2014 Massachusetts Department of Correction

Annual Report

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Commissioner's Message

I am pleased to issue my first annual report as Commissioner. It is with great pleasure and much pride that I return to the Massachusetts Department of Correction (DOC) where I began my criminal justice career. Since my appointment as Commissioner, I have visited the facilities and divisions while speaking to staff, inmates, volunteers and numerous stakeholders and am pleased to see the great work that is being done within the DOC. When I assumed the role of Commissioner in September of 2014, a number of challenges were quickly realized in the areas of budget, resources, aging infrastructure and inmate management. Despite these challenges, our workforce remains vigilant and professional and I am honored to lead this agency.

During 2014, there were three inmate escapes. All escapes were from low levels of security. Remarkably and through our partnerships with other law enforcement agencies and use of social media, all were captured within days of their escapes. Our Fugitive Apprehension Unit works tirelessly to apprehend any escapees as soon as possible, to preserve public safety. We are appreciative of the support and assistance we receive through social media and ask for your continued assistance. The quantity of illicit drugs introduced into DOC facilities is rising due to the popularity of suboxone, a synthetic opioid used to treat addiction, but which is used illicitly in the prison context. The staff at Souza Baranowski Correctional Center confiscated over $20,000 worth of drugs introduced by a visitor. We began a Medication Assisted Treatment Reentry Initiative (MATRI) that provides treatment prior to release and post release referrals for the opioid addicted and alcohol addicted inmates.

DOC held its first multi-agency job fair, partnering with federal, state, local and private agencies. The event was a huge success and attended by more than 350 job seekers. A professional development conference was also held for Correctional Program Officers, where the attendees participated in workshops designed to achieve workforce excellence.

I invite you to read through our annual report and learn about our challenges, successes and milestones. We remain committed to working for a safer tomorrow every day.

Carol Higgins O'Brien

Commissioner

MASSACHUSETTS
DEPARTMENT OF CORRECTION

VISION

TO EFFECT POSITIVE BEHAVIORAL CHANGE IN ORDER TO ELIMINATE

VIOLENCE
VICTIMIZATION
RECIDIVISM

MISSION

TO PROMOTE PUBLIC SAFETY BY MANAGING OFFENDERS WHILE PROVIDING CARE AND APPROPRIATE PROGRAMMING IN PREPARATION FOR SUCCESSFUL REENTRY INTO THE COMMUNITY

CORE VALUES

RESPONSIBLE RESPECTFUL
HONEST CARING

MASSACHUSETTS DEPARTMENT OF CORRECTION

MASSACHUSETTS DEPARTMENT OF CORRECTION FREQUENTLY ASKED QUESTIONS

Compiled by the Research and Planning Division

How many inmates are incarcerated in the Massachusetts Department of Correction (DOC)?
On January 1, 2015, there were 9,670 criminally sentenced inmates in the jurisdiction of the DOC. There were 537 individuals housed as civil commitments and 606 pre-trial detainees in the DOC. The total population was 10,813.

How many Massachusetts inmates are incarcerated in other jurisdictions' facilities?
On January 1, 2015, there were 87 DOC inmates housed in other state or federal correctional facilities, and 279 DOC inmates housed in county correctional facilities.

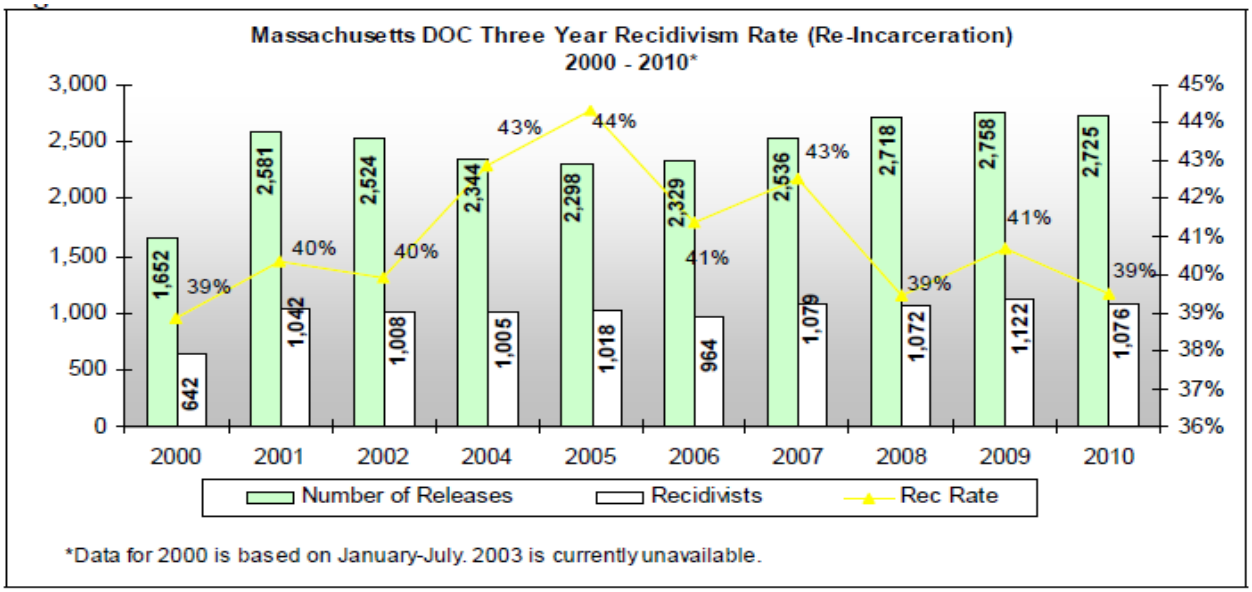
How many institutions do you have and how many security levels are there?
The Department has 17 institutions and 4 security levels: Maximum, Medium, Minimum and Pre-Release.

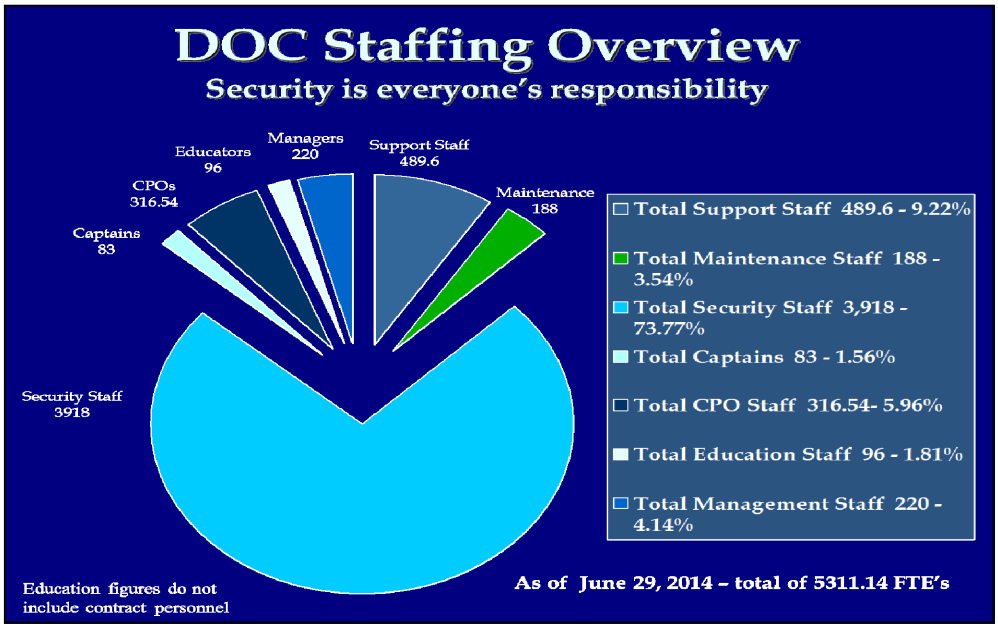
What is the average cost to house an inmate per year?
For Fiscal Year 2014, the average annual cost per year to house an inmate in the Massachusetts DOC was $53,040.87.

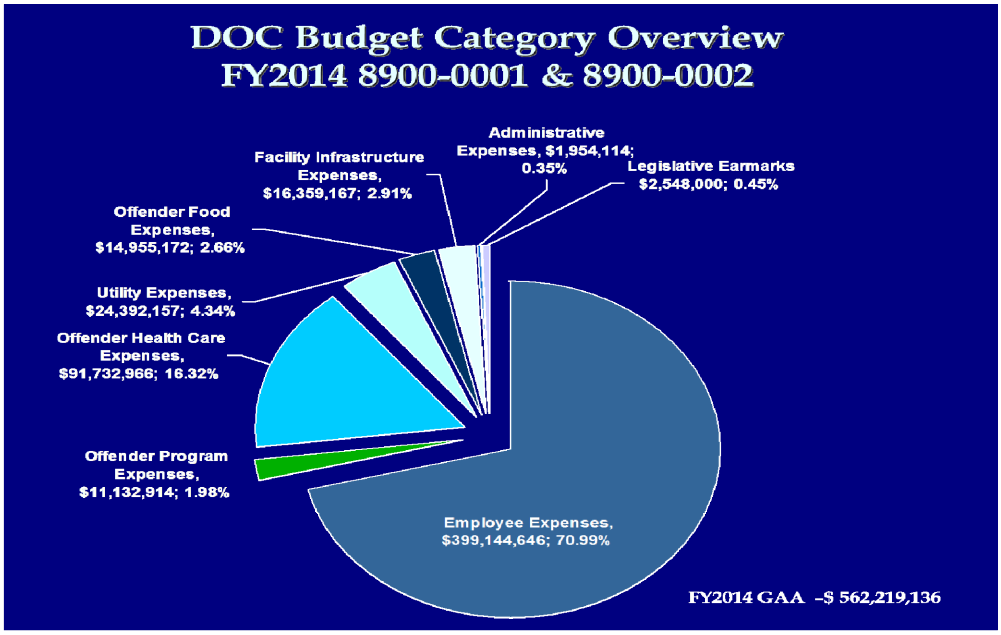
How many "lifers" are incarcerated in Massachusetts DOC facilities?
On January 1, 2015, there were 2,018 inmates serving a life sentence. Of the 2,018, there were 1,009 inmates serving a first-degree life sentence while the remaining 1,009 were serving a sentence of second-degree life (982) or an out of state life sentence (27).

What is the gender breakdown of the inmate population?
Of the 9,670 criminally sentenced inmates in DOC jurisdiction on January 1, 2015, 514 (5%) were female and 9,156 (95%) were male.

What is the racial/ethnic composition of the inmate population?
Inmates serving criminal sentences on January 1, 2015 reported the following race/ethnicity: White- 4,152 (42.9%), Black- 2,732 (28.3%), Hispanic- 2,516 (26.0%), Asian- 132 (1.4%), American Indian/Alaskan Native- 50 (0.5%), and Other- 88 (0.9%).







Strategic Plan Introduction

(covered on the following 14 pages)

The Massachusetts Department of Correction is motivated by a deep commitment to our vision, mission and core values. We promote an environment where the health and welfare of staff and inmates is strengthened by implementing the goals, objectives and key strategies of our strategic plan. Our accomplishments are highlighted in this report on the following pages, which serve as a measure of the progress that's been made as we continue on our future course.

Maintain and Enhance Prison Safety and Security for the Public, Staff and Inmates

Intelligence gathering through institutional IPS Departments was used to stem the flow of contraband into our facilities.

In pursuing compliance with the Prison Rape Elimination Act (PREA), several facilities made operational and physical plant enhancements.

Several security measures were implemented as a result of a hostage incident that occurred in May 2014 at SBCC including furniture removal from both the Education and HSU areas and the securing of heavy equipment/furniture to the walls or floors.

The DOC began a review process for all spontaneous uses of force including establishment of a Use of Force Triage Committee .

The Department began utilizing Housing Risk Factors to create a process for assigning inmates to beds, cells or activities in order to separate potential victims from potential predators, and to improve safety at facilities .

