SBCC), which recovered a large number of weapons, missing metal items, and various contraband items.
- The Department implemented a Housing Risk Factors screening tool for male inmates to create a systematic process for assigning inmates to beds, cells, or activities - one that seeks to separate potential victims from potential predators to improve inmate management and safety at the facility level.
- With approval by the Commissioner, all emergency bags now contain Narcan, Epi-pens and Glucogen. These medications, when administered, are life-saving depending on the situation (overdose, allergic reaction, or diabetic shock, respectively).
- Ten facilities successfully completed Department of Justice Prison Rape Elimination Act (PREA) audits. The completion of these audits made the Department of Correction fully compliant with Department of Justice requirements.

Goal 2

Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism, and promote reentry

- The Massachusetts Alcohol and Substance Abuse Center significantly increased its inmate library inventory to include additional books and educational materials. Books were also added to the visiting room for children to improve their experience.
- Regular monthly reentry meetings continue to be held throughout the agency to ensure that inmates being released to the community have a comprehensive and realistic plan, to include housing, aftercare services, health coverage, and other related information that may assist them upon release.
- In an effort to reduce recidivism, the Classification Division worked closely with the Program Services Division to identify and classify inmates to Correctional Recovery Academy (CRA) sites to increase the levels of participation.
- Using funds from a federal grant, MCI Plymouth created a computer lab for inmates in partnership with the Division of Inmate Training and Education.
- South Middlesex Correctional Center (SMCC) continues to provide inmates the opportunity to learn about external programs by inviting outside stakeholders to offer information. A Department of Children and Families (DCF) representative met with inmates to assist them in understanding and navigating through the DCF system.
- MCI Shirley hosted its first reentry fair, where community partners and inmates were brought together to discuss reentry strategies and to set up support systems in preparation for inmates' release to the community.
- Boston Pre-Release Center continues to increase the number of employers that employ work release inmates and established 39 new inmate employers in 2015.
- A one-way e-mail system has been implemented at all facilities which allows inmates to receive e-mails from family and friends via a kiosk. Increasing communication enhances the chances for successful reentry.
- The Division of Inmate Training and Education reinstated education at MCI Cedar Junction and developed a transition skills program at Old Colony Correctional Center (OCCC) and Bridgewater State Hospital (BSH).

Goal 3

Collaborate with external stakeholders and partners to achieve mutual goals and objectives

- Pondville Correctional Center (PCC) provided 2,836 hours of inmate community service, which included 28 crews for snow removal through the Department of Conservation and Recreation and 10 crews dedicated to shoveling 70 miles of tracks for the Massachusetts Bay Transit Authority. Other crews were dispatched to Milford Headquarters and MCI Framingham.
- Listening sessions were held in Boston on October 29th and 30th in 2015 to gain public input and recommendations for all DOC Code of Massachusetts Regulations.
- Staff from the Office of Investigative Services participated in a multi-agency search warrant operation called “Operation Rising Tide.” Forty-one suspects were apprehended and over \$1.5 million was seized. Over 500 federal, state, and local law enforcement officers carried out arrests and executed more than 30 federal search warrants as a result of a two-year wiretap investigation. Federal indictments charging 48 leaders, members, and associates of the Columbia Point Dawgs with drug trafficking and firearm charges were unsealed in connection with the sweep.
- The Town of Norfolk Department of Public Works assisted MCI-Norfolk with snow removal by providing a front loader during the blizzard of 2015.
- Community Advisory Meetings are held to communicate trends and issues with community members.
- MCI Cedar Junction staff collected approximately 20 boxes of clothing and shoes that were donated to the Big Brother/Big Sister organization in March of 2015.
- The DOC collaborated with the Massachusetts Commission for the Deaf and Hard of Hearing to develop plans for services for three inmates who are currently receiving interpreter services.
- Massachusetts Treatment Center (MTC) staff donated cellular phones to the National Coalition Against Domestic Violence.
- MCI Framingham collaborated with the Framingham Police Department to provide mutual aid by having female Correction Officers assist in processing female suspects placed under arrest.
- The DOC collaborated with Plymouth County Correctional Facility to transfer a large number of suitable state inmates. This allowed for the closure of units at MCI Concord, resulting in cost-effectiveness and resource re-allocation.

Goal 4

Maximize efficiency through process improvements

- Physical therapy is now being conducted at the Massachusetts Treatment Center, thereby reducing the number of civil commitments transported for services.
- Facilities received laptops for inmate/attorney use to view documentation or evidence, which will ease the attorney entrance process and reduce concerns about unauthorized equipment entering the facilities.
- The objective point-based classification scoring sheet is now part of the Inmate Management System, eliminating a separate database for this information.
- South Middlesex Correctional Center conducted a facility wide analysis on staffing coverage and re-assigned staff where necessary to ensure efficiency on all shifts and reduce overtime.
- The Workers' Compensation Unit implemented the use of an Electronic Data Interchange known as "e-services," provided through the Human Resources Division to file its "First Report of Injury" forms with the Department of Industrial Accidents and the insurer (i.e., HRD) as required by statute. This process has proven to be much more efficient than the prior method.
- Opportunity purchasing continues to save the DOC approximately \$1.4 million per year. This program has been enhanced to include staggered drop shipments at each facility that individual Food Service Directors can control. This system also promotes more product consistency throughout the system.
- In an attempt to address the number of outside hospital trips, the healthcare vendor implemented a Suturist Program. Physicians and advanced practitioners received specialized training on suturing. An on-call schedule allows staff to contact the on-call suturist to report to a facility when sutures are required to close a wound. This practice has been well received and has resulted in cost savings via the elimination of outside hospital trips.
- The count at MCI Concord was reduced by approximately 700 inmates via the use of beds at Plymouth County Correctional Facility and other DOC facilities, as well as the return of most pre-trial detainees to Middlesex and Suffolk counties.
- The DOC has partnered with the Massachusetts Trial Court to increase the availability and quality of video conferencing for all non-evidentiary hearings agency wide.