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.

The Victim Service Unit is managing a federal grant provided under the Violence Against Women Act to provide victim services to inmates who allege they have been the victims of sexual abuse. This program will bring the Department into compliance with the new PREA standards.

As part of a settlement agreement with the Disability Law Center the Department continues to conduct seclusion and restraint audits at BSH.

A new Suicide Prevention Training was written and is being offered through the Training Academy to all department staff.

Narcan is a medication that can be administered to an individual suspected of an overdose. The medication is now available within the emergency bags at all facilities and could prove to be life-saving for the inmate population.

DOC was awarded and has expended $1,500,000 for the purpose of purchasing new or replacing antiquated capital equipment. Some of the purchases were various kitchen, medical, security and grounds equipment.

DOC received 70 new vehicles to replace outdated vehicles in the fleet.

Compliance Rate with ACA

The following achieved reaccreditation by the American Correctional Association (ACA):

Bay State Correctional Center 100% Mandatory 99.8% Non-mandatory
Central Office 100% Mandatory 100% Non-mandatory
South Middlesex Correctional Center 100% Mandatory 100% Non-mandatory
MCI Plymouth 100% Mandatory 99.5% Non-mandatory
Massachusetts Alcohol and Substance Abuse Center 100% Mandatory 100% Non-mandatory
Massachusetts Treatment Center 100% Mandatory 99.8% Non-mandatory
Northeastern Correctional Center 100% Mandatory 100% Non-mandatory

Criminal Prosecution Unit

The Criminal Prosecution Unit (CPU) is a unit within the Office of Investigative Services. It was formed to ensure that the commission of criminal acts as they relate to correctional facilities is handled in accordance with all applicable state and local laws as well as Department policy. The CPU is comprised of four Department of Correction staff that function as Police Prosecutors who provide the Assistant District Attorneys with quick investigative resources, capable of reaching out beyond the limits of the single department facility. They file all criminal complaints, gather evidence needed for trial and maintain contact with witnesses to prepare them for trial. The CPU staff provides direct support to facility staff during the investigation, preparation, application and prosecution of criminal matters. They ensure that the rights of victims are protected and appropriate services are provided in a timely manner. Each CPU staff member is assigned to handle cases in a specific county or counties, strengthening the relationship with the District Attorney's Office and the courts. The Unit also handles fugitive from justice warrants and responds to all un-attended/suspicious inmate deaths while in custody.

The following criminal charges were the result of incidents that occurred between January 1, 2014 – December 31, 2014:
Total Drug Offense charges: 82
Total Assaults on Inmates: 36
Total Assaults on Inmates with a weapon: 31
Total Assault on Staff: 112
Total Assaults on Staff with a weapon: 6
Total Sexual Offense charges: 13
Total Other*: 7

**Other: Warrants (out of state), Out of place (escape) and threats.*

SBCC Drug Bust

On September 15, 2014, a visitor introduced a drug package into Souza-Baranowski Correctional Center (SBCC) and passed it to the inmate she was visiting. The package was confiscated following a drug watch. It contained three hundred-fourteen (314) suboxone strips, 10.6 grams of heroin, 3.2 grams of cocaine and 19.6 grams of marijuana. The package has a street value of approximately $20,000. The staff at SBCC did a great job preventing the drugs from entering the facility.

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

The DOC met with Worcester, Franklin, Barnstable, Middlesex and Norfolk Counties to discuss formulating a step down plan for inmates to allow them to be released directly from and into their communities.

Integrated Case Management modules were presented to 26 staff.

Motivational Interviewing training was delivered to new Recruit Training Class #315 with 78 participants.

The DOC successfully implemented the Medication Assisted Reentry Initiative (MATRI) Program.

DOC began hosting "Overcoming the Odds (OTO) Heading Home" panels for inmates meeting eligibility criteria. OTO partners included the Boston Police Department, Suffolk County Superior Probation, Parole, Suffolk County District Attorney's Office, The U.S Attorney's Office, SPAN and STRIVE.

The Milford Café continues to provide inmate training in Culinary Arts to support reentry efforts.

The Correctional Recovery Academy (CRA) now has 200 beds at MCI Shirley.

131 inmates passed HI-SET exam during Spring testing (high school equivalency) while 213 inmates completed skill based certificate/license bearing vocational programs.

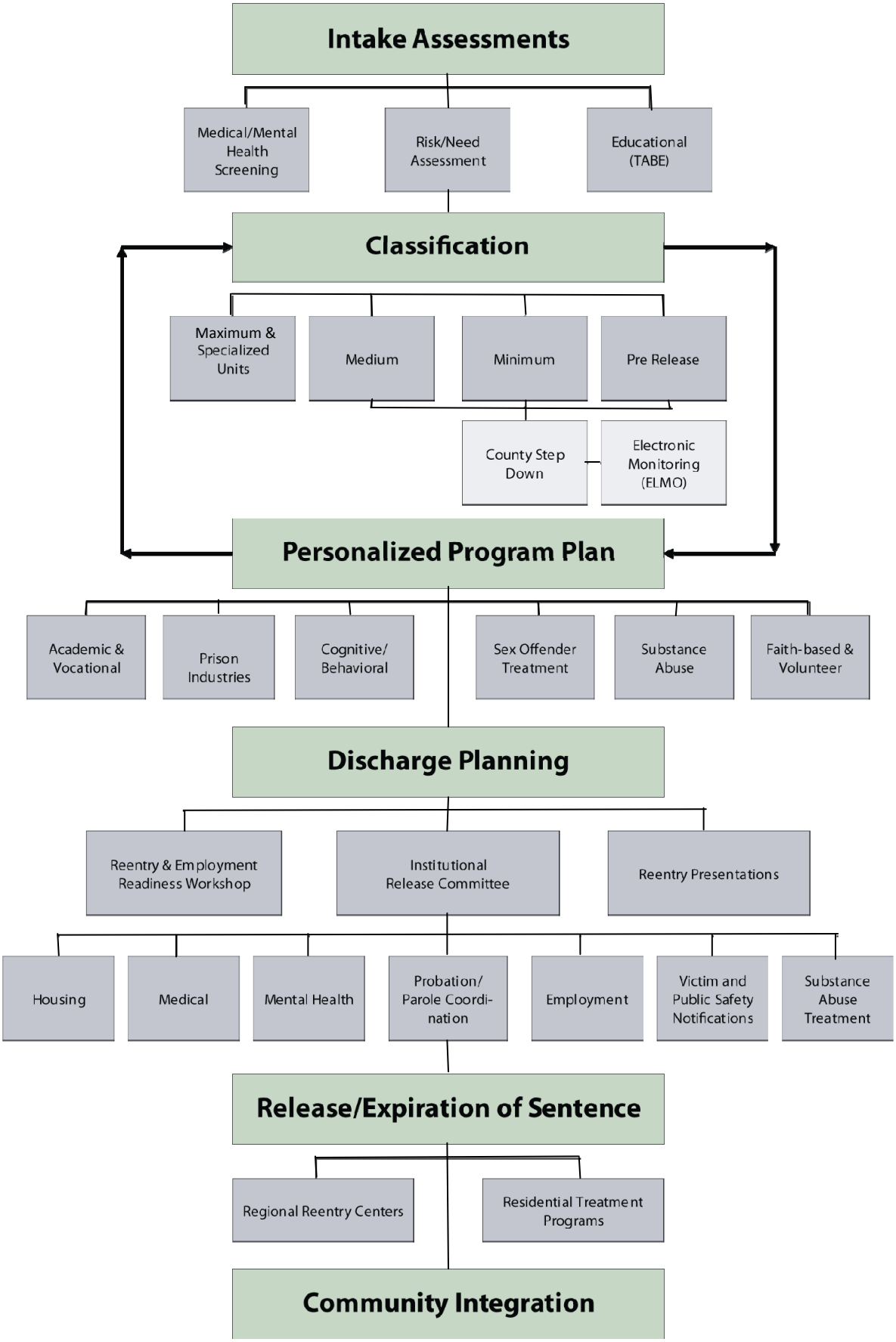
Family Preservation coordinated 56 visits between DCF involved inmates at Framingham and their children/social worker, which assisted with maintaining and strengthening family relationships both in prison and post release.

Work release has averaged an 83% employment rate at PCC during the fourth quarter while PCC pursues additional employer opportunities.

The Optical Lab at NCCI Gardner employs 95 inmates who learn a viable trade to use on the street upon release and is planning to add another shift.

The CISCO program (a computer based curriculum delivered in a "hands on" lab where the actual break down and reassembly of computer hardware is learned) was implemented .The CISCO curriculum offers cutting edge CISCO IT Essentials web based teaching, leading to A+ Certification.

Massachusetts Department of Correction- Reentry Continuum



Collaborate with External Stakeholders and Partners to Achieve Mutual Goals and Objectives

Students from several colleges and universities toured facilities to expand their educational experience.

MASAC hosted tours for judges and senators in an effort to educate them about the substance abuse treatment program and facility challenges and operations.

Work Release Employer Appreciation Day was held at BSPRC and SMCC to thank employers for their participation in the program and to discuss issues and suggestions for improving our relationships in the community.

Legislators from the Japanese Consulate participated in tours.

The Chief Probation Officer from Barnstable brought over 70 female probation officers for a professional development day highlighting the service dog programs at MCI Framingham.

SMCC hosted the third annual "Operation Thank You" with participation from DOC veterans and local members of the National Guard highlighting the Am Vet Dog Program.

The Disability Law Center (DLC) agreement was signed while stakeholders and the Governor toured BSH.

Mental health and medical departments are working in conjunction with Spectrum to implement the Medication Assisted Treatment Re-entry Initiative (MATRI).

MassHealth and the DOC continue to partner to ensure releasing inmates are provided with medical coverage upon release.

The DOC strengthened current relationships with local communities by continuing to offer the services of inmate work crews.

The DOC continues its collaboration with the FBI Joint Terrorism Task Force and the Boston Police Department to provide intelligence and information on inmates and former inmates.

Representatives from Lowell Department of Public Health conducted a presentation to inmates at MCI Concord participating in the Correctional Recovery Academy on the subject of opioid addiction.

Work Release

Collaborating with external stakeholders and partners to achieve mutual goals and objectives can be illustrated through the Department's work release program. Over 100 businesses have partnered with the DOC in their work release programs at five facilities.

South Middlesex Correctional Center has partnered with 12 local businesses that employ female inmates. Boston Pre Release Center has inmates employed with 55 businesses. A noteworthy collaboration is with Pine Street Inn. This program/employer offers an eight week Culinary Arts Program and at the conclusion, places the inmates in a position for approximately six months within the Pine Street Inn. Northeastern Correctional Center (NECC) has 20 employers in the local communities. Pondville Correctional Center has inmates employed at 16 businesses.

The Department's newest work release program was established in 2012 at MCI-Plymouth. During 2014, the MCI Plymouth Work Release Program collaborated with a small but stable group of community businesses. At the start of the year, inmates were employed at four food service establishments and one concrete fabrication plant. A fifth food service establishment came on board in September 2014. Additionally, five work release inmates contributed volunteer hours at the Habitat for Humanity.

DOC holds First Ever Multi-Agency Job Fair

A Public Safety Job Fair was held on January 23, 2014 at Milford Headquarters. Over 350 job seekers and 17 employers were in attendance. Agencies included: Allied Barton Security Services, Boston College Police, Bristol County Sheriff's Office, Civil Service Division, FBI, Federal Bureau of Prisons, MA Trial Courts, Massachusetts Army National Guard, MassCOR (a division of the DOC), Middlesex County Sheriff's Office, Massachusetts Partnership for Correctional Healthcare (MPCH), National EMS Institute, North Providence Police Department, Spectrum Health Services, US Department of Veteran Affairs, US Department of Diplomatic Security, and Worcester County Sheriff's Office. There were also workshops on Civil Service Exam Preparation, and How to Prepare for the DOC Academy, while the K9 Unit held a demonstration on the specially trained cell phone dogs.