Goal 5

Achieve workforce excellence and implement succession planning strategies

- A committee was established to conduct a business process review for the Fiscal Division following the consolidation of the Concord and Milford offices. Recommended changes include standardized forms and streamlined approval processes resulting in cost savings.
- MCI Norfolk instituted a “What a Great Idea” campaign, which solicits practical and creative solutions to problems from staff.
- A Computer Lab was created at Bridgewater State Hospital for staff training.
- In accordance with the requirements of the Prison Rape Elimination Act, Division of Human Resources staff coordinated the process of conducting criminal background record checks on all Department employees.
- The Office of the Deputy Commissioner of Administration solicited the resumes and career goals from department managers who were interested in promotional opportunities to begin succession planning.
- Quarterly “Meet & Greets” were held in support of a mentoring community that includes workshops on leadership and a circle mentoring component.
- The In-Service Training Program was re-designed into a blended program delivery model defined as a combination of Instructor Led Training (ILT), E-Learning and Structured On-The-Job Training (SOJT).
- Several divisions were relocated to the DOC Headquarters in Milford as the centralization of central office functions continue.
- 5,059 staff attended over 292,800 hours of training for the 2015 training year.
- The Employee Assistance Services Unit (EASU) connected with 456 new clients, made 8445 follow-up phone calls, responded to 15 critical incidents, answered 195 duty station calls, and provided transportation support on 501 occasions.
- A total of 866 staff completed In-Service Training programs covering topics such as Use of Force, Restraint Equipment and Application, Recognizing Mental Illness and Suicide Prevention, Crime Scene and Preservation of Evidence and Wellness: Balancing Work and Family, during the period of July 1, 2015 through December 31, 2015.

Goal 6

Build an agency that promotes an awareness of services to encourage an environment of healthy living for all

- Volunteer appreciation days and/or dialogue sessions were held at MCI Norfolk, MCI Concord, Massachusetts Treatment Center, Northeast Correctional Center, Bridgewater State Hospital and the Massachusetts Alcohol and Substance Abuse Center.
- Media training was provided for all media liaisons at WCVB Channel 5.
- Correctional Employee Week was celebrated May 4th through May 8th, recognizing employee achievements and honoring those who have passed away.
- Work-release inmates at Boston Pre-Release Center began using on-line employment applications.
- The Superintendent and Management staff at North Central Correctional Institution conducted weekly meetings with staff attending in-service training to solicit ideas on operational improvements.
- The Employee Assistance Services Unit facilitated Question, Persuade and Refer suicide training to Recruit Training Class 316, followed by one-on-one interviews to personally introduce and connect EASU peers with new recruits.
- The Military Peer Support Program (MPSP) continues to support and assist all active members, their families, and employees who have family members that are deployed. MPSP maintains contact with deployed staff and connects with staff returning from active duty to help with their reintegration.
- Staff planned and coordinated the annual 5k run/walk road race for the Military Peer Support Program. In strong collaboration with the Massachusetts Correction Officers Federated Union (MCOFU), the race exceeded last year's numbers by implementing a new award (the Patriot Award) which encourages team participation. The race also expanded the list of contributors for donations to this event. 100% of the donations and proceeds from this race are being utilized daily to help military personnel and their families.
- Staff worked with the State Board of Retirement to process 140 retirements, of which 67 resulted from the 2015 Early Retirement Incentive Program.
- The DOC created a Facebook blog to better inform staff and stakeholders. This blog will replace the printed newsletter, and save both money and staff time.

Institutional Overview

Bay State Correctional Center (BSCC)

Norfolk, MA



Security Level: Medium
Initial ACA Accreditation: 1993
Opened: 1977 - Renovated: 1987 (New Building) - Expanded: 1990, 1995, 2006
Annual Cost per Inmate (FY 2015): \$67,034
January 1, 2016 Facility Population: N/A

BSCC was a facility housing criminally sentenced males. As of June 30, 2015, inmates are no longer housed at Bay State Correctional Center. The transfer of inmates to other DOC facilities began in April of 2015.

Boston Pre-Release Center (BPRC)

Roslindale, MA



Security Level: Minimum & Pre-Release
Initial ACA Accreditation: 2000
Opened: 1972 - Renovated: 2003
(New Building)
Annual Cost per Inmate (FY 2015): \$45,712
January 1, 2016 Facility Population: 132

BPRC is a facility housing criminally sentenced males. It was the first pre-release institution in Massachusetts and is now a structured program focused on reintegration. Close public transportation increases opportunities for employment and access to community support agencies and other approved programming. On January 1, 2016, the majority of inmates were pre-release inmates (103), and an additional 29 inmates were minimum security inmates.