Maximize Efficiency Through Process Improvements

NCCI was awarded the Commonwealth's Accelerated Energy Project Plus Certification at a ceremony in September 2014 as a result of the significant energy upgrades and energy cost savings implemented at the facility.

The amount of opportunity purchases has been increased in an effort to have a more consistent product in each facility. This practice also saves the Department approximately $1.4 million dollars each year.

The DOC revised the Sex Offender Treatment Program audit tool (multi-discipline workgroup) in order to capture/monitor significant contractual responsibilities.

The MCI Framingham Operations Department developed enhancements to the inmate accountability slips to better track missed mental health and medical appointments.

LSH medical staff and the Shift Commanders have significantly reduced the number of late medical discharges from 8 North, resulting in reduced overtime costs.

Kiosks allowing inmates to order commissary and view their personal account balances have been installed in 17 of 18 facilities.

The DOC has partnered with Worcester Superior Court, Middlesex Superior Court and Essex Superior Court to implement bail hearings via video conferencing for pretrial detainees at MCI-Framingham and other select sites.

Many food service purchasing practices have been streamlined in order to make improvements and save the Department money. All menus are completely computerized, saving approximately $12,000 per year.

A database was created to track Policy Development and Compliance Unit audit findings at each Department facility and the four divisions audited.

The Department realized over $172,000 in prompt payment discounts to contracted vendors.

NCCI completed the Thompson Hall renovation project which involved the replacement of all windows and plumbing fixtures in the housing unit to increase energy efficiency and decrease costs.

A Disciplinary Hearing Officer Best Practices manual was created to increase job performance and maximize efficiency.

Video Conferencing

Video conferencing allows an inmate to take part in a court appearance or medical consultation without having to leave the secure confines of a correctional facility. The inmate can see and hear the proceedings through a television monitor. Likewise, the court or medical provider can see and hear communications from the facility. The use of video conferencing reduces transportation costs while increasing public safety.

In 2014, the Central Transportation Unit (CTU) coordinated 1,495 video conferences: 988 for medical consultation and 507 for court proceedings.

The value of volunteers

In 2014, there were 1,660 certified permanent volunteers delivering services to the inmate population. Many of these volunteers participate in multiple programs across several facilities. Since 2013, 100 volunteers were added to the volunteer workforce. This increase was a result of targeted recruiting efforts of self-help and life skills volunteers to participate in programs such as Narcotics Anonymous, Alcoholics Anonymous, Toastmasters, Cognitive Skills, Alternatives to Violence, Emotional Awareness, Parenting and Creative Writing programs. Volunteers facilitated a total of 186 Cognitive Skills Workshops at eight different facilities. Over 3,720 certificates were earned by the inmate population. MCI-Framingham has the highest number of volunteers, totaling an impressive 429. In 2014, volunteers delivered an estimated total of 15,590 hours of services. The hourly value of a volunteer is $22.25, making the fiscal value of volunteers **$3,350,628.00**

Achieve Workforce Excellence

A Correctional Program Officer (CPO) conference was held to recognize the important role these staff play in successfully meeting our mission.

Training was conducted at Bay State Correctional Center by the Massachusetts Commission for the Blind on how to better manage blind inmates.

Healthcare staff presented and attended the National Commission on Correctional Healthcare Conference .

Security Alerts are routinely disseminated to facilities informing staff of potential security concerns.

14 managers attended the Commonwealth's Management Certificate Training Program.

76 employees were active participants in the Mentor/Protégé Program, which addresses succession planning and staff professional development goals.

A professional development day was held for all Education Division staff.

The Department of Correction Beyond Excellence Awards Banquet was held recognizing the achievements of many staff.

Cross Training opportunities are routinely available for both facility and division staff.

The DOC pursued the assistance of a consultant to evaluate our Use of Force policies and identify avenues to avoid and reduce spontaneous Use of Force incidents.

The Office of Investigative Services provided expanded training opportunities for Inner Perimeter security staff to gain a better understanding of the collection, analysis and dissemination of intelligence.

Staff from the Employee Assistance Services Unit routinely visit facilities to support staff and share available resource information.

Professionalism – Pride - Excellence

While Professionalism, Pride and Excellence was the theme for the 2014 Correction Program Officer Professional Development Conference held at Fitchburg State University on June 11th and 12th, 2014, the underlying message received by the 215 staff in attendance was about humanizing the system for the people who are a part of it, whether staff, victims or inmates.

The conference began with opening remarks by Fitchburg State University President Robert Antonucci. President Antonucci focused on the importance of building partnerships throughout our communities, and the need for professionals to take the time to step back into a learning environment to recharge and expand their knowledge.

Workshop options included *Stopping Human Trafficking,* which featured the story of Alea, a young Ukrainian girl who dreamt of a modeling career and unwittingly became the victim of a human trafficking ring and was forced into prostitution. Alea gave a new face and a different human perspective to the charge of prostitution. *Shift Happens: Inmate Culture vs. the Culture of Change* reminded participants that none of us change unless we first become uncomfortable with our current situation. *Emotional Bootcamp* offered insights on others and tips on how to better care for oneself when working in a difficult environment every day, leaving participants feeling better equipped to care for themselves. Additional workshop topics included *MA Specialty Courts*, *The Effort for Peace* by the Louis D. Brown Institute, the *Boston Re-entry Panel*, and many others. Altogether, there were more than a dozen outside presenters who donated their time to make the conference a success.

Without question though, the most well received portion of the conference was the plenary session entitled *Success after Prison: Being more than an ex-offender.* Three former inmates who now serve as role models and leaders in their communities spoke about their personal experiences with the Department. They talked about the things that helped them change the course of their lives: education, spiritual growth, and programs; and what they believe the Department's staff can do to create more of an impact, including humanizing the process.

Promote and Enhance Communication Both Internally and Externally

The DOC implemented the Communication Database improving communication, eliminating duplication and improving agency response times to inquiries made by inmates, volunteers, staff and concerned citizens.

Records and Criminal History Record Information staff have worked specifically on establishing open communications with various courts to ensure legal issues are addressed and accurately logged.

A Roll Call phone line was established for information to be easily disseminated to all shifts at MCI Framingham.

From July-December, Facebook followers increased 24.7%, Twitter followers increased 34.1% and YouTube subscribers increased 7.6%.

NCCI Leadership Team participated in the onsite in-service training day by providing the opportunity for participants to ask any questions of the administration and receive responses directly from their leadership team.

Boston Pre Release Center made improvements to their facility procedures for inmate telephone calls to employers, which enhanced security and improved inmate climate.

The Department met with staff from the Parole Board and the Office of the Commissioner of Probation via a tri-agency meeting to improve the services provided and communication among the three agencies.

The Department of Correction maintains a toll-free Tip Line in the event that a member of the public has information to share anonymously. The number of the toll-free Tip Line is: 1-866-MDOC-TIP or 1-866-636-2847.

Through the Legislative Liaison, the DOC continues to routinely communicate DOC issues to members of the Legislature and their staff via physical visits to promote dialogue on issues of mutual interest.

The Policy Development and Compliance Unit has held two "Town Meetings" at two facilities to solicit staff input and strengthen the policy process.

The DOC Intranet is widely used to access information from all facilities and divisions and is a valuable communication vessel.

The Victim Services Director collaborates with Parole staff and District Attorneys to inform and prepare victims for impending parole hearings.

Social Media

The Department of Correction continues to expand its use of social media to create awareness, share milestones and advise the public of pertinent information concerning public safety. By visiting our social media pages, you will be exposed to events celebrating staff, awards ceremonies, volunteer appreciation events, job postings, charity events, products for sale as well as incidents of contraband finds and escape notices. We often send messages to our local law enforcement partners and work hard to keep the public informed and updated about our Agency. We value the interaction of the community to our posts and welcome you to "like", "follow" and "subscribe" to us and view one of our many YouTube videos.

Social media by the numbers
By the end of 2014:
Facebook had 3,812 Likes, Twitter had 1240 followers and
YouTube had 238 subscribers and more than 106,000 videos viewed.

Create A Healing Environment

Based on a hunch that a fellow DOC employee was struggling, staff intervened and were able to avert a tragic event. They were recognized for weighing the potential embarrassment if wrong and proceeding with their outreach regardless.

MCI Norfolk implemented an inmate companion program which will provide companion services, support and assistance to inmates housed in the Assisted Daily Living Unit using a one-on-one model.

MCI Cedar Junction staff members held a raffle to raise money to provide gifts, teddy bears and candy for children being treated at the Shriners Hospital for Children in Boston in December 2014.

Inmates and volunteers involved in the Garden/Greenhouse Program at NECC were served a meal using the produce they had grown and harvested as a thank -you and to allow them the opportunity to taste the fruits of their labor.

Volunteer Appreciation Days were held throughout several facilities in recognition of our impressive volunteer community.

Inmate artwork has been placed on display in the Learning Center at the MTC, fostering a sense of inmate expression.

A Departmental Trauma Informed Care Committee was established.

The DOC began the "Little Children, Big Challenges," initiative in partnership with Sesame Street.

Chapter 103, *An Act to Prevent Shackling and Promote Safe Pregnancy of Female Inmates* , was enacted in June 2014.

"Puppy Tails" Program commenced at MCI Framingham with two seasoned handlers reassigned to live in the unit with their service dogs , offering a calming effect within the Residential Treatment Unit.

The Program Engagement Strategy (PES) program continues to yield promising results in which program refusals and terminations have decreased.

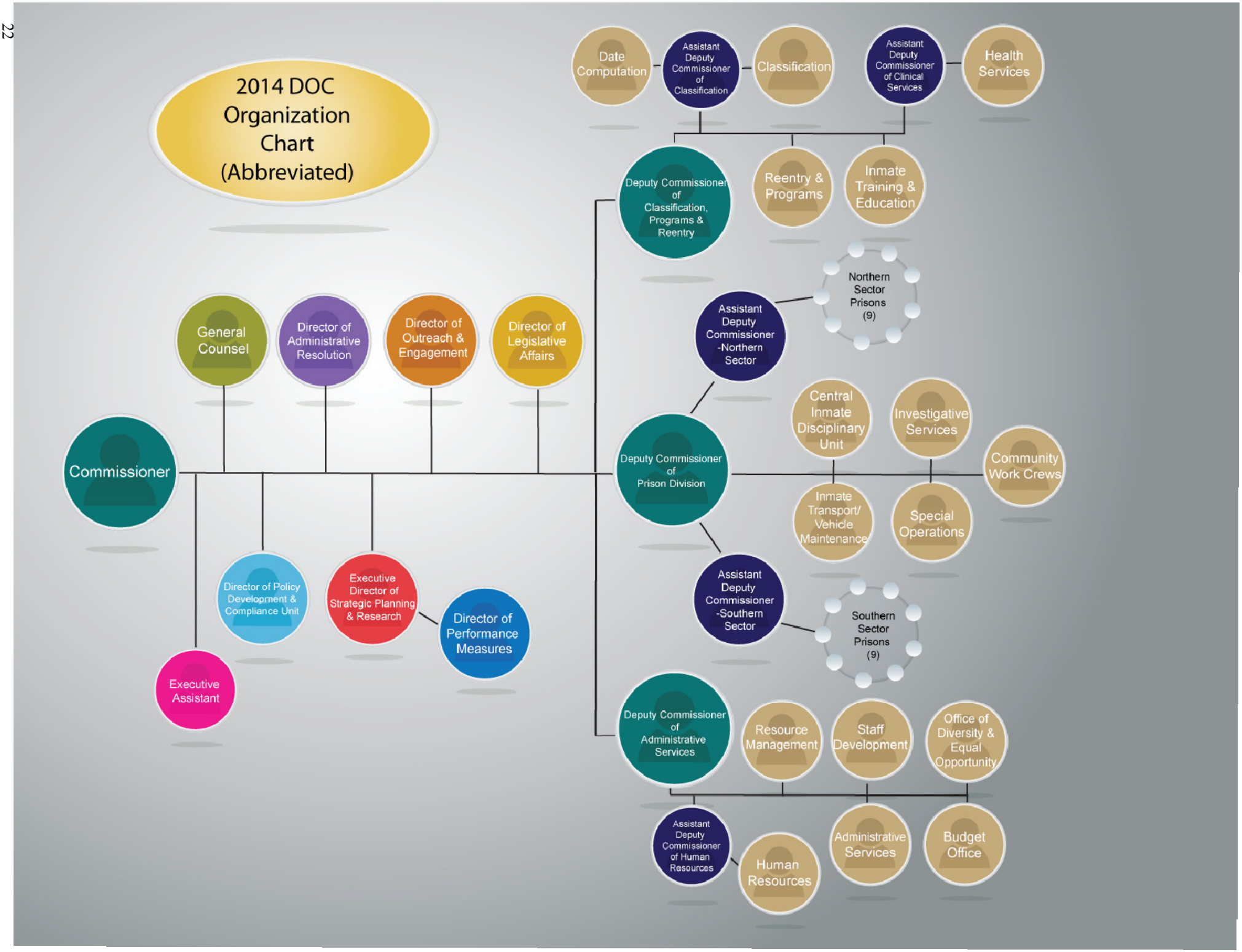
A Unity Day Cultural Celebration event was held, which provided an opportunity for staff to network with co-workers and other public and private sector officials.