Bridgewater State Hospital (BSH)

Bridgewater, MA



Security Level: Medium
Initial ACA Accreditation: 1998
Opened: 1974
Annual Cost per Inmate (FY 2015): \$169,182
January 1, 2016 Facility Population: 310

BSH is a facility housing male patients in several categories: civil commitments with underlying criminal sentences, civil commitments *without* criminal sentences, criminally sentenced inmate workers, and pre-trial detainees sent for competency and criminal responsibility evaluations by the court. Each individual civilly admitted to this facility is subject to a court-ordered evaluation under an applicable section of Massachusetts General Law, Chapter 123. Patients may be committed to this facility following the observation period for an initial commitment period of six months, with subsequent commitments of one year, as ordered by the court, where the failure to hospitalize in strict security would create a likelihood of serious harm by reason of mental illness.

Lemuel Shattuck Hospital Correctional Unit (LSHCU)

Jamaica Plain, MA



Security Level: Medium
Opened: 1974 - Expanded: 1982, 1987
Annual Cost per Inmate (FY 2015): \$299,677
January 1, 2016 Facility Population: 18

The DOC, in partnership with the Department of Public Health, operates a correctional unit within the Lemuel Shattuck Hospital, providing secure inpatient and outpatient medical care to male and female inmates from both the state and county. It is a transient facility with few long-term patients. On January 1, 2016, the population consisted of nine criminally sentenced state inmates and nine pre-trial detainees. As of that date, the average age of inmates was 45 years old.

Massachusetts Alcohol and Substance Abuse Center (MASAC)

Bridgewater, MA



Security Level: Minimum
Initial ACA Accreditation: 1993
Opened: 1992 - Mission Change: 2002
Annual Cost per Inmate (FY 2015): \$67,850
January 1, 2016 Facility Population: 158

MASAC is a facility whose institutional focus is to provide services to males civilly committed by the court under M.G.L. 123, Section 35 for detoxification and substance abuse treatment for up to 90 days. The facility underwent a mission change in 2002 after the closing of Southeastern Correctional Center (SECC) when all detoxification services and programs for civilly committed males formerly housed at SECC were moved to this facility and it was renamed the Massachusetts Alcohol and Substance Abuse Center.

Massachusetts Treatment Center (MTC)

Bridgewater, MA



Security Level: Medium
Initial ACA Accreditation: 1997
Opened: 1986 - Expanded: 1997
Annual Cost per Inmate (FY 2015): \$60,019
January 1, 2016 Facility Population: 529

The MTC is a medium security facility separately housing criminally sentenced male inmates identified as sex offenders and those who have been civilly committed as sexually dangerous persons, as defined by M.G.L. Chapter 123A, for anywhere from a day commitment to life commitment. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with re-offending.

MCI Cedar Junction (MCI-CJ)

South Walpole, MA



Security Level: Maximum Reception &
Diagnostic Center with a Medium Component
Initial ACA Accreditation: 2002
Opened: 1956 - Expanded: 1991
Modular Unit, DDU
Annual Cost per Inmate (FY 2015): \$66,931
January 1, 2016 Facility Population: 763

In 2009, the mission of MCI-CJ shifted from a maximum security institution to the Department's Reception and Diagnostic Center for male inmates, with a focus on the completion of assessments to determine an inmate's initial classification designation and the development of individualized program plans. The Department Disciplinary Unit (DDU) for the Department's most serious discipline issues is also located here. On January 1, 2016, MCI-CJ housed 746 criminally sentenced inmates and 17 federal or out-of-state pre-trial detainees. As of January 1, 2016, there were 691 inmates housed in maximum security (125 of those in DDU) and 72 in medium security.

MCI Concord (MCI-C)

Concord, MA



Security Level: Medium
Initial ACA Accreditation: 2001
Opened: 1878 - Renovations: 1999,
2005 Special Management Unit
Annual Cost per Inmate (FY 2015): \$50,442
January 1, 2016 Facility Population: 580

MCI-C, the former Reception and Diagnostic Center for the Department, shifted to a medium security facility for male inmates when MCI-CJ took over the reception role in 2009. In 2015, due to budgetary reasons, the operational capacity was reduced and inmates and pre-trial detainees were transferred to other facilities or returned to their county of origin.

MCI Framingham (MCI-F) & Awaiting Trial Unit (ATU)

Framingham, MA



Security Level: Medium
Initial ACA Accreditation: 1995
Opened: 1877 - Expanded: 1965 4 Cottages &
Health Services Unit Bldg., 1983 Modular Unit,
1989 Modular Unit, 1991 Betty Cole Smith Bldg.
Annual Cost per Inmate (FY 2015): \$67,103
January 1, 2016 Facility Population: 515

MCI-F is the Department's Reception and Diagnostic Center for female inmates, providing a comprehensive network of gender responsive, trauma-informed programming for women who are serving criminal sentences, awaiting trial or civilly committed. It is the oldest operating women's prison in the country. On January 1, 2016, this medium security facility housed 324 criminally sentenced inmates, 184 pre-trial detainees, and 7 civil commitments. Pursuant to the Governor's recent amendment to M.G.L. Chapter 123, Section 35, disallowing the placement of civilly committed women at MCI-F, the Department on April 26, 2016 began the process of transferring all civilly committed women to other facilities, including the Taunton State Hospital and the Women's Alcohol Treatment Center.

MCI Norfolk (MCI-N)

Norfolk, MA



Security Level: Medium
Initial ACA Accreditation: 2003
Opened: 1931
Annual Cost per Inmate (FY 2015): \$41,102
January 1, 2016 Facility Population: 1,450

MCI-N, a facility housing male inmates, holds the distinction of being the largest medium security institution in the Massachusetts DOC. It was the first community-based prison in the United States, created to be more spacious with a campus-like atmosphere and architecture. Inmate housing consists of 18 dormitory-style living units and two modular units divided by a large central grass quadrangle.

MCI Plymouth (MCI-P)

Plymouth, MA



Security Level: Minimum & Pre-Release
Initial ACA Accreditation: 1994
Opened: 1952
Annual Cost per Inmate (FY 2015): \$45,239
January 1, 2016 Facility Population: 178

MCI-P originated as a prison camp in the 1950s on the grounds of the Myles Standish State Forest. The facility houses criminally sentenced males, partnering with and providing inmate community work crews and services to neighboring towns, thereby enhancing inmate reentry and preparation. In 2012, MCI-P opened a pre-release component in response to one of the many re-entry initiatives outlined in the Massachusetts Corrections Master Plan. In October 2013, MCI-P increased its pre-release capacity to 15 beds and decreased its minimum capacity to 212 beds. On January 1, 2016, there were 163 minimum and 15 pre-release security inmates at MCI-P.

MCI Shirley (MCI-S)

Shirley, MA



Security Level: Medium & Minimum
Initial ACA Accreditation: 1995
Opened: Minimum in 1972, Medium in 1991
Annual Cost per Inmate (FY 2015): \$40,483
January 1, 2016 Facility Population: 1,485

MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates are in medium security housing units (1,161), with 324 housed in minimum security on January 1, 2016. The two security levels were considered separate institutions until July 2002 when they were combined as one, operating under one administration. Along with a skilled nursing facility, MCI-S operates an Assisted Daily Living Unit for medium security inmates.

North Central Correctional Institution (NCCI)

Gardner, MA



Security Level: Medium & Minimum
Initial ACA Accreditation: 1989
Opened: 1981 - Renovations: 1982, 1993
Annual Cost per Inmate (FY 2015): \$49,754
January 1, 2016 Facility Population: 980

NCCI is a facility housing criminally sentenced males. The majority of inmates are in medium security housing units (960) with 20 housed in minimum security on January 1, 2016. The institution is located on land formerly occupied by the Gardner State Hospital which was open from 1902 until its doors were closed in 1976.

Northeastern Correctional Center (NECC)

Concord, MA



Security Level: Minimum & Pre-release
Initial ACA Accreditation: 1982
Opened: 1932
Annual Cost per Inmate (FY 2015): \$44,099
January 1, 2016 Facility Population: 253

NECC is a facility operating under the Superintendent of MCI Concord, housing criminally sentenced males. The majority of inmates are in minimum security housing units (191), with 62 housed in pre-release on January 1, 2016. The facility was originally the supporting farm for MCI Concord. Currently, the programming is designed to enable a smooth transition from confinement to the community. Community work crews provide cost effective labor to surrounding communities.

Old Colony Correctional Center (OCCC)

Bridgewater, MA



Security Level: Medium & Minimum
Initial ACA Accreditation: 1989
Opened: 1987 - Expanded: 1990 Modular Unit
Annual Cost per Inmate (FY 2015): \$51,574
January 1, 2016 Facility Population: 862

A mission change was facilitated in 2010 at OCCC, shifting its medium security operation to a mental health focused facility, with the objective of providing needed mental health services more efficiently while simultaneously promoting rehabilitation and reentry. The majority of inmates are in medium security housing units (766), with 96 housed in minimum security on January 1, 2016.

Pondville Correctional Center (PCC)

Norfolk, MA



Security Level: Minimum & Pre-release
Initial ACA Accreditation: 1994
Opened: 1990
Annual Cost per Inmate (FY 2015): \$41,860
January 1, 2016 Facility Population: 131

PCC is a facility for criminally sentenced males housing 93 minimum and 38 pre-release inmates on January 1, 2016. The original name of the facility was Norfolk Pre-Release Center. The facility was constructed in 1975. In 1990, following significant renovations, the facility then became known as Pondville Correctional Center, housing both minimum and pre-release inmates. Beginning in July 2015, in partnership with the Massachusetts Parole Board and Spectrum Health Systems, Inc., a 48-bed unit was dedicated to parolees who are in need of transitional services. On January 1, 2016, there were 35 parolees housed in this program.

South Middlesex Correctional Center (SMCC)

Framingham, MA



Security Level: Minimum & Pre-Release
Initial ACA Accreditation: 1983
Opened: 1976
Mission Change: 2002 all female
Annual Cost per Inmate (FY 2015): \$41,860
January 1, 2016 Facility Population: 115

SMCC is a facility for criminally sentenced state and county females, housing 98 minimum and 17 pre-release inmates on January 1, 2016. The facility began as a male facility and became a female facility on July 1, 2002 following a mission change. The community based environment encourages ongoing utilization of skills and resources necessary for successful reentry into the community while ensuring public safety.

Souza-Baranowski Correctional Center (SBCC)

Shirley, MA



Security Level: Maximum
Initial ACA Accreditation: 2001
Opened: 1998
Annual Cost per Inmate (FY 2015): \$64,842
January 1, 2016 Facility Population: 1,034

SBCC is the one exclusively maximum security male facility in Massachusetts. SBCC is currently the newest state correctional facility in Massachusetts, having opened on September 30, 1998. At the time, it was built with the highest degree of technological integration of any prison in the country, including a keyless security system and one of the largest camera matrix systems nationwide.