Old Colony Correctional Center Murals

Old Colony Correctional Center embarked on an ambitious project to create murals at various locations throughout the facility. The intent was to assist in developing a healing environment at a facility which now has a mission of housing mentally ill inmates. The majority of the work was completed by two inmates with extraordinary artistic talents. Areas chosen for murals included:

- Visiting Room
- American Veterans Dog Program training room
- Residential Treatment Unit medication line
- Lower Program Corridor
- School

The effort has transformed areas which were once very bland and unwelcoming, to much brighter and positive in appearance. The project has received excellent reviews from both staff and inmates.


2014 DOC Organization Chart (Abbreviated)
Commissioner
General Counsel
Director of Administrative Resolution
Director of Outreach & Engagement
Director of Legislative Affairs
Executive Assistant
Director of Policy Development & Compliance Unit
Executive Director of Strategic Planning & Research
Director of Performance Measures
Deputy Commissioner of Classification, Programs & Reentry
Date Computation
Assistant Deputy Commissioner of Classification
Classification
Assistant Deputy Commissioner of Clinical Services
Health Services
Reentry & Programs
Inmate Training & Education
Deputy Commissioner of Prison Division
Assistant Deputy Commissioner -Northern Sector
Northern Sector Prisons (9)
Central Inmate Disciplinary Unit
Investigative Services
Community Work Crews
Inmate Transport/ Vehicle Maintenance
Special Operations
Assistant Deputy Commissioner -Southern Sector
Southern Sector Prisons (9)
Deputy Commissioner of Administrative Services
Resource Management
Staff Development
Office of Diversity & Equal Opportunity
Assistant Deputy Commissioner of Human Resources
Human Resources
Administrative Services
Budget Office

Office of the Commissioner

The Commissioner's Office is supported by the General Counsel and Legal Division, Office of Outreach and Engagement, Office of Legislative Affairs, Office of Administrative Resolution, Office of Strategic Planning and Research and the Policy Development and Compliance Unit.

Office of the Deputy Commissioner-Administration

The Deputy Commissioner of Administration has direct oversight of the following areas: Division of Human Resources, Resource Management, Administrative Services, Staff Development, Budget Office, and the Office of Diversity & Equal Opportunity.

Office of the Deputy Commissioner- Prison Division

The Deputy Commissioner of Prisons has direct oversight of the following areas: Assistant Deputy Commissioners, Central Inmate Discipline Unit, Inmate Transportation, Investigative Services, Special Operations, Community Work Crews and the operations of all facilities.

Office of the Deputy Commissioner - Classification, Programs & Reentry

The Deputy Commissioner of Classification, Programs and Reentry has direct oversight of the following areas: Health Services, Division of Inmate Training & Education, Classification Division, Reentry and Program Services Division and Victim Services (through the Assistant Deputy Commissioner of Classification).

Massachusetts Correctional Industries (MassCor)

The mission of Correctional Industries is to instill a positive work ethic in inmates 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 inmates 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 inmates at nine institutions, along with our Central Headquarters.

The current workforce has remained consistent during the economic slowdown and we anticipate additional shop expansion, which includes installation of state of the art equipment and new business systems. The goal is to employ the maximum number of inmates consistent with effective use of program capital.

Location	Avg. Inmate Workers
NCCI Gardner	88
MCI Shirley Medium	49
Souza-Baranowski Correctional Center	11
MCI Framingham	28
MCI Norfolk	217
Baystate Correctional Center	5
MCI Cedar Junction	38
Old Colony Correctional Center	31
Mass. Treatment Center	22
Pondville Correctional Center	4
Grand Totals	**493**

With acquired on the job training and work ethics gained through Correctional Industries, released inmates have a greater chance of being gainfully employed and succeeding after their release. Revenues for year-end total $13,429,338, which allows MassCor to continue efforts for reinvestment in equipment and expansion of available inmate worker opportunities.

Braille Production Shop at Bay State Correctional Center:
The inmates assigned to the Braille Production Shop transcribe printed books and other documents into Braille. The inmates use computers and Braille transcription programs.

MassCor Auto Plate Shop at MCI Cedar Junction:
Cedar Junction is home to the Auto Plate Shop where inmates produce the license plate requirements set forth by the Registry of Motor Vehicles.

MassCor Flag/Embroidery Shop at MCI Framingham:
This operation currently manufactures United States, Commonwealth of Massachusetts, POW/MIA, and Custom Flags, Laundry Bags and Belt Pouches. The inmates 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:
The largest operation, Norfolk has inmates working in a wide range of manufacturing settings within six separate shops. This operation houses a 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 inmate blankets utilized throughout the DOC; a combination Mattress/Upholstery Shop that produces a variety of mattresses for use in a number of environments; 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; a Janitorial Shop has a complete line of cleaning products available; a Metal Shop is able to supply custom fabricated metal cell furniture to provided specifications; a Binder Shop 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 inmates 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 inmates 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 inmates 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 (ABO). This, in turn, will allow the inmate to show qualifications and a work history to potential employers. These efforts enhance an inmate's employability upon release.

MassCor Print Shop at Old Colony Correctional Center:
Printing is the trade being taught at our full scale, state-of-the-art Printing Plant. Inmates 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 inmates 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 quality furniture, exposing the workers to a trade that is in high demand in the Commonwealth.

MassCor Silkscreen Shop at Massachusetts Treatment Center:
Inmates 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 inmates from Pondville to perform varied tasks such as clerical, janitorial, and warehouse work, loading and unloading the trucks which transport MassCor goods.

DOC Features

Sesame Street Comes to DOC

According to the Department of Justice's Bureau of Justice Statistics, between 1991 and 2007 the number of children with an incarcerated parent has increased nearly 80%. Nearly 2.7 million children have a parent in state or federal prison, yet few resources exist to support young children and families with this life-changing circumstance.

In response, Sesame Workshop, the nonprofit educational organization behind Sesame Street, unveiled its newest, bilingual (English/Spanish) initiative, *Little Children, Big Challenges: Incarceration* for families with young children (ages 3-8) who have an incarcerated parent and need to develop skills for resilience.

Little Children, Big Challenges: Incarceration is designed to:

- support, comfort, and reduce anxiety, sadness, and confusion that young children may experience during the incarceration of a parent
- provide at-home caregivers with strategies, tips and age appropriate language they can use to help communicate with their children about incarceration
- inform incarcerated parents that they can parent from anywhere, and provide them with simple parenting tips highlighting the importance of communication

Sesame Workshop is working closely with advisors and partners to distribute and integrate *Little Children, Big Challenges: Incarceration* resources into correctional facilities and organizations that specialize in early childhood education, mental health and counseling, parenting programs, foster care, and those that have missions specific to helping families cope with incarceration of a loved one. Sesame Workshop has begun to pilot in several key states (Arkansas, California, Florida, Illinois, Minnesota, New York, Oklahoma, Texas, Virginia, and Wisconsin), to provide a deeper implementation of these resources. In addition, the Massachusetts Department of Correction has recently partnered with the Sesame Workshop to take advantage of this valuable resource.

We coordinated a special roll out of this program in DOC correctional facilities to include a family reunification visit. The first visit and kick-off of this initiative was held at MCI Norfolk on February 22, 2014 and was well received. In addition, the Department has developed a volunteer-based program to provide continued support to incarcerated parents.

Medication Assisted Treatment Reentry Initiative (MATRI) in the MA DOC

The Medication Assisted Treatment Reentry Initiative (MATRI) was implemented to address the opioid epidemic across the Commonwealth. The purpose of the Medication Assisted Treatment Re-Entry Initiative is to provide pre-release treatment and post-release referral for opioid addicted and alcohol addicted inmates at participating sites in the Department of Correction (DOC). This program involves prison-based residential substance abuse treatment and collaboration with community based clinics to provide aftercare treatment. The goal is to facilitate transition into an outpatient substance abuse treatment program which employs a multi-faceted approach to treatment, including the use of the medication Vivitrol/Naltrexone, counseling, and aftercare referral to community based providers. The active ingredient in Vivitrol is an opioid antagonist or blocker. Unlike Suboxone and Methadone, Vivitrol is not addictive, is non-narcotic and only requires one monthly administration. Vivitrol blocks the effects of opioids in the brain's reward system for approximately 28 days after administration. Upon discontinuation, Vivitrol is not associated with withdrawal.

Inmates participating in the program must be engaged in substance abuse treatment for the duration of their incarceration. This program is available to inmates who have a documented opioid or alcohol addiction and have completed or are enrolled in any of the Department's Substance Abuse Treatment programs.

Providing medication-assisted treatment with Vivitrol presents an opportunity for the Department to enhance its reentry initiatives. The Department is optimistic that this initiative will prove to be an effective way to bridge the gap between in-prison and community based substance abuse treatment programs. It is expected that this initiative and perhaps others will result in significant and substantial cost avoidance for communities while having a positive impact on public safety.

Program Engagement Strategy

The DOC's vision is "to effect positive behavioral change in order to eliminate violence, victimization, and recidivism." Motivating and recommending inmates to participate and complete evidence-based programs is one of the many strategies the DOC utilizes to effect positive behavioral change. However, multiple analyses of program outcome data extracted from inmates' case plans had indicated a culture of refusing enrollment into programs.

Thus, the DOC developed a strategy designed to change the culture of program accountability and compliance. This strategy has become known as the Program Engagement Strategy (PES) and had been implemented as a pilot study at MCI-Norfolk on January 1, 2014, and has since been made a standing practice. PES changes the program culture by balancing incentives and consequences as a means of decreasing program refusals and terminations. The consequences entail loss of job, change in housing, and an adjustment to one's seniority date, while inmates who participate in programming will retain their housing and jobs, and maintain their seniority date.

Additionally, PES is designed to empower staff to use integrated case management skills to promote a culture which compels program compliance and ensures that the right inmate is enrolled in the right program at the right time. PES fosters an environment which focuses on eliminating violence, victimization and recidivism by ensuring that those who are in need of programming participate.

DOC Features

Honor Guard

The mission of the Honor Guard is to represent the Department of Correction as a highly disciplined, professional team serving with honor at ceremonial functions and with respect and dignity at funeral services for active and retired personnel, as well as personnel who have died in the line of duty. The most fundamental duty of the Honor Guard is to provide comfort, compassion and pride to the survivors, not only in the DOC, but also to each and every family member of the law enforcement community.

The DOC Honor Guard was formally established in 1988 and falls under the Department's Special Operations Division. It has grown to 19 members, including a ceremonial singer and Bagpiper. The team is made up of highly dedicated correctional professionals, some of whom have prior military service. The Honor Guard trains annually together as a self-sufficient and disciplined team.

Honor Guard members performing casket watch during wakes and viewings are Vigil Standers at a military position of parade rest, which means an officer performing this duty is rendering honors to the deceased. They hold their head and eyes at the position of "Attention," remain silent and do not move until relieved. The flag draped over the casket of the fallen, shall be presented to the designated survivor, normally a spouse or a child. If the fallen member is a veteran, the detail is a joint military and DOC ceremony. The military will fold the U.S. flag and present it to the spouse of the deceased. The Honor Guard will present an "Ultimate Sacrifice Memorial Coin" with the name of the fallen member inscribed on the coin as a tribute to their service to the DOC.

The Honor Guard Commander is responsible for coordinating and directing all departmental/institutional "walk through" and burial site activities to all uniformed staff. The purpose of the departmental/institutional "walk through" is to give uniformed honor to the deceased during the wake or viewing and not to delay family and friends in the viewing line. Under the direction of the Honor Guard Commander, the uniformed staff will file into the reviewing line, then upon approaching the front of the casket of the deceased, the uniformed staff will turn and face the deceased and render a slow salute, then proceed directly to the outside of the funeral home. In keeping with tradition, uniformed personnel execute military drill and ceremony during burial site activities. Clear instructions are provided by the Honor Guard.

The Honor Guard personifies professional decorum, instills pride, preserves traditions and strives toward perfection. It is their honor to serve each and every member of the Department of Correction both past and present.

Escapes and Apprehensions

The Massachusetts Department of Correction seeks to maintain, through its Fugitive Apprehension Unit (FAU), a sustained and concerted effort to apprehend and prosecute, to the full extent of the law, all escapes by inmates in the custody of the Department regardless of security level, placement or type of escape. The FAU works closely with the Massachusetts State Police's Violent Fugitive Apprehension Section and other law enforcement partners to effectuate immediate apprehensions of those who escape from custody. Staff assigned to the Fugitive Apprehension Unit also serves on state and federal task forces to develop and share intelligence.

2014 Inmate Escapes and Apprehensions

April 2014: An inmate walked away from an authorized community work crew. He was apprehended by the DOC Fugitive Apprehension Unit within 2 days.

August 2014: An inmate failed to return from his authorized work release job at the designated time and was declared an escape. He was apprehended by the DOC Fugitive Apprehension Unit within 4 days.

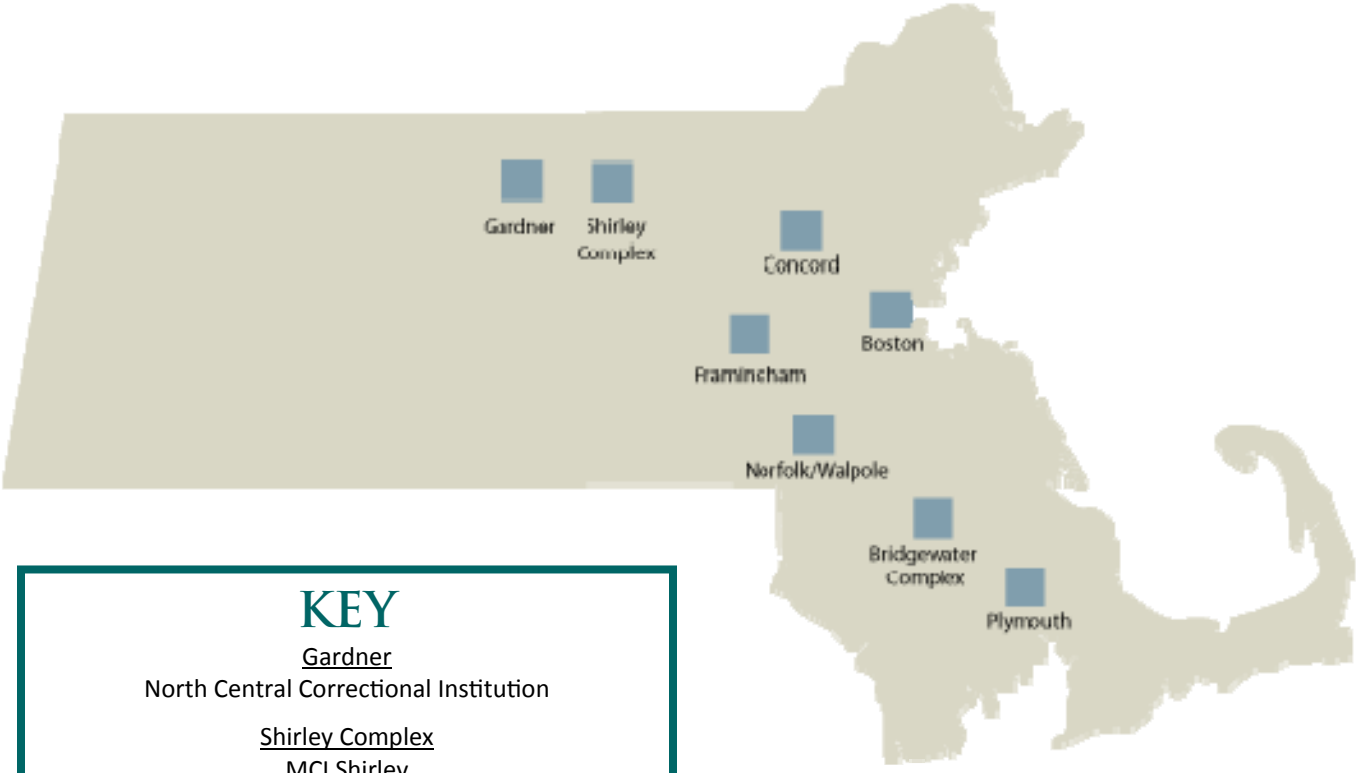
November 2014: An inmate, who was housed in a contracted pre-release facility, failed to return to that facility after attending a community AA meeting. He was apprehended by the DOC Fugitive Apprehension Unit within 3 days.

What is Suboxone?

Suboxone contains a combination of buprenorphine and naloxone. Buprenorphine is an opioid medication. Naloxone is a special narcotic drug that reverses the effects of other narcotic medicines. Suboxone is used to treat narcotic (opiate) addiction. It is not for use as a pain medication. (Drugs.com)

Suboxone is a prescription drug and may be administered in pill or strip form. Its illegal use is rampant in prisons across the country. Suboxone is easily concealed and is currently the most confiscated and abused drug found in the Massachusetts Department of Correction. Intelligence suggests that suboxone can be sold inside our prisons for approximately $90.00 per strip and $50.00 per pill, whereas legitimately prescribed suboxone pills cost $4.00 to $9.00 apiece.

Map of DOC Facility Locations



KEY

Gardner
North Central Correctional Institution

Shirley Complex
MCI Shirley
Souza Baranowski Correctional Center

Concord
MCI Concord
Northeastern Correctional Center

Boston
Boston Prerelease Center
Lemuel Shattuck Hospital Correctional Unit

Framingham
MCI Framingham
South Middlesex Correctional Center

Norfolk/Walpole
MCI Norfolk
Pondville Correctional Center
Bay State Correctional Center
MCI Cedar Junction

Bridgewater Complex
Old Colony Correctional Center
Massachusetts Alcohol and Substance Abuse Center
Bridgewater State Hospital
Massachusetts Treatment Center

Plymouth
MCI Plymouth

DOC Facility Security Levels

Maximum Security

The perimeter is designed and staffed to prevent escapes and the introduction of contraband. Inmate movement and interaction are controlled by physical barriers. Inmates are housed in single and double cells. The design of the facility offers an ability to house some inmates separately from others without a limitation of work and/or program opportunities. Inmates are subject to direct supervision by staff. At the superintendent's discretion, contact visits may be allowed at Souza Baranowski Correctional Center and at MCI-Cedar Junction's reception center (which is considered maximum security). Personal clothing is generally not allowed.

Medium Security

The perimeter and physical barriers to control inmate movement and interaction are present. Inmates may be housed in single, double or multiple occupancy areas. Inmate movement and interactions are generally controlled by rules and regulations, as well as with physical barriers. Inmates are subject to direct supervision by staff. Work and program opportunities are available. Contact visits and personal clothing may be allowed. Inmates assigned to medium custody designation at MCI-Cedar Junction will receive contact visits.

Minimum Security

The perimeter is marked by non-secure boundaries. Physical barriers to movement and interactions are either non-secure or non-existent. Inmates may be housed in single, double or multiple occupancy areas. Inmate movements and interactions are controlled by rules and regulations only. Supervision is intermittent. Inmates may leave the perimeter under supervision. Contact visits and personal clothing are allowed.

Pre Release / Contracted Residential Placement

The perimeter is marked by non-secure boundaries. Physical barriers to inmate movement and interactions are either non-secure or non-existent. Inmate movements and interactions are controlled by rules and regulations only. Inmates may leave the institution daily for work and/or education in the community. Supervision while on the grounds of the facility is intermittent. While in the community, supervision is occasional, although indirect supervision (e.g., contact with employer) may be more frequent. Inmates must be within eighteen (18) months of parole eligibility or release and not barred by sentencing restrictions from either placement in a pre release facility or participation in work, education or program related activities (PRA) release programs.

DOC Facility Descriptions

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 2014): $55,567
January 1, 2015 Facility Population: 244

BSCC is a facility housing criminally sentenced males. A mission change in 1991 converted the facility from a minimum security to a medium security institution. BSCC is the smallest medium security institution and is wheelchair accessible. In June 2015, this institution redistributed inmates and staff to other facilities for budgetary reasons.

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 2014): $45,475
January 1, 2015 Facility Population: 192

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, 2015, the majority of inmates were pre-release inmates (125), and an additional 40 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 2014): $141,745
January 1, 2015 Facility Population: 311

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 (M.G.L.) 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 2014): $295,094
January 1, 2015 Facility Population: 21

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, 2015, the population consisted of 11 criminally sentenced state inmates, nine pre-trial detainees and one temporary civil commitment. The average age of inmates housed on this date was 50 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 2013):$70,953
January 1, 2015 Facility Population: 187

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 2014): $57,255
January 1, 2015 Facility Population: 545

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 (SDPs) as defined by M.G.L. Chapter 123A for a day to life commitment. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with re-offending. On January 1, 2015, there were 306 criminally sentenced inmates, 204 SDPs, and 35 temporary civil commitments.

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 2014): $65,868
January 1, 2015 Facility Population: 746

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, 2015, MCI-CJ housed 721 criminally sentenced inmates and 25 federal and pre-trial detainees. There were 674 inmates housed in maximum security (123 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 2014): $46,890
January 1, 2014 Facility Population: 1,156

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. MCI-C admits most court-ordered awaiting trial detainees pursuant to M.G.L. c.276, sec. 52A. On January 1, 2015, MCI-C housed 937 criminally sentenced inmates and 219 pre-trial detainees.

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 2014): $60,118
January 1, 2015 Facility Population: 561

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 state and county criminal sentences, awaiting trial or civilly committed. It is the oldest operating women's prison in the country. On January 1, 2015, this medium security facility housed 346 criminally sentenced inmates, 207 detainees on awaiting trial status, and 8 civil commitments.

MCI Norfolk (MCI-N) *Norfolk, MA*

Security Level: Medium
Initial ACA Accreditation: 2003
Opened: 1931
Annual Cost per Inmate (FY 2013): $39,829
January 1, 2015 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 2014): $47,453
January 1, 2015 Facility Population: 209

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, 2015, there were 194 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 2014): $40,653
January 1, 2015 Facility Population: 1,462

MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates are in medium security housing units (1,140) with 322 housed in minimum security on January 1, 2015. 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 (SNF), MCI-S operates an Assisted Daily Living Unit for medium inmates. The Shirley Complex is also the site of the Department's Regional Training Center for staff.