County Correctional Facility Audit Report 2015

Pursuant to M.G.L. 127, Sections 1A and 1B, the Commissioner of Correction is responsible for conducting bi-annual inspections of all county correctional facilities. The Sheriff of each county is responsible for implementing and monitoring the requirements set forth in 103 CMR 900.00 through 999.00. The purpose of the bi-annual inspections is to advise appropriate county officials of any deficiencies identified regarding the standards found in 103 CMR 900 – 999.00 and to make recommendations for improvement. The process serves as a management tool for county correctional administrators to operate within the boundaries of 103 CMR 900.00 and to ensure safe and secure facilities for both staff and inmates alike.

To accomplish this mission, the standards found in 103 CMR 900 are divided into four areas: Compliance, Non-compliance, Non applicable, and Not assessed, with one area, or cycle, audited per year. Each cycle consists of an initial and follow-up audit to assess facility operations and to gauge compliance with applicable standards. The follow-up audit is conducted six months after the initial audit to assess if corrective action was taken on noted deficiencies. As a response to the notice of non-compliance, each Sheriff/facility administrator is required to file with the Commissioner of Correction a written response to the audit report within a period of 60 days. The response is required to include a plan of action and target date for completion for each standard noted as being out of compliance. During 2015, there were no facilities audited under Cycle One or Final Cycle Four Standards.

Initial Cycle Two Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
47	40	7	1	0

Final Cycle Two Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
456	435	21	25	0

Initial Cycle Three Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
575	513	111	20	0

Final Cycle Three Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
291	282	9	7	0

Initial Cycle Four Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
221	197	24	11	0

Massachusetts Correctional Industries (MassCor)

The mission of Correctional Industries is to instill a positive work ethic in offenders by providing training and skills for a successful reentry into the community through work opportunities, while ensuring the highest level of customer service by providing a quality product at a competitive price. Through work assignments, offenders develop occupational skills and discipline that enhance successful reintegration. Current certification programs and upcoming certifications are made available to all eligible incarcerated individuals. Correctional Industries employs approximately 500 offenders at nine institutions, and our Central Headquarters.

The current workforce has remained consistent but is expected to increase with expansion using state-of-the-art equipment and new business systems. The goal is to employ the maximum number of offenders consistent with effective use of program capital.

With acquired on-the-job training and the work ethic gained through Correctional Industries, released offenders have a greater chance of being gainfully employed and succeeding after their release. Revenues for year-end of 2015 total \$16,339,147, which allows MassCor to continue efforts for reinvestment in equipment such as embroidery machines, digital printing press, infrastructure upgrades in the wood shop, and fiber optic cabling and electronic upgrades for the optical shop. Continued investment in equipment and infrastructure to existing systems allows for additional opportunities for inmates to learn valuable skills in anticipation of their reentry into the community.

Location	Avg. Inmate Workers
NCCI Gardner	88
MCI Shirley Medium	50
Souza-Baranowski Correctional Center	12
MCI Framingham	32
MCI Norfolk	212
MCI Cedar Junction	35
Old Colony Correctional Center	30
Mass. Treatment Center	25
Pondville Correctional Center	6
Grand Totals	490

MassCor Auto Plate Shop at MCI Cedar Junction:

Cedar Junction is home to the Auto Plate Shop, where offenders produce the license plates required by the Registry of Motor Vehicles.



MassCor Flag/Embroidery Shop at MCI Framingham:

This operation currently manufactures United States, Commonwealth of Massachusetts, and POW/MIA flags, in addition to custom flags, laundry bags and belt pouches. The offenders learn valuable skills that are related to the various employment opportunities in the sewing industry within the state. Our Embroidery Shop embroiders caps, jackets, tee shirts, and many other items.

MassCor Industries at MCI Norfolk:

As MassCor's largest operation, MCI Norfolk has offenders working in a wide range of manufacturing settings within six separate shops. This operation houses the Clothing Shop, where fabric is cut from rolls and sewn to create garments used in a number of areas throughout the Commonwealth as well as offender blankets utilized throughout the DOC. MCI Norfolk's combination Mattress/Upholstery Shop produces a variety of mattresses for use in a number of environments; while the Upholstery Shop provides quality upholstering of sofas, chairs, and

other furniture as well as a furniture assembly operation for various items from a number of outstanding furniture manufacturers. MCI Norfolk's other shops include a Janitorial Shop with a complete line of cleaning products available; a Metal Shop that is able to supply custom fabricated metal cell furniture to provided specifications; and a Binder Shop that produces vinyl binders in a number of sizes and styles.

MassCor Sewing Shop at MCI Shirley:

This site houses a sewing operation that manufactures sheets, towels, and socks. The offenders learn valuable skills for various employment opportunities in the sewing industry.

MassCor Optical Shop at NCCI Gardner:

The Optical Shop is a full scale eyewear laboratory providing services to many providers throughout Massachusetts. The offenders working at this site grind, polish, and assemble eyeglasses for a number of customers. The Industrial Instructors at NCCI Gardner facilitate the process of testing offenders working in the Optical Shop to gain a certification from the American Board of Optometry, a nationally recognized organization. The test is designed to assess the competency in the optical field and their overall knowledge. The individual taking this exam will obtain a certification from the American Board of Opticianry. This, in turn, will allow the offender to show qualifications and a work history to potential employers. These efforts enhance an offender's employability upon release.

MassCor Print Shop at Old Colony Correctional Center:

Old Colony is the site of our full scale, state-of-the-art Printing Plant. Offenders working in the print shop are able to use the latest technology to produce a quality product and gain valuable skills, which are easily transferable to private industry. Products offered vary from letterhead to forms to city and town reports.

MassCor Furniture Shop at Souza-Baranowski Correctional Center:

The Furniture Shop at SBCC has offenders working in a complete wood manufacturing plant. These workers are trained on state-of-the-art woodworking equipment to produce an extensive product line of furniture. Lumber is transformed into desks, chairs, and other items, exposing the workers to a trade that is in high demand in the Commonwealth.

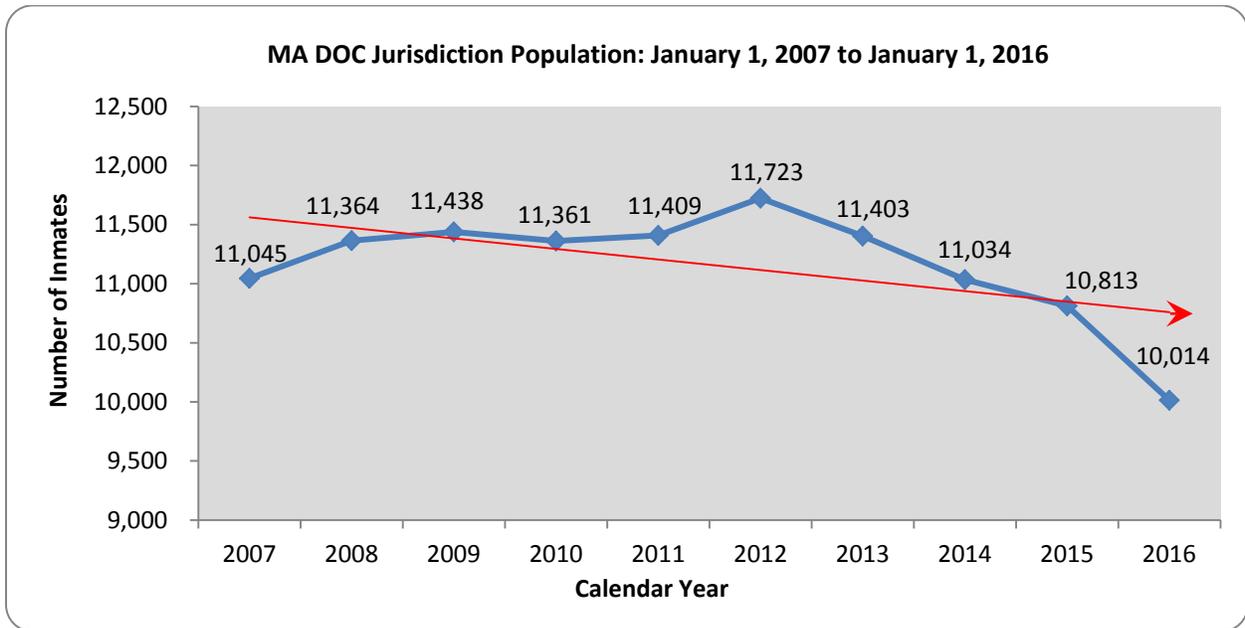
MassCor Silkscreen Shop at Massachusetts Treatment Center:

Offenders work in a Sign Shop that is capable of manufacturing standard street signs that can be used on just about every street corner in the Commonwealth. MassCor's Silk Screen Shop manufactures high quality custom decals and silk-screened clothing. There is also a Validation Shop that produces Registry of Motor Vehicle stickers and decals.

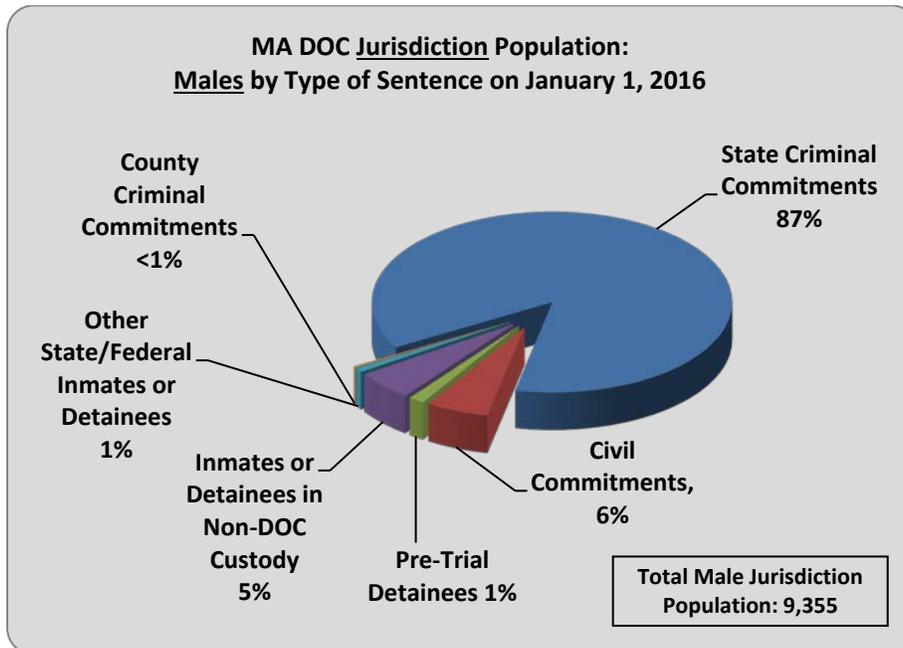
MassCor Headquarters:

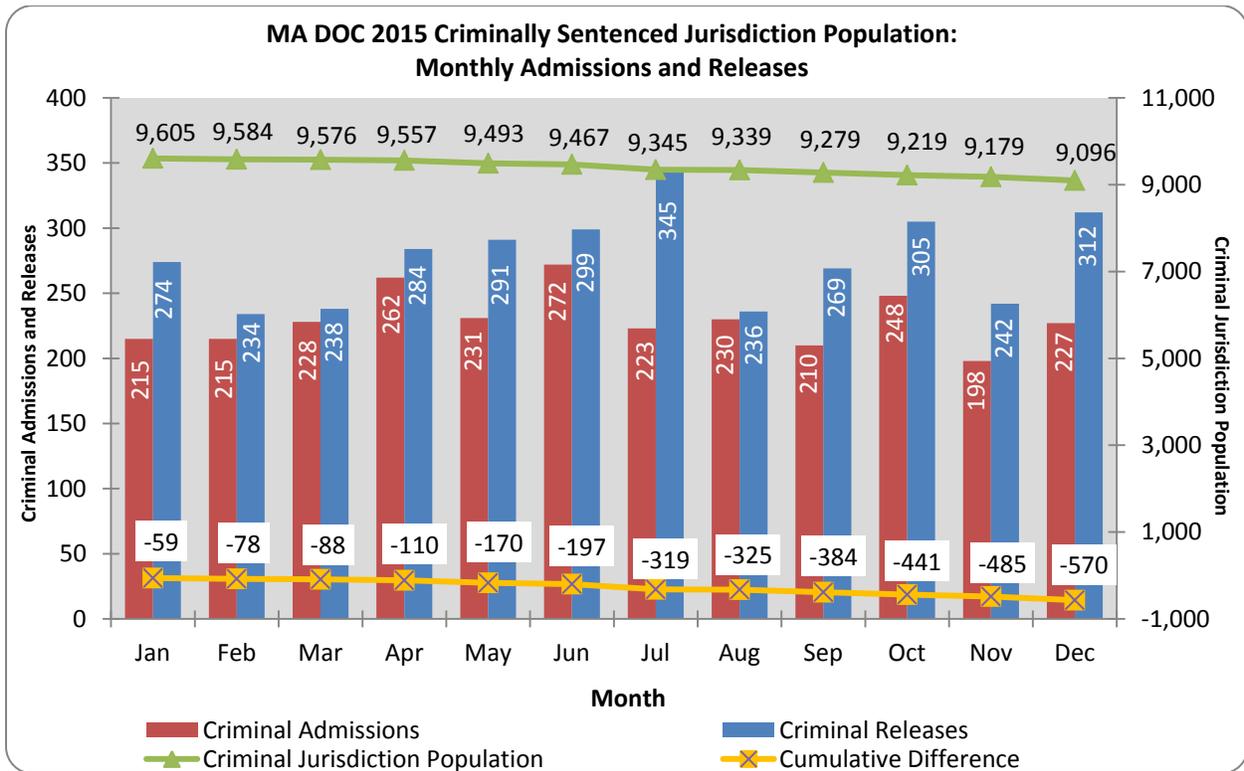
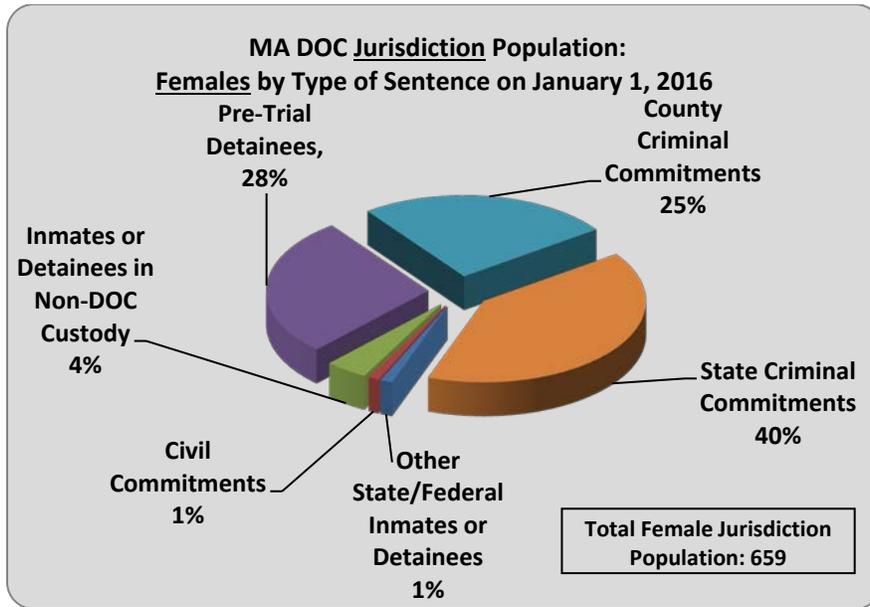
MassCor's Central Office assigns offenders from Pondville to perform varied tasks such as clerical, janitorial, and warehouse work, which involves loading and unloading the trucks which transport MassCor goods.

DOC Charts and Information

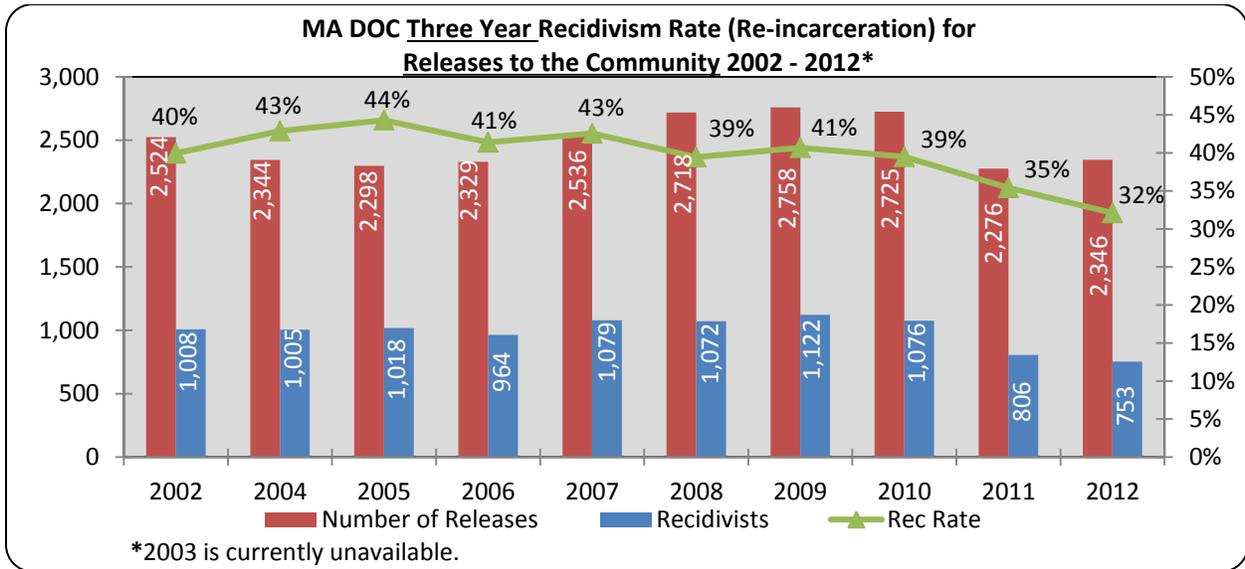


The Massachusetts DOC jurisdiction population continued to decline for the fourth year, dropping 15% after a peak of 11,723 inmates on January 1, 2012 to 10,014 inmates on January 1, 2016. Between January 1, 2015 and January 1, 2016, there was a 7% decrease in inmates, from 10,813 to 10,014. The trend shows a decrease in the jurisdiction population, with a decrease of 9% between January 1, 2007 and January 1, 2016.





Overall, throughout 2015, the number of criminally sentenced jurisdiction admissions was less than the number of criminally sentenced releases, with criminal admissions averaging 230 per month and criminal releases averaging 277. During the trend period, criminal jurisdiction admissions ranged between 198 in November, and 272 in June. Criminal releases ranged between 234 in February and 345 in July. The cumulative difference between admissions and releases resulted in a decrease of 570 in the criminally sentenced population by year's end. The criminally sentenced population at the end of 2015 was 9,096, a 5% decrease from the population at the end of January, which numbered 9,605. This rate decrease was higher than the 2% rate decrease seen in 2014.



Between 2002 and 2007, the recidivism rate remained fairly consistent, ranging from 40% to 44% over the five year period. Beginning in 2008, there was a negative trend in the recidivism rate, ending the trend with an overall recidivism rate decrease of 12 percentage points, compared to the high experienced in 2005.

Male Jurisdiction Population on January 1, 2016

- ◆ 9,355 total males in the jurisdiction population: 8,637 criminally sentenced, 183 pre-trial detainees, and 535 civil commitments
- ◆ Average age was 41 years old
- ◆ 96% were serving a sentence of more than three years
- ◆ 900 were serving a governing mandatory drug sentence
- ◆ 46% entered the Massachusetts DOC with less than a 9th grade reading level
- ◆ 43% entered the Massachusetts DOC with less than a 6th grade math level
- ◆ The 2012 three year recidivism rate was 33% for the total male population
- ◆ 30% were open mental health cases, 8% had a serious mental illness, and 21% were on psychotropic medication for the Custody Population as of 12/31/2015 Note: Information provided by Health Services Division

Female Jurisdiction Population on January 1, 2016

- ◆ 659 total females in the jurisdiction population: 459 criminally sentenced, 193 pre-trial detainees, and 7 civil commitments
- ◆ Average age was 37 years old
- ◆ 59% were serving a sentence of more than three years
- ◆ 24 were serving a governing mandatory drug sentence
- ◆ 32% entered the Massachusetts DOC with less than a 9th grade reading level
- ◆ 33% entered the Massachusetts DOC with less than a 6th grade math level
- ◆ The 2012 three year recidivism rate was 29% for the total female population
- ◆ 70% were open mental health cases, 13% had a serious mental illness, and 56% were on psychotropic medication for the Custody Population as of 12/31/2015 Note: Information provided by Health Services Division