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 2014): $48,019
January 1, 2015 Facility Population: 913

NCCI is a facility housing criminally sentenced males. The majority of inmates are in medium security housing units (889) with 24 housed in minimum security on January 1, 2015. 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 2014): $42,371
January 1, 2015 Facility Population: 274

NECC is a facility housing criminally sentenced males. The majority of inmates are in minimum security housing units (212) with 62 housed in pre-release on January 1, 2015. 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 2014): $48,405
January 1, 2015 Facility Population: 814

A mission change was facilitated in 2010 at OCCC, shifting their medium security operation to a mental health focused facility, with the objective of providing needed mental health services more efficiently while at the same time promoting rehabilitation and reentry. The majority of inmates are in medium security housing units (709), with 105 housed in minimum security on January 1, 2015.

Pondville Correctional Center (PCC) — *Norfolk, MA*

Security Level: Minimum & Pre-release
Initial ACA Accreditation: 1994
Opened: 1990
Annual Cost per Inmate (FY 2014): $39,314
January 1, 2015 Facility Population: 196

PCC is a facility for criminally sentenced males housing 141 minimum and 55 pre-release inmates on January 1, 2015. The original name of the facility was Norfolk Pre-Release Center (NPRC). 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. In June 2015, in collaboration with the Massachusetts Parole Board and Spectrum Health Systems, Inc., PCC began housing parolees for transitional treatment.

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 2014): $46,418
January 1, 2015 Facility Population: 159

SMCC is a facility for criminally sentenced state and county females, housing 131 minimum and 28 pre-release inmates on January 1, 2015. 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 re-entry 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 2014): $56,643
January 1, 2015 Facility Population: 994

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 2014

Pursuant to M.G.L. 127, Section 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 and one area, or cycle, is audited per year. Each cycle consists of an initial and follow-up audit to access 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 deficiencies noted. 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 shall include a plan of action and target date for completion for each standard noted as being out of compliance.

Initial Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 48	38	10	0	0

Final Cycle One Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 624	562	62	0	0

Initial Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 624	464	135	25	0

Final Cycle Two Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 336	278	41	17	0

Initial Cycle Three Standards

	Compliance	Non-Compliance	Non-Applicable	Not Assessed
Total - 294	235	54	5	0

During 2014, there were no facilities audited under Final Cycle Three, Initial Cycle Four or Final Cycle Four Standards.

DOC Statistics and Charts

For the purposes of this report, populations include:

Jurisdiction Population
An individual is considered to be under Massachusetts DOC jurisdiction when the Commonwealth has legal authority over the individual, regardless of where the inmate is being held, including those incarcerated in Massachusetts DOC facilities as well as those housed in correctional facilities outside of the Massachusetts DOC (Massachusetts Houses of Correction, other states' correctional facilities and the Federal Bureau of Prisons).

Custody Population
An individual is considered to be in Massachusetts DOC custody when they are being held in a Massachusetts DOC facility.

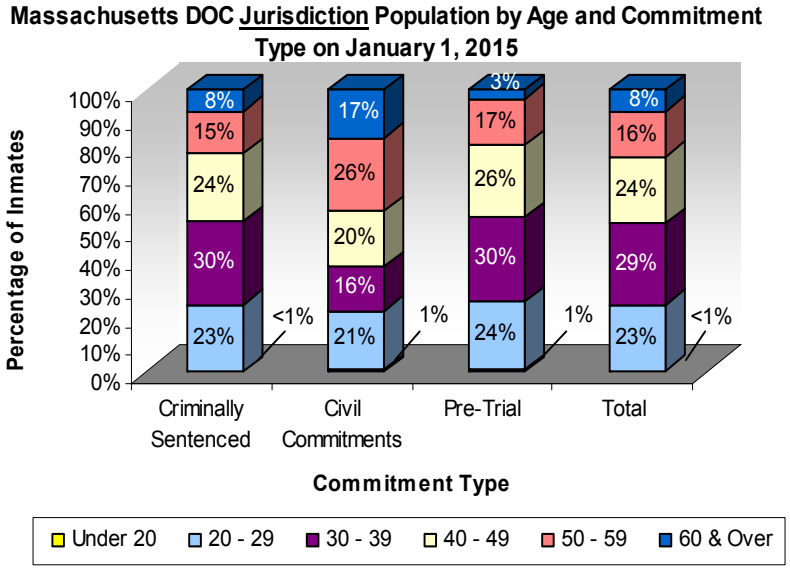
Commitment type includes:

Criminally Sentenced or "Sentenced":
Individuals who have been found guilty of a criminal offense by a judge or jury and have been committed to a period of incarceration, whether directly or after a violation of probation or parole.

Civil Commitment or "Civil":
Individuals who have been committed by a court based on a finding that their mental health or substance abuse issues present a danger to themselves or others.

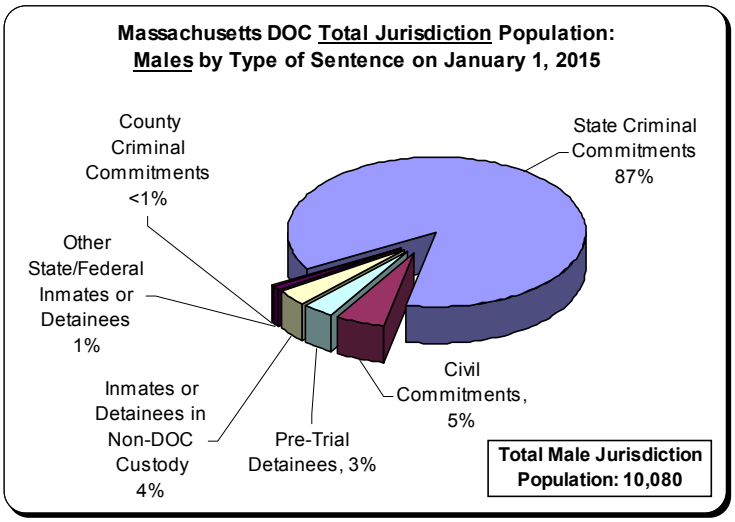
Awaiting Trial:
Individuals who are held in custody in a correctional facility prior to trial.

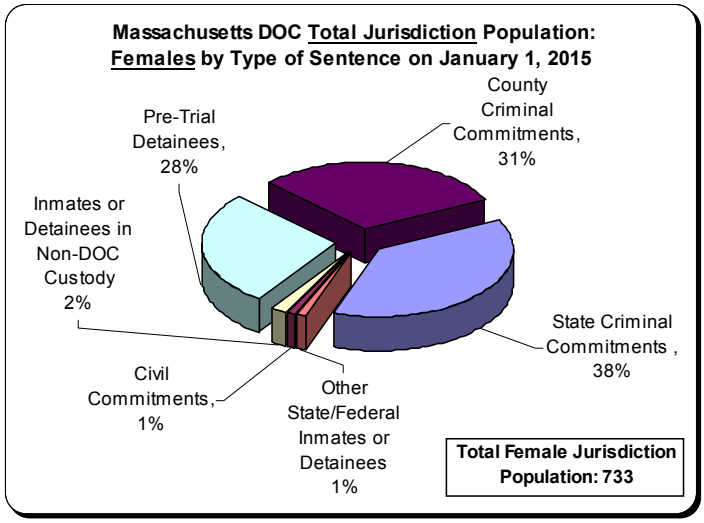
***Please note: percentages do not always add up to 100% due to rounding.

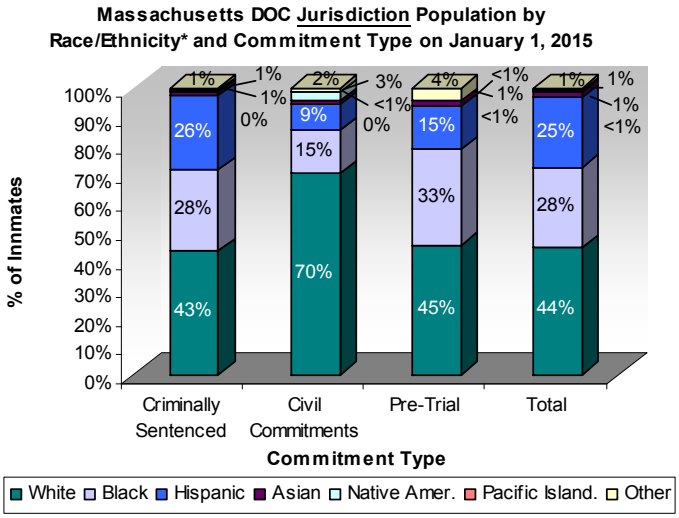


Massachusetts DOC Jurisdiction Population by Age and Commitment Type on January 1, 2015

Age (Years)	Criminally Sentenced	Civil Commitments	Pre-Trial	Total
60 & Over	734	92	19	845
50 - 59	1,467	139	101	1,707
40 - 49	2,319	106	155	2,580
30 - 39	2,861	85	180	3,126
20 - 29	2,269	111	147	2,527
Under 20	20	4	4	28
Total	**9,670**	**537**	**606**	**10,813**





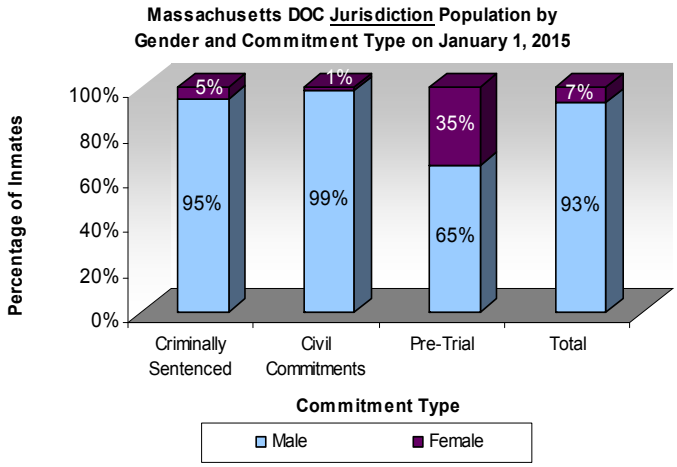


*Race/Ethnicity is self-reported by inmate at time of admission.

Massachusetts DOC Jurisdiction Population by Race/Ethnicity and Commitment Type on January 1, 2015

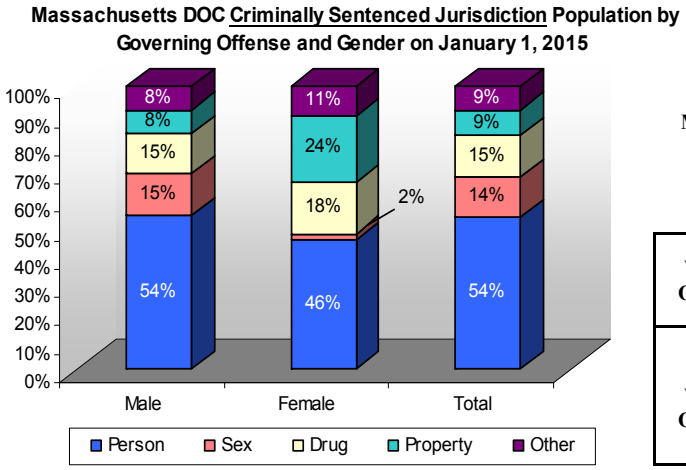
Race/ Ethnicity*	Criminally Sentenced	Civil Commitments	Pre-Trial	Total
White	4,152	378	274	4,804
Black	2,732	80	203	3,015
Hispanic	2,516	48	91	2,655
Asian	132	6	9	147
Native American	50	16	1	67
Pacific Islander	0	0	2	2
Other	88	9	26	123
Total	**9,670**	**537**	**606**	**10,813**

*Race/Ethnicity is self-reported by inmate at time of admission.



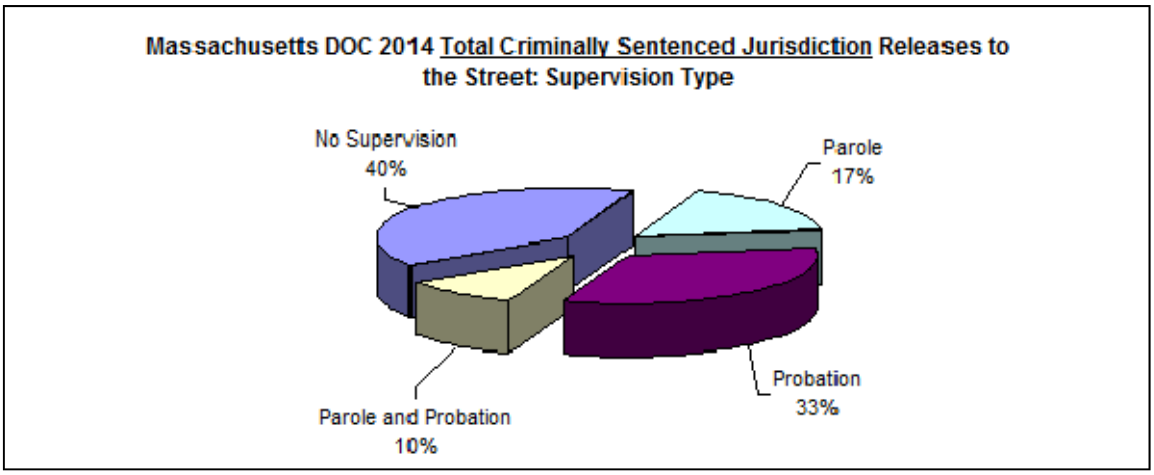
Massachusetts DOC Jurisdiction Population by Gender and Commitment Type on January 1, 2015

	Criminally Sentenced	Civil Commitments	Pre-Trial	Total
Male	9,156	529	395	10,080
Female	514	8	211	733
Total	**9,670**	**537**	**606**	**10,813**

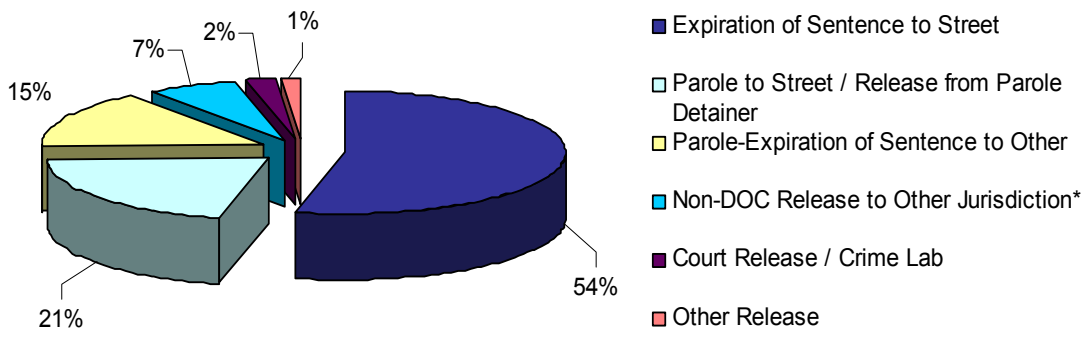


Massachusetts DOC Criminally Sentenced Jurisdiction Population by Governing Offense and Gender on January 1, 2015

	Governing Offense	Male	Female	Total
Violent Offenses	Person	4,963	234	5,197
	Sex	1,340	12	1,352
Non-Violent Offenses	Drug	1,340	92	1,432
	Property	743	122	865
	Other	770	54	824
	Total	**9,156**	**514**	**9,670**

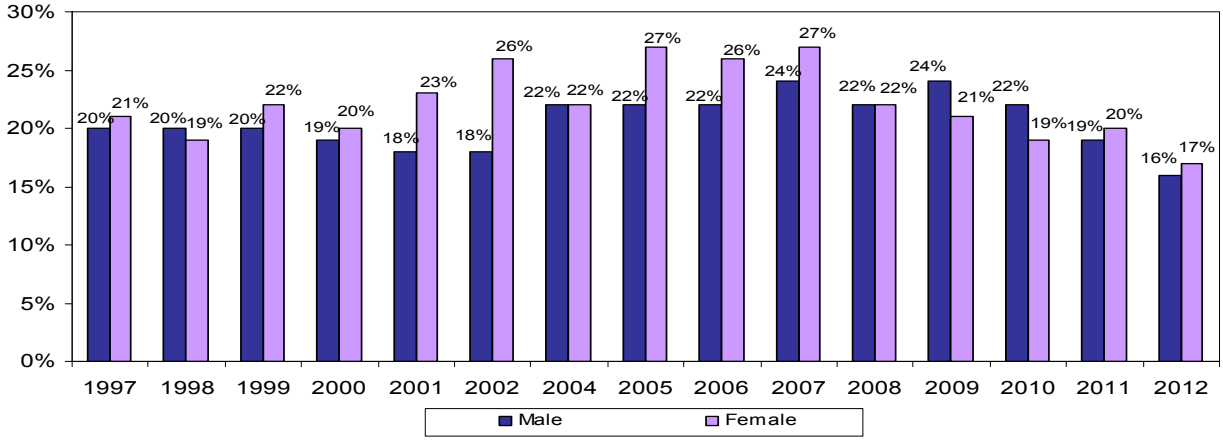


Massachusetts DOC 2014 Criminally Sentenced Jurisdiction Releases by Release Type



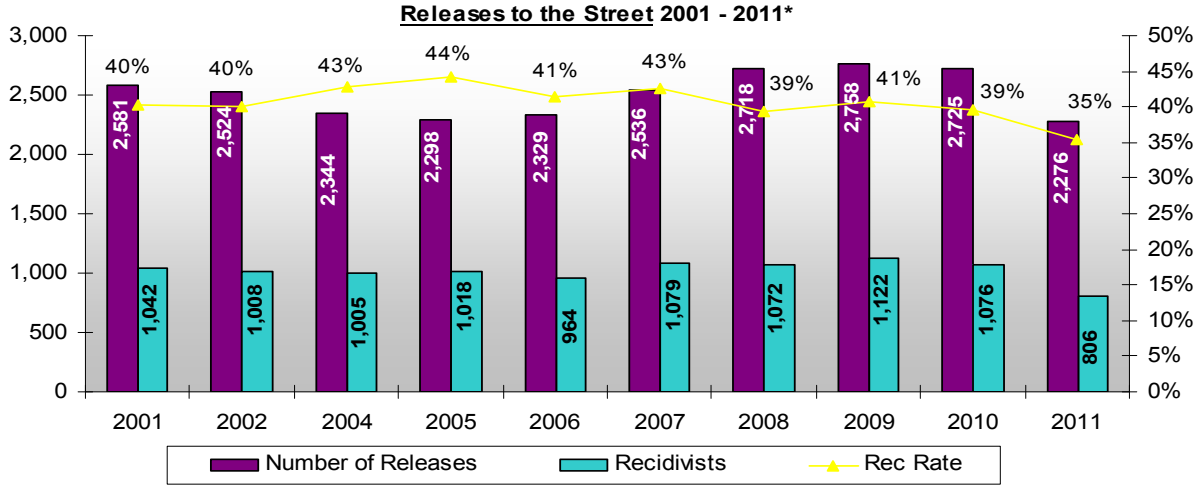
*Refers to non-DOC inmates from county, federal, or another state's jurisdiction released to county, federal, or another state's jurisdiction.

Massachusetts DOC One Year Recidivism Rate for Releases to the Street by Gender 1997 - 2012*

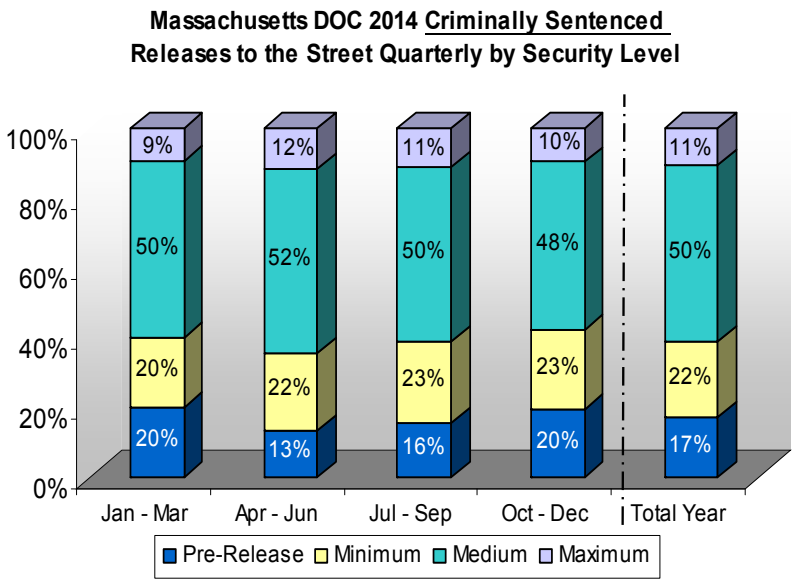


*Data for 2000 is based on January - July. 2003 data is currently unavailable.

Massachusetts DOC Three Year Recidivism Rate (Re-incarceration) for Releases to the Street 2001 - 2011*



*2003 is currently unavailable.

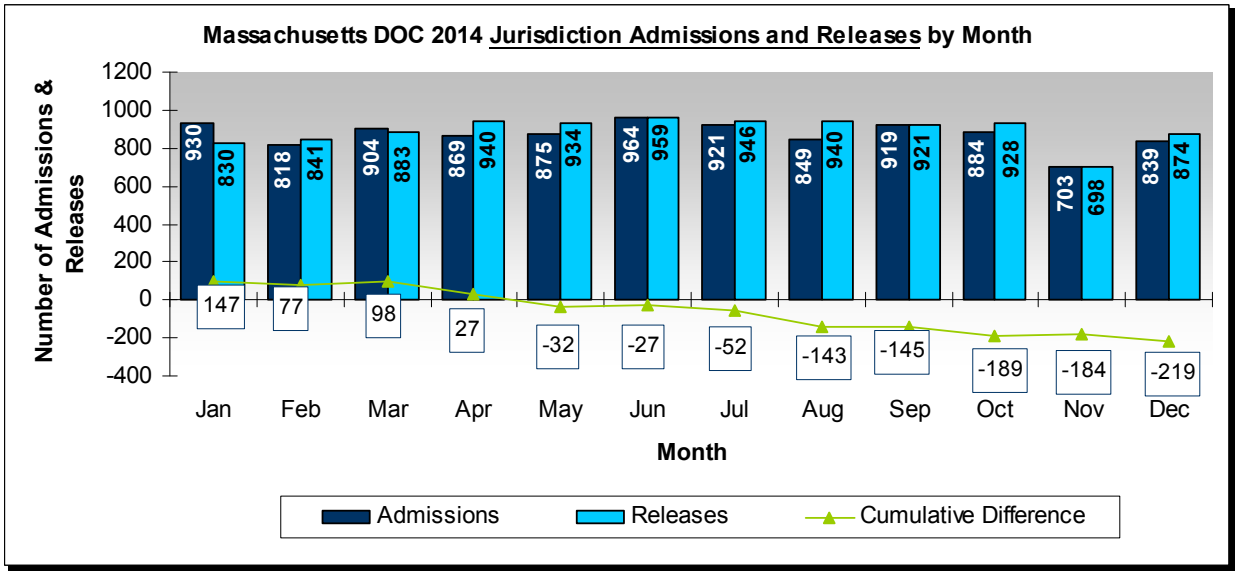


Massachusetts DOC 2014 Criminally Sentenced Jurisdiction Releases to the Street Quarterly by Security Level

Security Level	Jan - Mar	Apr -Jun	Jul - Sep	Oct - Dec	Total Year
Maximum	59	80	72	59	270
Medium	314	352	317	290	1,273
Minimum	127	150	146	137	560
Pre-Release	124	90	99	119	432
Total	**624**	**672**	**634**	**605**	**2,535**

*Note: See Caveats and Definitions for Releases to the Street

*Inmates under post-release supervision may be supervised by parole, probation, or both. Note: Starting in 2012, releases to the street include parole to the street, expiration of sentence, court releases and releases from a parole detainer.



Joseph Ribeiro Award of Valor

The Beyond Excellence Joseph Ribeiro Award of Valor is an annual award recognizing those employees who best exemplify the qualities of bravery and courage in the Department of Correction.

On Wednesday May 28, 2014, an inmate violated the rules and regulations of the Souza-Baranowski Correctional Center as well as the laws that govern the Commonwealth of Massachusetts by taking an employee hostage. He threatened, assaulted and attempted to kill the employee, causing a major disorder. Below is a synopsis of the event:

An inmate entered an employee's office demanding answers regarding an issue that he had. He demanded she call the Superintendent. After repeatedly requesting the inmate to leave her office, the employee pressed the alarm on her radio, which prompted aggressive behavior from the inmate. He proceeded to barricade himself and the employee in her office by rearranging the furniture to block the door from opening and jammed the locking mechanism. He then physically assaulted the employee. Responding correction officers heroically broke into the room, rescued the employee, and restrained the inmate.

As a result of this disorder, several officers sustained numerous injuries including cuts from glass, bite wounds, chemical agent exposure, and emotional distress. A total of seven staff members required further medical treatment from an outside hospital. Several criminal charges were brought against the inmate.

Exterior photos of
Souza-Baranowski Correctional Center

17th Annual Correctional Employee of the Year Award Ceremony

November 17, 2014– Massachusetts State House

The Correctional Employee of the Year Award program consists of 4 levels. This award program includes employees from all state (Department of Correction) prisons and county (Sheriffs) jails. Below are explanations of each award category and the corresponding MA DOC recipient.

MEDAL OF HONOR

The highest award.
Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, *in the face of certain and imminent danger to life and limb.*

The Medal of Honor award has historically been reserved for those acts which:
are performed in the course of a dangerous incident;
are performed to save/protect the life of a colleague or inmate;
are performed in selfless disregard for the employee's own safety;
often result in great cost to the employee (including loss of life).

Medal of Honor recipients should display the highest levels of professionalism, competence, leadership, and clear thinking during a dangerous incident while on or off duty.

MEDAL OF VALOR

The second highest award.
Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, *disregarding the potential for danger to him/herself.*

The Medal of Valor award has historically been reserved for those acts which:
are performed in the course of a dangerous incident;
are performed to save/protect the life of a colleague or inmate;
are performed at a high degree of risk to the employee;
are performed on duty or off duty.

Correction Officer Brad Ostergard—Souza-Baranowski Correctional Center
Sergeant Michael Wetherbee—Souza-Baranowski Correctional Center
Correction Officer Steven Clark—Souza-Baranowski Correctional Center

MERITORIOUS RECOGNITION

The third highest award.
Awarded to the correctional employee who demonstrates actions above and beyond the call of duty, but whose actions may not reach the level of Honor or Valor.

The Meritorious Recognition Award has historically been reserved for those acts which:
are performed in addition to the regular course of duty;
show great benefit to a colleagues of inmate;
demonstrate professionalism and selflessness;
demonstrate high levels of professionalism and competence.

Correction Officer Joseph A. Hagelberg—North Central Correctional Center
Correction Officer James J. Allain—North Central Correctional Center

COMMUNITY SERVICE AWARD

Awarded to the correctional employee(s) who demonstrates actions, above and beyond the call of duty, which are of extraordinary service to the community. Community is defined as either the correctional community or the community at large.

Correction Officer Emmanuel Costa—Bridgewater State Hospital

2014 DOC Beyond Excellence Awards

Each year the Department of Correction honors individuals whose performance is exemplary and whose contributions to the Department are worthy of such recognition. In addition, the performance and actions of the nominees should be consistent with the Department's vision and mission statements and its core values. Recipients are nominated by a supervisor, peers, professional colleagues or others familiar with the person's work. An individual may not be nominated by a relative or a subordinate, nor may a person nominate himself or herself.

Institution / Division Employee of the Year

Individuals selected for this award are being honored for overall consistent excellence in performance and a demonstrated commitment to professionalism.

Central Headquarters Employee of the Year - Sharon Ficco, Program Coordinator III, Commissioner's Office
Bay State Correctional Center Employee of the Year - Ryan Donlon, Correctional Program Officer- C
Boston Pre Release Center Employee of the Year - Rina Filtzer, Administrative Assistant I
Bridgewater State Hospital Employee of the Year - Nicholas Green, Correction Officer I
Lemuel Shattuck Hospital Correctional Unit Employee of the Year - Donna Driscoll, Captain
Massachusetts Alcohol and Substance Abuse Center Employee of the Year - Michael Schneider, Correction Officer I
MCI Cedar Junction Employee of the Year - Jens Swanson, Correction Officer I
MCI Concord Employee of the Year - Michael Donahue, Lieutenant
MCI Framingham Employee of the Year - Donald Dompierre, Captain
MCI Norfolk Employee of the Year - John Ginnetty, Captain
MCI Plymouth Employee of the Year - Pamela Rogers, Sergeant
MCI Shirley Employee of the Year - Joseph Sargent, Correction Officer I
Massachusetts Treatment Center Employee of the Year - David Rego, Sergeant
North Central Correctional Institution Employee of the Year - William McBride, Sergeant
Northeastern Correctional Center Employee of the Year - David O'Brien, Correction Officer I
Old Colony Correctional Center Employee of the Year - Jason Cooke, Correction Officer I
Pondville Correctional Center Employee of the Year - Linda Hightower, Clerk IV
South Middlesex Correctional Center Employee of the Year - Stacey Butkowski, Correctional Program Officer A/B
Souza Baranowski Correctional Center Employee of the Year - Betty Pillsbury, Correction Officer I

Professional Excellence

Individuals selected for this award are being honored for professional excellence in the subgroups described below.

Administrator - This award recognizes on the job excellence among managers who exhibit exemplary managerial and supervisory skills and who have made significant contributions within the scope of their responsibilities or who have shown excellence in leadership.

Doris Kupis, Fleet Manager, Central Transportation Unit

Care and Custody - This award recognizes individuals who exemplify the highest standards of professionalism in the care and custody of the inmate population. Nominees selected have demonstrated superior knowledge of corrections or have contributed significantly to the operation of their respective facilities/divisions.

MCI Concord Inner Perimeter Security Team– William Manduca, Lieutenant; Philip Kong, Sergeant; Mark Smith, Sergeant; Joe Ayala, Correction Officer I; Brandon Gonzalez, Correction Officer I; Jason Jollimore, Correction Officer I; Jared Rourk, Correction Officer I; Torri Jordan, Correction Officer I; and Derek Giansanti, Correction Officer I.

Contract Health Care - This award recognizes individuals who exemplify the highest standards of professionalism in the provision of medical or mental health care to the inmate population. Nominees have demonstrated outstanding performance and knowledge of correctional health care with particular emphasis on responsiveness to facility needs.

Laura Vasconcellos, Health Service Administrator, Partnership for Correctional Health

Contract Other - This award recognizes significant contributions to a program or operation area within the Department. Nominees have demonstrated outstanding performance with particular emphasis on responsiveness to institution/division needs.

Neal Norcliffe, Mental Health Director, Old Colony Correctional Center

Office Clerical - This award recognizes office clerical personnel who have performed their duties throughout the year in a consistently superior manner. Nominees have demonstrated such traits as exceptional organizational skills, initiative, innovativeness, flexibility, or excellent interpersonal skills, which improved the quality/quantity of work or the climate of the work unit.

Eileen Wilcox-Colburn, Administrative Assistant I, MCI Concord

Support Services - This award recognizes employees who have made specific contributions to the effectiveness and efficiency of the operation of an institution or division through innovative ideas, vigorous and industrious effort, providing an exemplary role model to other employees or other related contributions.

Gail Simms, EDP Systems Analyst III, Performance Measures Division

Technical/Maintenance - This award recognizes individuals for outstanding, consistent performance in their specialized areas of technical expertise. Nominees selected have demonstrated outstanding technical knowledge, excellent work and interpersonal skills, and have made significant contributions to their respective areas.

Jacques Archambault, Industrial Instructor I, North Central Correctional Institution

Volunteer - This award recognizes significant contributions as a volunteer in an approved Department program. Nominees selected have demonstrated outstanding performance with particular emphasis on reintegrating the inmate into the community by helping establish and maintain community ties.

Frank Yeatman, Horticulture Volunteer, Massachusetts Alcohol and Substance Abuse Center

Specialized Services - This award recognizes employees who have made specific contributions to the effectiveness and efficiency of the operation of specialized divisions through innovative ideas, vigorous and industrious effort, or by providing an exemplary role model to other employees or other related contributions.

Charles Anderson, Sentencing Counsel, Legal Division

Special Recognition

Joseph Ribeiro Award of Valor - this award recognizes those employees who best exemplify the qualities of bravery and courage.

Souza Baranowski Correctional Center Group– Lynn Chernesky, Director of Treatment; Jeffrey Laroque, Lieutenant; James Allain, Sergeant; Travis Francis, Correction Officer I; James Gerardi, Correction Officer I; and Eric Phatthammachak, Correction Officer I.

Charles Gaughan Award - this award recognizes those employees who best exemplify the spirit of humanity and compassion. Nominees have demonstrated exceptional care to those in their charge.

William Whitten, Sergeant, Souza Baranowski Correctional Center

Commissioner's Citation - this award recognizes those employees who have developed exceptional and innovative initiatives. Such initiatives shall have made a significant contribution to the Department in areas of security, operations, programs or cost savings.

1.) Paul Ciciotte, Industrial Instructor, North Central Correctional Institution

2.) Research/Planning & Program Services Group Award
Christopher Mitchel, Director
Kelly Paquin, Program Coordinator III
Matthew Moniz, Program Coordinator I
Hollie Matthews, Deputy Director
Daniel Feagans, Statistic Analyst III

Humanitarian Award - this award recognizes those employees who made exceptional efforts that resulted in some lifesaving or heroic act beyond the scope of their duties.

Amanda McKenzie, Lieutenant, Internal Affairs Unit

Distinguished Service Award –this award is to honor one individual employed by the Department for continued professional excellence throughout his/her Department career which lasted at least 15 years.

Paul Oxford, Chief, Office of Investigative Services—35 Years

Superintendent and Deputy Superintendent of the Year—the superintendent and deputy superintendent selected for this award shall have shown the highest standards of professionalism, overall consistent excellence in performance of his/her duties, and outstanding leadership capabilities. The selected individual exhibits exemplary managerial and supervisory skills, has made significant contributions within the scope of his/her job responsibilities and has developed exceptional and innovative initiatives. In addition, this individual shall have represented both his/her institution and the Department in a positive and informative manner to internal and external representatives.

Patrick DePalo, Deputy Superintendent, MCI Framingham
James Saba, Superintendent, MCI Cedar Junction

Department of Correction Employee of the Year– this award is presented to one employee, chosen from the recipients of all the other award categories. This employee is recognized as the overall outstanding employee in the Department.

MASAC Employee of the Year—Michael Schneider, Correction Officer I

Innovations in Public Safety Partnership Award

This award is presented to a person or **federal, state or local agency or organization** that, in partnership with the Department, has directly impacted the public's safety through such efforts that support the Department's vision and mission.

Worcester State University

Annual Report Produced by:

Diane Silva
Director of Performance Measures

Cara Savelli
Program Coordinator

The production of this report would not be possible without the contributions made by various divisions, staff, and facilities within the Massachusetts Department of Correction.

For more information and statistics on the different areas within the Massachusetts Department of Correction, please visit: