



2017



Annual Report

Department of Correction



Massachusetts



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Each of the six major goals identified within this section are equally important and exist interdependently with one other. These goals represent ongoing and high level focus areas for which the Department of Correction (DOC or Department) will continually develop, review, and assess accomplishments of strategies, activities and performance measures. Facilities and divisions use these goals as the foundation for creating their own specific and unique strategies and performance measures that can be used to attain success.

Goal 1: Maintain and enhance prison safety and security for the public, staff and inmates.

- As a result of safety analysis studies and vulnerability assessments conducted in connection with implementing the Prison Rape Elimination Act (PREA), multiple institutions throughout the Department of Correction upgraded their surveillance systems including monitoring stations and additional cameras to better observe blind spots and other potential areas for contraband transfer to promote enhanced safety for staff and inmates and to stop the introduction of contraband.
- During the fourth quarter of 2018, the iEVAC smoke/fire hood replaced the SCBA (Self-contained Breathing Apparatus) for use during fire emergencies. Training was held for appropriate staff and the relevant regulation, 103 DOC 730, "Fire Prevention and Safety" policy was updated effective October 2017.
- The Internal Affairs Unit (IAU) has been integrated within a new drug task force (i.e., Illicit Drug Task Force) composed of multiple law enforcement entities designed to investigate the illicit smuggling of drugs and contraband into state institutions.
- A number of institutions installed a body scanner, which is a new technology using low dose transmission x-rays to screen inmates in order to detect objects concealed internally or beneath clothing, resulting in a more secure environment.
- MCI Plymouth was repurposed to house the Massachusetts Alcohol and Substance Abuse Center (MASAC) program, relocated from Bridgewater. Meetings were held with interested stakeholders in preparation for a safe transition of inmates. Different safety mechanisms were instituted and a fence was built to secure the premises.
- In February 2017, patient care and management services at Bridgewater State Hospital (BSH) were contracted to a private vendor, Correct Care Solutions, LLC (CCS). In March, state sentenced inmates were transferred from BSH to Old Colony Correctional Center (OCCC).
- Video conferencing expanded throughout the DOC, reducing the need for inmates to be transported outside a facility, and resulting in increased public safety and cost savings.
- A Standard Operating Procedure (SOP) was developed that incorporates all policies regarding staff use of technology, the use of technology to assist with instruction in the classroom, and teaching subjects involving technology to inmates.
- The Victim Services Unit worked closely with the Boston Area Rape Crisis Center to inform all incoming inmates of the services available to inmates who are sexual abuse survivors and inmates who experience sexual abuse while incarcerated.
- Additional handlers were added to the K-9 Unit of the Special Operations Division.

Goal 2: Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism and promote rehabilitation and reentry.

- The Central Transportation Unit (CTU) in collaboration with the Education Division and Massachusetts Correctional Industries Program (MassCor) opened a state-of-the-art automotive vocational training center for inmates. This program trains and educates qualified inmates and prepares them for Automotive Service Excellence (ASE) certification, which will significantly and positively impact inmates' transition back into the community. Three graduates from the program took their G-1 test in December 2017, with two passing the exam.
- DOC hired four college and career coordinators to provide information to inmates regarding post-secondary opportunities and viable career pathways. These coordinators will help ensure inmates are enrolled in appropriate programming and help maximize resources in providing programming.
- The Central Date Computation Unit (CDCU) promoted reentry and timely notifications to outside stakeholders by ensuring release dates were computed and frozen 60 days in advance of a release date, and ensuring final release date approval 30 days or more in advance.
- The Classification Division continued to work with the Inmate Education and Training Division to transition inmates currently enrolled in specialized training (e.g., barber school, automotive, or welding) to lower custody, once they completed the program or to a facility where they could continue their participation to maximize the use of resources and allow the inmates to earn the relevant certification.
- The Inmate Education and Training Division revamped technology courses to support current technology skills and trends as well as developed new career pathways that provide the skills and certificates necessary to pursue technology related careers.
- Identified and classified 30 inmates to participate in the School of Reentry at Boston Pre-Release Center.
- 213 released male inmates, which is approximately 21% of male inmates with an assessed substance abuse treatment need that released to the community via parole to street, Good Conduct Discharge to street, or released to the transitional treatment program, were placed in a recovery or sober home, establishing a continuum of substance abuse services and linkages to community based services.
- The New Freedoms grant was implemented in September 2017 at Souza-Baranowski Correctional Center (SBCC) for offenders identified as having a propensity towards violence, being released to the Worcester County area. Released offenders receive services in the community up to eight months post-release. During the fourth quarter of 2017 there were 23 participants, with five inmates in the community.
- An intensive outpatient program was implemented at MCI-Shirley Minimum in July 2017. This program targets offenders who have completed the interdiction process, have been accepted to participate in the Medication Assisted Treatment Reentry Initiative (MATRI), and are graduates of the Correctional Recovery Academy (CRA) who are assessed as needing more substance use treatment. During the reporting period, eight offenders completed the program and seven more were enrolled.
- The Inmate Education and Training Division administered HiSET (high school equivalency) tests. 32 students passed the exam from July 2017 through December 2017. 300 students completed vocational programs and earned a certificate or a license during this time including from Occupational Safety and Health Administration OSHA and ServSafe. Nine students earned a certificate in Automotive Service Excellence after completing the newly implemented automotive program.
- Inmates from Boston Pre Release Center (BPRC) and South Middlesex Correctional Center (SMCC) participated in a clothing collaborative through Goodwill, which allowed inmates to obtain professional attire for future interviews.

- During the fourth quarter of 2017, SMCC held a reentry fair as well as a discussion group with four tradeswomen and a professor regarding employment opportunities in construction.
- DOC continued to analyze labor trends as they relate to DOC's vocational programs to ensure they provide inmates with viable options for employment and lead to certifications and/or credentials that are recognized by the industry.
- During November 2017, the DOC successfully negotiated and executed contract amendments to contracts with Spectrum Health Systems Inc. for another year of MATRI.
- Several different money management classes were instituted throughout the Department at all security levels.
- Laptops were purchased for computer-based training classes in the Souza Baranowski Correctional Center Special Housing Unit.

Goal 3: Collaborate with external stakeholders to achieve mutual goals and objectives.

- Legislation was passed addressing the issue involving the shackling of pregnant inmates. The Health Services Division incorporated language into departmental policy to incorporate the requirements of the new legislation. In addition, the Assistant Deputy Commissioner of Clinical Services coordinated several meetings with county sheriffs to assist them in developing comparable language to ensure continuity of practices between the county and state correctional systems.
- DOC divisions are working jointly with the FBI to investigate staff introducing contraband into facilities.
- The Central Inmate Disciplinary Unit (CIDU) educated Prison Legal Assistance Program liaisons on the Department's processing of disciplinary matters in accordance with 103 CMR 430.
- The first cohort of students completed programming through Mount Wachusett Community College and received a certificate in small business management in May 2018. Mount Wachusett continues to enroll students at MCI Shirley and North Central Correctional Institution (NCCI) through the Second Chance Act Grant. This pilot program allows for inmates to receive Pell Grants as financial aid to assist with the cost of post-secondary education.
- The Education Division has partnered with Goodwill/Boston Career Link, a one-stop career center. An education staff member works as a liaison with the career center and assists inmates with registering at the center as well as getting them involved in employability workshops. This partnership has resulted in the Education Division's involvement with job fairs that include CORI friendly employers. In addition to job fairs, the division also collaborated with the career center to provide a clothing collaborative, one of which was attended by Governor Baker.
- The DOC held its second MATRI learning lab on June 19th and June 20th. Positive feedback was received from representatives of states attending the workshop (i.e., Arizona, Illinois, New Jersey and Virginia).
- Financially managed grant funding from the Executive Office of Energy and Environmental Affairs, which supported the installation of hybrid conversion systems in twelve full size passenger vans, seven newly acquired fiscal year 2017 Ford Transit 350s, and five existing fiscal year 2016 Ford transit 350s. This grant supported DOC's efforts to reach compliance with the Fuel Efficiency Standard for the state fleet for fiscal year 2018.
- The DOC worked in collaboration with the Office of Technology and Information Services (OTIS) to review all telephone lines and identify which lines were no longer necessary. This effort resulted in cost savings for the state.
- Boston Pre Release Center (BPRC) worked with the Division of Capital Asset Management and Maintenance (DCAMM) and the Executive Office for Administration and Finance (A&F) on a collaborative effort to secure viable employment opportunities for pre-release inmates with construction experience including a construction job fair in October 2017 attended by twenty BPRC inmates.
- The Massachusetts Treatment Center (MTC) worked with the Massachusetts Commission for the Blind in April and May of 2017 to train staff in the process of Correction Officer Adaptive Guiding and to discuss multiple accommodation requests submitted by a blind civil commitment.

- In April 2017, a new stakeholder, the Veterans Services Unit, was introduced to the Northeast Correctional Center (NECC) in an effort to assist inmates who are being released but don't qualify for traditional "VA" benefits/services.
- At MCI-Shirley, Tufts University donated over 100 used books to the inmate library to bolster the inmate library's catalogue and to increase awareness of the University's Inside Out program.
- A Reentry Forum took place at MCI Framingham in October 2017 with external representation including probation/drug courts, Spectrum, and outpatient programs in the Lawrence area. The event was well attended and DOC plans to hold it every six months to assist inmates to prepare for release.
- North Central Correctional Institution coordinated American Sign Language (ASL) interpreter services with the Massachusetts Commission for the Deaf and Hard of Hearing on three occasions to assist in the re-entry preparation of an offender.
- NCCI has been designated a pilot site for the installation of GPS monitoring bracelets by the Probation Department prior to release from the facility, eliminating the need for installation at a Probation Department location.
- MCI Cedar Junction established a Memorandum of Understanding (MOU) with the U.S. Marshal's Office regarding medication supplies. Detainees are now released with medication supplies upon notification to the Marshal's Office.
- In October 2017, Pondville Correctional Center began a new process of visiting the Registry of Motor Vehicles one day per month, allowing approved inmates to be brought to the Registry without having to set up individual appointments several weeks in advance.
- The DOC worked collaboratively with Massachusetts Partnership for Correctional Health (MPCH) to coordinate the transfers of civil commitments from MASAC to MASAC at Plymouth.
- The DOC worked collaboratively with Correct Care Recovery Solutions to coordinate the transfers of appropriate inmates/patients from Bridgewater State Hospital to the appropriate facility.
- The Lemuel Shattuck Hospital (LSH) worked in collaboration with the LSH campus police, the Massachusetts State Police, and the Boston Police Department for an active shooter drill held in January 2017.

Goal 4: Maximize efficiency through process improvements.

- With the support of the Health Services Division, MPCH began to offer tele-crisis coverage by the providers via mobile tablet/tele-medicine services at the larger facilities. This service allows the provider to be in one location yet able to communicate with and observe an inmate in crisis at another facility to render an appropriate treatment decision. The end result is a more efficient response to a crisis.
- The Central Intelligence Unit, in collaboration with OTIS, is streamlining and redesigning the Security Threat Group (STG) database into a multi-functional intelligence database.
- An Internal Affairs Unit member was permanently assigned to the Special Operations Division to enhance the joint use of force process. This reassignment resulted in an improved and more efficient joint triage process.
- The Inmate Education and Training Division developed a regular schedule for auditing enrollment, class size, and waitlists to include vocational programming. Regular data meetings with site supervisors were held to monitor progress and outcomes.
- All vocational programs were reviewed to ensure that the curriculum is aligned with community standards as well as the Massachusetts curriculum frameworks for vocational education.
- Tableau – Dashboards are at the final review stage prior to going live. There are four public dashboards including the January 1 snapshot, admissions, releases, and releases to the community. The next phase will be a rolling report with active, admission and release data, and a recidivism dashboard. There will also be private data for DOC internal staff which will enable quick access to data and DOC reporting for active, admission, release, and recidivism data. The

dashboards will provide greater public access to data and reduce the time spent by Research and Planning staff on data requests, freeing them up for other projects.

- The state-wide Mass.gov website re-design project was undertaken throughout the winter, spring, and summer of 2017 in preparation for the reformatting upgrade. A great deal of work went into standardizing names of reports, pulling out key words, and reformatting in an effort to make the information more accessible and understandable to the public.
- The Deputy Superintendent of Reentry at SBCC toured Billerica House of Correction to see how inmates are utilizing tablets in regard to programming and classes looking to implement this idea in the Restricted Housing Unit.
- The Correctional Recovery Academy program at MCI Concord condensed to one unit and reduced its beds from 122 to 70 to create a more communal environment while providing a more intensive treatment model.
- Starting in December 2017, South Middlesex Correctional Center (SMCC) implemented a formal tour guide program with four SMCC inmates to acclimate new arrivals to the institution.
- In 2017, SMCC made two significant improvements to its medical process. Medical staff transitioned to a new multi-purpose room to be used by the staff from physical therapy, Mental Health, x-ray and potentially podiatry, saving external trips to MCI Framingham for these services and providing a more organized and secured area. In March 2017, the medication line was streamlined to be more efficient with SMCC's increased census.
- MCI Framingham coordinated with Reentry Services to link prior Pathway Assessments with new numbers for returning inmates who were previously released, ensuring inmates are not given two conflicting Pathway designations. Criminal History Record Information (CHRI) is developing a process to notify the Classification Unit when inmates serving less than 90 days receive a new sentence that will lengthen their time, requiring a COMPAS. The COMPAS Assessment Tool designed by Northpointe Institute for Public Management, Inc. is a standardized evaluation tool for effective programming based on a validated assessment. The criteria are weighed, scored, and organized into a valid and reliable assessment instrument.
- Inmate ID documents are now recorded in the IMS Reentry Screens by receiving staff in the Records Unit at MCI Cedar Junction for a quicker identification of receipt by Reentry Planners.
- At MCI Norfolk, a pilot evening make-up Keep on Person (KOP) line is being offered in an effort to ensure KOP lines are completed in a timely manner. The Health Services Unit (HSU) security and medical staff at Norfolk now coordinate the calling of inmates from assigned housing units which were unable to complete the KOP line on their assigned day.
- The DOC contracted a service provider to provide over-the-phone interpretation, 24 hours per day, seven days per week for non-English speaking inmates. The service can translate 250 different languages.

Goal 5: Achieve work force excellence and implement succession planning strategies.

- The Division of Staff Development, in collaboration with the Office of Investigative Services (OIS) and Internal Affairs Unit, facilitated a three day investigator training for Superintendent's Investigators in October 2017. The course was designed to provide foundational skills and provide staff with the appropriate tools and resources needed to ensure their continued professional development.
- The Division of Staff Development facilitated the Inner Perimeter Security (IPS) Induction Program for IPS officers in December in collaboration with OIS.
- Recruitment efforts have resulted in mutually beneficial business relationships with private and public institutions of higher learning such as the UMass system, Mass Maritime Academy, Boston College, Northeastern University, and Suffolk University. DOC was represented at 17 career fairs and eight outreach events, increasing combined efforts by 30% in this area.

- In creating a recruitment strategy, the DOC Job Shadow Program for students was developed to provide students with hands on experience in various fields. Partners in this program include the U-Mass schools, Anna Maria College, Newbury College, Southern New Hampshire University, and Rhode Island College. In FY17, nine Job Shadow activities were offered.
- The Inmate Education and Training Division introduced a four day orientation for all education staff and additional three day training for supervisory staff prior to the start of the school year. Orientation included the introduction of a staff handbook, technology SOP, IMS/Case Plan SOP, as well instruction on developing a School Improvement Plan for each site.
- A total of 86 DOC employees attended a training entitled, “Visible at Last; Creating a Welcoming Place for Transgender Individuals in the Workplace” during the second half of the fiscal year.
- At least one food services staff member at each facility completed an allergy awareness program.
- The Central Date Computation Unit and Central Record managers attended a conference entitled, “Sentencing, Probation, and Parole: What Judges Need to Know” to expand knowledge based on the functioning of the court system.

Goal 6: Build an agency that promotes an awareness of services to encourage an environment of healthy living for all.

- In an effort to provide a more therapeutic environment, the Massachusetts Alcohol and Substance Abuse Center program was relocated from its location in Bridgewater to the MCI Plymouth campus. Renovations were made to all the buildings to provide a physical campus that would support the recovery process.
- In February 2017, a new contract was established with Correct Care Solutions (CCS) to provide a majority of the services at Bridgewater State Hospital. The underlying mission is to transition the facility from a correctional forensic facility to a mental health facility. The state-sentenced population was relocated to a new unit established at Old Colony Correctional Center, where that cohort receives the same services as the individuals served at Bridgewater State Hospital. CCS’s goal is to address each individual’s mental health issues and to restore competencies in a therapeutic environment. CCS assumed full responsibility for the services in April 2017.
- A Northeastern University research study entitled, “The Impact of Correctional Officer Suicide on the Institutional Environment and on the Well-Being of Correctional Employees” was approved on April 28, 2017. Since 2010, 16 current or former correctional officers employed by the DOC have died by suicide. This study proposes to identify patterns and trends in the personal and work histories of the deceased officers that might help better understand what led to the fatalities. In addition to developing a more nuanced understanding of the context in which these correction officers’ suicides occurred, the research team intends to identify key risk factors and address the impact of these tragic losses on the overall institutional climate and on the specific risk for suicide contagion.
- The unit captain and shift commander at MCI Norfolk attended mental health first aid training to better assist staff and family members with personal issues.
- A database at MCI Norfolk was created to track gender dysphoria housing risk factors.
- Multiple institutions organized events involving friends and families, including tours for families of employees.
- The recreation department at MCI Shirley implemented a transformation fitness course for the inmate population.
- Companion and environmental cleaner training for the Health Services Unit (HSU) at MCI Shirley was completed. Current allotted positions in HSU have been filled there.

- In August 2017, inmate Assisted Daily Living (ADL) interviews were conducted at MCI Norfolk. Inmates identified will become inmate companions or janitorial workers upon completion of formalized training. The inmates assigned will help to provide care to inmates in need in the ADL unit.
- Along with volunteers from Wellesley College, South Middlesex Correctional Center (SMCC) held a “Day to Make a Difference” in September to encourage civic engagement and community service. SMCC inmates made 30 blankets to be donated to Boston Children’s Hospital. 37 miles were completed around the outdoor track in total, with \$70 in donations being sent to the Houston Food Bank.
- In January 2017, SMCC staff participated in a healthy eating day hosted by the wellness coordinator.
- At MCI Framingham, an over-40 group was formed to promote and encourage physical and recreational activities for inmates in that age group; the age may be reduced to 35 and older in the future to increase participation.
- In an effort to recognize efforts by staff that has gone above and beyond expectations at the institution and within the community, an Employee of the Month Committee was formed at MCI Cedar Junction.
- MCI Norfolk held a Walk for Hunger and a Walk for Humanity in May.
- Pondville initiated a game night in December for interested inmates.

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 2017): \$60,850
- January 1, 2018 Facility Population: 116
- Average Daily Population: 143
- Operational Capacity: 175
Minimum: 60 & Pre-Release: 115



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, access to community support agencies and other approved programming. Transitional Treatment Program (TTP), a program which temporarily houses recently paroled inmates, was relocated to BPRC from Pondville Correctional Center. On January 1, 2018, the majority of inmates were pre-release (i.e., 76), with an additional 40 minimum security inmates, and 25 additional TTP parolees not included in the active prison population.

Bridgewater State Hospital (BSH) Bridgewater, MA

- Security Level: Medium
- Initial ACA Accreditation: 1998
- Opened: 1974
- Annual cost per inmate (FY 2017): \$227,414
- January 1, 2018 Facility Population: 207
- Average Daily Population: 219
- Operational Capacity: 319



BSH is a forensic mental health facility housing male patients in several categories: civil commitments with underlying criminal sentences, civil commitments without criminal sentences, and pre-trial detainees sent for competency and criminal responsibility evaluations by a 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 a court, where the failure to hospitalize in strict security would create a likelihood of serious harm by reason of mental illness. Medical and mental health care at BSH was transferred to Correct Care Solutions in 2017.

Lemuel Shattuck Hospital Correctional Unit (LSH) Jamaica Plain, MA

- Security Level: Medium
- Opened: 1974 - Expanded: 1982, 1987
- Annual cost per inmate (FY 2017): \$285,000
- January 1, 2018 Facility Population: 24
- Average Daily Population: 28
- Operational Capacity: 29



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, 2018, the population consisted of 13 criminally sentenced state inmates, 10 pre-trial detainees, and one civil commitment. The average age of inmates housed on this date was 51 years old.

Massachusetts Alcohol and Substance Abuse Center at Plymouth (MASPLY) Plymouth, MA

- Security Level: Minimum
- Initial ACA Accreditation: 1993
- Opened: 1992 - Mission Change: 2002
- Annual cost per inmate (FY 2017): \$68,509
- January 1, 2018 Facility Population: 182
- Average Daily Population: 203
- Operational Capacity: 275
- Sentenced: 24 & Civil Commitments: 251



MASAC at Plymouth is a facility with an institutional focus of providing services to males civilly committed by the court under M.G.L. Chapter 123, Section 35 for detoxification and substance abuse treatment for up to 90 days. The facility implemented 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. As of May 1, 2017, MASAC was relocated to the previously shuttered MCI-Plymouth facility. On January 1, 2018, there were 158 civil commitments and 24 criminally sentenced inmates.

Massachusetts Treatment Center (MTC) Bridgewater, MA

- Security Level: Medium
- Initial ACA Accreditation: 1997
- Opened: 1986 - Expanded: 1997
- Annual cost per inmate (FY 2017): \$67,691
- January 1, 2018 Facility Population: 580
- Average Daily Population: 531
- Operational Capacity: 669
- Sentenced: 416 & Civil Commitments: 253



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 period of one day up to a life commitment. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with reoffending. On January 1, 2018, there were 394 criminally sentenced inmates, 189 SDPs, and 31 temporary civil commitments (provided by MTC).

MCI-Cedar Junction (MCI-CJ) South Walpole, MA

- Security Level: Maximum Reception & Diagnostic Center w/ Medium Component
- Initial ACA Accreditation: 2002
- Opened: 1956 - Expanded: 1991 Modular Unit, DDU
- Annual cost per inmate (FY 2017): \$74,308
- January 1, 2018 Facility Population: 753
- Average Daily Population: 748
Maximum: 677 & Medium: 71
- Operational Capacity: 646
Maximum: 568 & Medium: 78



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 inmates with the most serious discipline issues is also located here. On January 1, 2018, MCI-CJ housed 711 criminally sentenced inmates and 42 federal or out of state pre-trial detainees. There were 683 inmates housed in maximum security (125 of those in DDU) and 70 in medium security.

**Following information is from the 2017 Prison Population Trends Report*

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 2017): \$69,643
- January 1, 2018 Facility Population: 613
- Average Daily Population: 696
- Operational Capacity: 752



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) 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 2017): \$82,116
- January 1, 2018 Facility Population: 434
- Average Daily Population: 466
- Operational Capacity: 572



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 (contempt of court civil commitments and dual Section 35 civil commitments). It is the oldest operating women’s prison in the United States. On January 1, 2018, this medium security facility housed 264 criminally sentenced inmates, 166 pre-trial detainees, and 4 dual Section 35 civil commitments.

MCI-Norfolk (MCI-N) Norfolk, MA

- Security Level: Medium
- Initial ACA Accreditation: 2003
- Opened: 1931
- Annual cost per inmate (FY 2017): \$46,772
- January 1, 2018 Facility Population: 1,322
- Average Daily Population: 1,394
- Operational Capacity: 1,473



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 eighteen dormitory-style living units and two modular units divided by a large central grass quadrangle.

**Following information is from the 2017 Prison Population Trends Report*

MCI-Plymouth (MCI-P) Plymouth, MA

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| <ul style="list-style-type: none"> • Security Level: Minimum & Pre-Release • Initial ACA Accreditation: 1994 • Opened: 1952 • Annual cost per inmate (FY 2017): \$56,051 | <ul style="list-style-type: none"> • January 1, 2018 Facility Population: N/A • Average Daily Population: N/A • Operational Capacity: N/A
Minimum: N/A & Pre-Release: N/A |
|--|--|



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 re-entry and preparation. Effective December 22, 2016, MCI-Plymouth was shuttered and remaining inmates were transferred to other DOC facilities. As of May 1, 2017, MASAC was relocated to the shuttered MCI-Plymouth facility and is now named MASAC at Plymouth. For more information please see MASAC at Plymouth on page 3.

MCI-Shirley (MCI-S) Shirley, MA

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| <ul style="list-style-type: none"> • Security Level: Medium & Minimum • Initial ACA Accreditation: 1995 • Opened: Minimum in 1972, Medium in 1991 • Annual cost per inmate (FY 2017): \$45,549 | <ul style="list-style-type: none"> • January 1, 2018 Facility Population: 1,436 • Average Daily Population: 1,449
Medium: 1,145 & Minimum: 304 • Operational Capacity: 1,455
Medium: 1,129 & Minimum: 326 |
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MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates on January 1, 2018 were in medium security housing units (i.e., 1,141) with 295 housed in minimum security. The two security levels were considered separate institution 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 security inmates.

North Central Correctional Institution (NCCI) Gardner, MA

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| <ul style="list-style-type: none"> • Security Level: Medium & Minimum • Initial ACA Accreditation: 1989 • Opened: 1981 - Renovations: 1982, 1993 • Annual cost per inmate (FY 2017): \$52,454 | <ul style="list-style-type: none"> • January 1, 2018 Facility Population: 956 • Average Daily Population: 955
Medium: 944 & Minimum: 11 • Operational Capacity: 1,012
Medium: 982 & Minimum: 30 |
|---|--|



NCCI is a facility housing criminally sentenced males. The majority of inmates on January 1, 2018 were in medium security housing units (i.e., 944) with 12 housed in minimum security. The institution is located on the land formerly occupied by the Gardner State Hospital, which was open from 1902 until its doors were closed in 1976.

**Following information is from the 2017 Prison Population Trends Report*

Northeastern Correctional Center (NECC)

Concord, MA

- Security Level: Minimum & Pre-Release
- Initial ACA Accreditation: 1982
- Opened: 1932
- Annual cost per inmate (FY 2017): \$54,904
- January 1, 2018 Facility Population: 188
- Average Daily Population: 197
- Operational Capacity: 277
- Minimum: 208 & Pre-Release: 69



NECC is a facility, operating under the Superintendent of MCI-Concord, housing criminally sentenced males. The majority of inmates (i.e., 129) on January 1, 2018 were in minimum security housing units, with 59 housed in pre-release. 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 2017): \$73,756
- January 1, 2018 Facility Population: 745
- Average Daily Population: 702
- Medium: 575 & Minimum: 127
- Operational Capacity: 757
- Medium: 597 & Minimum: 160



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 re-entry. The majority of inmates (i.e., 617) on January 1, 2018 were housed in a medium security unit, with 128 housed in minimum security.

Pondville Correctional Center (PCC)

Norfolk, MA

- Security Level: Minimum & Pre-Release
- Initial ACA Accreditation: 1994
- Opened: 1990
- Annual cost per inmate (FY 2017): \$52,316
- January 1, 2018 Facility Population: 156
- Average Daily Population: 154
- Operational Capacity: 204
- Minimum: 156 & Pre-Release: 48



PCC is a facility for criminally sentenced males housing 119 minimum and 37 pre-release inmates on January 1, 2018. 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. The TTP program was relocated to Boston Pre-Release Center as of

December 5, 2016.

Institution Overview

DOC Annual Report 2017

**Following information is from the 2017 Prison Population Trends Report*

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 2017): \$48,142
- January 1, 2018 Facility Population: 90
- Average Daily Population: 116
- Operational Capacity: 185
Minimum: 140 & Pre-Release: 45



SMCC is a facility for criminally sentenced state and county females, housing 70 minimum and 20 pre-release inmates on January 1, 2018. 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 2017): \$65,506
- January 1, 2018 Facility Population: 1,057
- Average Daily Population: 1,079
- Operational Capacity: 1,410



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.

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 through 999. 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 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 2017, there were no facilities audited under Cycle Three or Final Cycle Two Standards.

Initial Cycle One Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
650	558	91	1	0

Final Cycle One Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
350	333	17	0	0

Initial Cycle Two Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
288	250	29	9	0

Initial Cycle Four Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
46	41	3	1	1

Final Cycle Four Standards

Total	Compliance	Non-Compliance	Non Applicable	Not Assessed
*600	494	43	50	13

*Two standards were assessed off-cycle at Dukes County.

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 eight institutions.

MassCor’s current workforce has remained consistent yet is expected to increase based on 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 work ethic gained through Correctional Industries, released offenders have a greater chance of being gainfully employed and successful after their release. Revenues for 2017 total \$18,269,230, which allow MassCor to continue efforts for reinvestment in equipment and expansion of available offender worker opportunities.

Location	Avg. Inmate Workers
NCCI Gardner	83
MCI Shirley Medium	70
MCI Framingham	28
MCI Norfolk	210
MCI Cedar Junction	40
Old Colony Correctional Center	29
Mass. Treatment Center	24
Pondville Correctional Center	5
Grand Totals	489

MassCor Auto Plate Shop at MCI Cedar Junction:

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



MassCor Industries at MCI Norfolk:

As MassCor’s largest operation, Norfolk has offenders working a wide range of manufacturing settings within seven 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, in addition to 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. 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 providers. MCI Norfolk’s other shops include a Janitorial Shop with a complete line of cleaning products available including a full offering of

environment friendly “green line” janitorial products, a Metal Shop that supplies custom fabricated metal products built upon provided specifications, and a Binder Shop that produces vinyl binders in many sizes, colors, and styles.

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 Shop provides engraving services as well. The Embroidery Shop embroiders caps, jackets, tee shirts, and many other items. The inmates learn valuable skills that are related to the various employment opportunities in the sewing industry within the state.

MassCor Sewing Shop and Furniture Shop at MCI Shirley:

This site houses a sewing operation that manufactures sheets, towels, and socks. It also provides inmates with the opportunity to work in a wood manufacturing plant where they are trained on state-of-the-art woodworking equipment to produce an extensive array of custom built furniture. They also transform a wide variety of lumber types into desks, chairs, and other custom items, exposing the workers to a trade that is in high demand in the Commonwealth.

MassCor Optical Shop at NCCI Gardner:

The Optical Shop is a full scale eyewear laboratory equipped with modern technology providing services to many providers throughout Massachusetts. The inmates working at this site learn skills such as grinding, polishing, and assembling eyeglasses for a wide variety of customers. The Industrial Instructors at NCCI Gardner Optical Shop facilitate the process to recertify inmates in the American Board of Optometry, a nationally recognized organization. This, in turn, will allow the inmate to demonstrate qualifications and a work history to potential employers. These efforts significantly enhance an inmate’s employability upon release.

MassCor Print Shop at Old Colony Correctional Center:

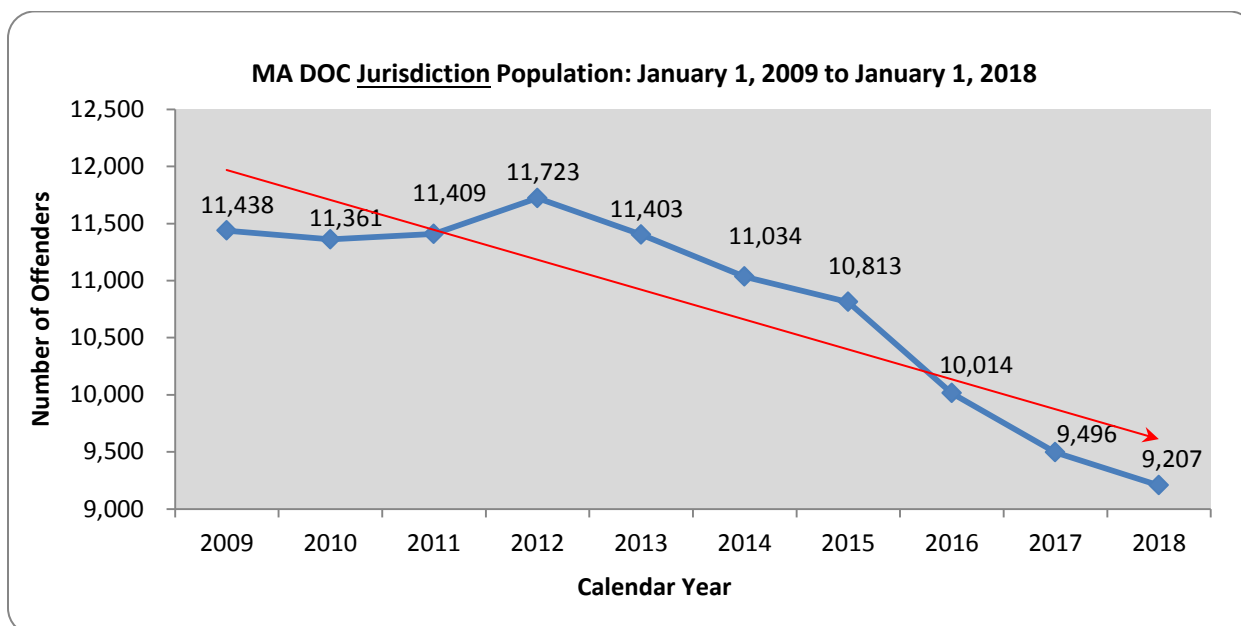
Old Colony is the site of DOC’s full scale, state-of-the-art printing operations. Inmates working in the print shop are able to use the latest technology to produce quality products and gain valuable skills, which are easily transferable to private industry. Products offered vary from letterhead and multipart forms to city and town reports.

MassCor Silkscreen and Sign Shop at Massachusetts Treatment Center:

Inmates work in a Sign Shop that manufactures many of the standard street signs that can be used on many roadways 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, which involves loading and unloading the trucks which transport MassCor goods.



Massachusetts

- ◆ The Massachusetts DOC jurisdiction population continued to decline for the sixth consecutive year, a decrease of 21% since the peak on January 1, 2012, which was 11,723 inmates.
- ◆ Between January 1, 2017 and January 1, 2018, there was a 3% decrease in inmates, from 9,496 to 9,207.
- ◆ The overall trend in the DOC jurisdiction population demonstrated a decrease of 20% between January 1, 2009 (i.e., 11,438) and January 1, 2018.

National

- ◆ The estimated number of persons of all commitment types held in state and federal prisons decreased to 1,505,397 at year-end 2016¹, a 1% decrease (i.e., 21,206), from year-end 2015 (i.e., 1,562,603).²
- ◆ After a slight increase in the sentenced state and federal jurisdiction population in 2013, there was a decrease of 5% between year-end 2013 and year-end 2016, the largest decline in more than 35 years. There was a 4% decrease in the federal population (i.e., 7,206) and a 1% decrease in the state population (i.e., 11,468) between year-end 2015 and year-end 2016.³
- ◆ The national imprisonment rate at year-end 2016 was 450 sentenced inmates per 100,000 U.S. residents of all ages, a decrease of 2% from 459 in 2015 and the lowest rate since 1997 (i.e., 444).⁴
- ◆ Between 2015 and 2016, thirty-one states witnessed decreases in total jurisdiction population.⁵

¹ Year-end 2016 statistics were the most recent national statistics available at the time.

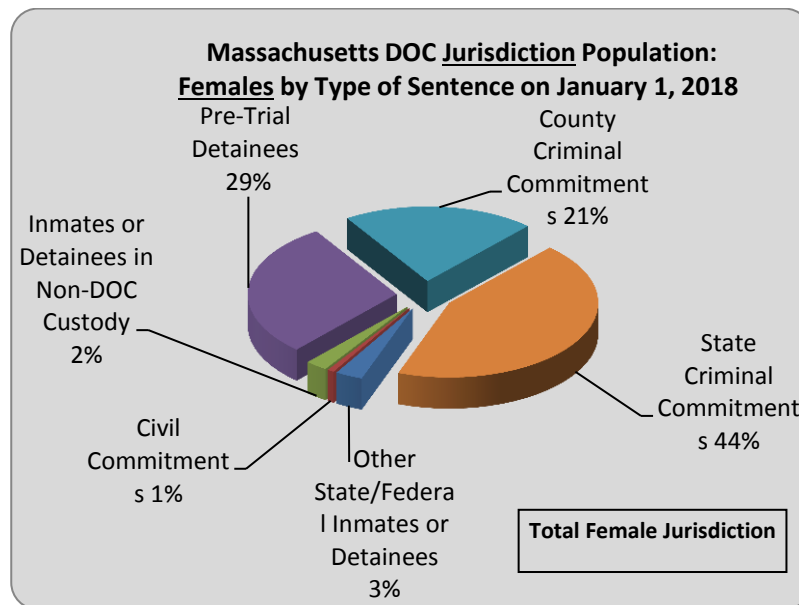
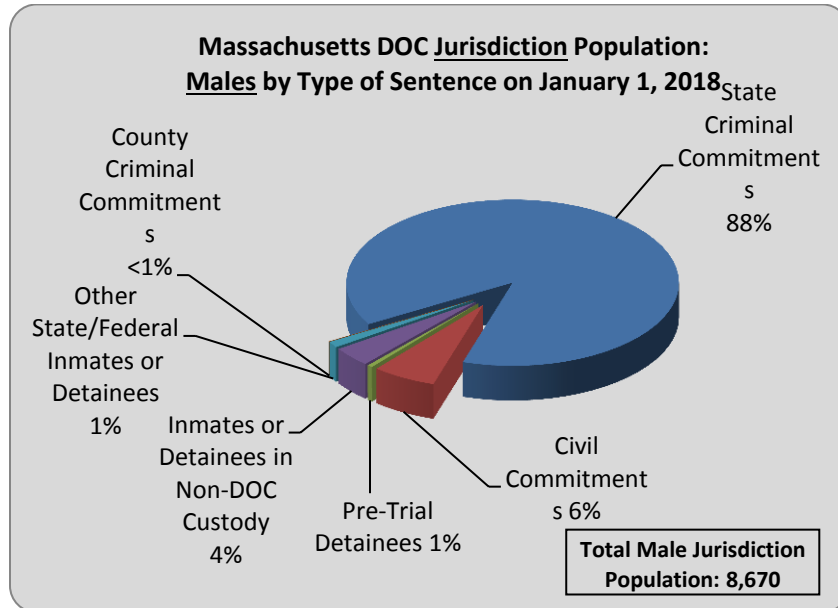
² Bureau of Justice Statistics (January 2018). *Prisoners in 2016* (NCJ 251149). Washington, D.C.: U.S. Department of Justice.

³ BJS, 2016, pg. 5, table 3.

⁴ BJS, 2016, pg. 8, table 6.

⁵ BJS, 2016 pg.3

**Following information is from the 2017 Prison Population Trends Report*



- ◆ The vast majority of males were state criminal commitments (88%) on January 1, 2018.
- ◆ Female state criminal commitments (44%) represent a smaller portion of their total commitments compared to males (88%) due to the DOC housing several counties’ female inmates for capacity issues/ lack of housing. Therefore, there was a more even distribution of females compared to their male counterparts.

Note: Percentages may not always add up to 100% due to rounding.

**Male Jurisdiction Population on
January 1, 2018**

- ◆ 8,670 total males in the jurisdiction population: 8,044 criminally sentenced, 85 pre-trial detainees, and 541 civil commitments
- ◆ Average age was 42 years old
- ◆ 95% were serving a sentence of more than three years
- ◆ 70% had a violent governing offense
- ◆ 785 were serving a governing mandatory drug sentence
- ◆ 42% entered the Massachusetts DOC with less than a 9th grade reading level
- ◆ 44% entered the Massachusetts DOC with less than a 6th grade math level
- ◆ The 2014 three year recidivism rate was 32% for the total male population
- ◆ 31% were open mental health cases, 7% had a serious mental illness (SMI), and 22% were on psychotropic medication for the custody population as of 12/31/2017

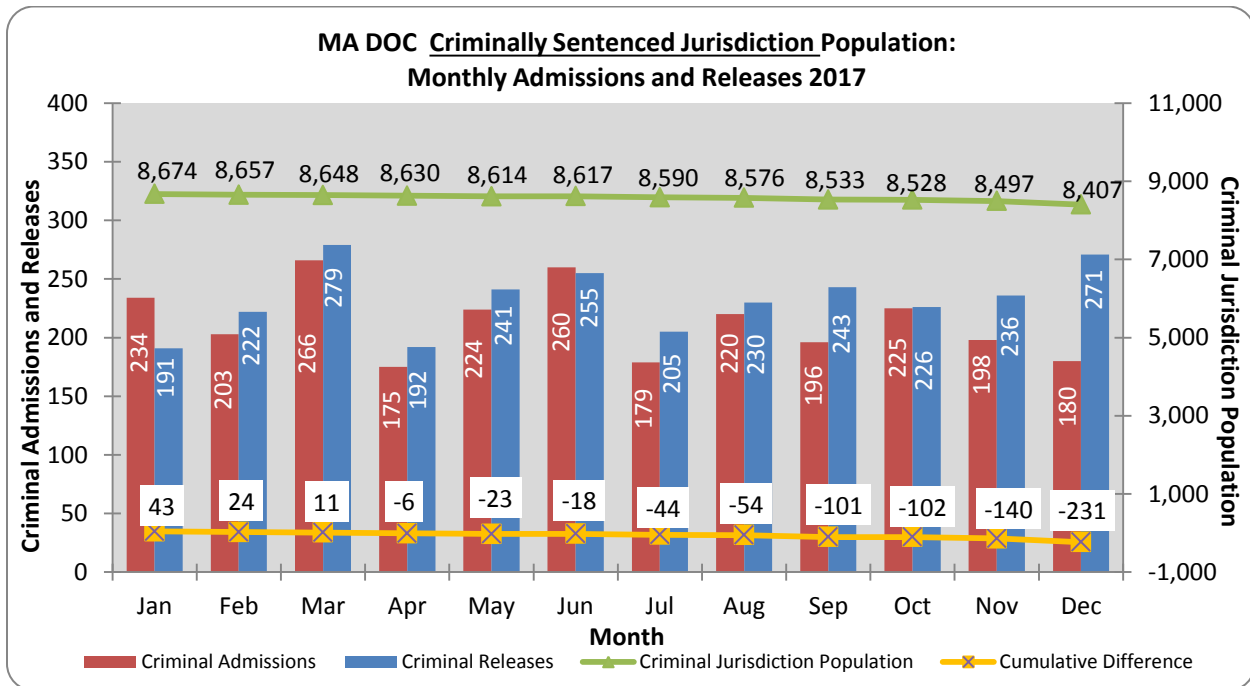
Note: Information provided by Health Services Division

**Female Jurisdiction Population on
January 1, 2018**

- ◆ 537 total females in the jurisdiction population: 363 criminally sentenced, 170 pre-trial detainees, and 4 civil commitments
- ◆ Average age was 37 years old
- ◆ 65% were serving a sentence of more than three years
- ◆ 57% had a violent governing offense
- ◆ 18 were serving a governing mandatory drug sentence
- ◆ 29% entered the Massachusetts DOC with less than a 9th grade reading level
- ◆ 34% entered the Massachusetts DOC with less than a 6th grade math level
- ◆ The 2014 three year recidivism rate was 32% for the total female population
- ◆ 79% were open mental health cases, 12% had a serious mental illness (SMI), and 55% were on psychotropic medication for the custody population as of 12/31/2017

Note: Information provided by Health Services Division

*Following information is from the 2017 Prison Population Trends Report



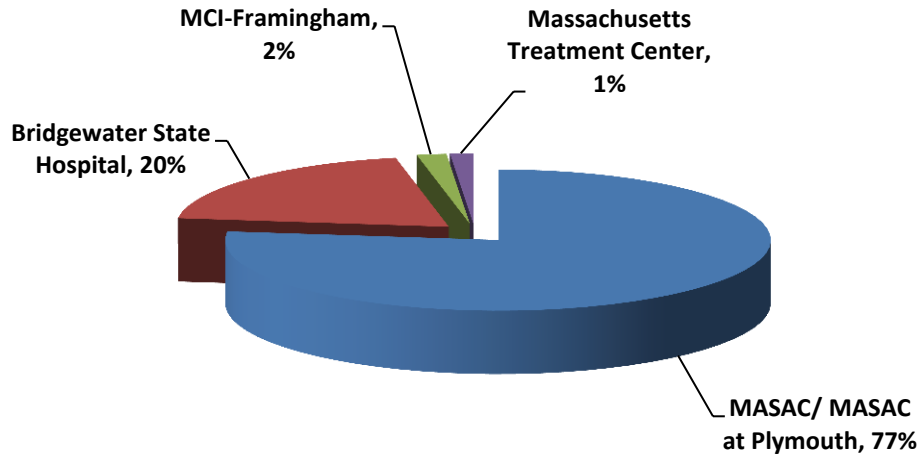
Note: Monthly jurisdiction population is based on the end of the month count of the criminally sentenced jurisdiction population and will not reflect the cumulative difference in admissions and releases.

- ◆ Overall, throughout 2017 the number of criminally sentenced admissions was less than the number of criminally sentenced releases, criminal admissions averaging 213 per month and criminal releases averaging 233.
- ◆ During the trend period, criminal admissions ranged between 175 in April, and 266 in March. Criminal releases ranged between 191 in January, and 279 in March.
- ◆ The cumulative difference between admissions and releases resulted in a cumulative decrease of 231 in the criminally sentenced population by year’s end.
- ◆ The criminally sentenced population at the end of 2017 was 8,407, a 3% decrease from the population at the end of 2016, which was 8,634. This rate decrease was less than the decrease observed when comparing criminally sentenced populations at the end of 2016 and 2015.

Admissions by New Court Commitments: Civil Commitments DOC Annual Report 2017

**Following information is from the 2017 Prison Population Trends Report*

**MA DOC 2017 Jurisdiction New Court Commitments:
Civil Commitments by Institution**



**MA DOC 2017 Jurisdiction New Court Commitments: Civil Commitments by
Institution**

Institution	Female	Male	Total
MASAC/ MASAC at Plymouth	0	2,237	2,237
Bridgewater State Hospital	0	579	579
MCI-Framingham	51	0	51
Massachusetts Treatment Center	0	40	40
Total	51	2,856	2,907

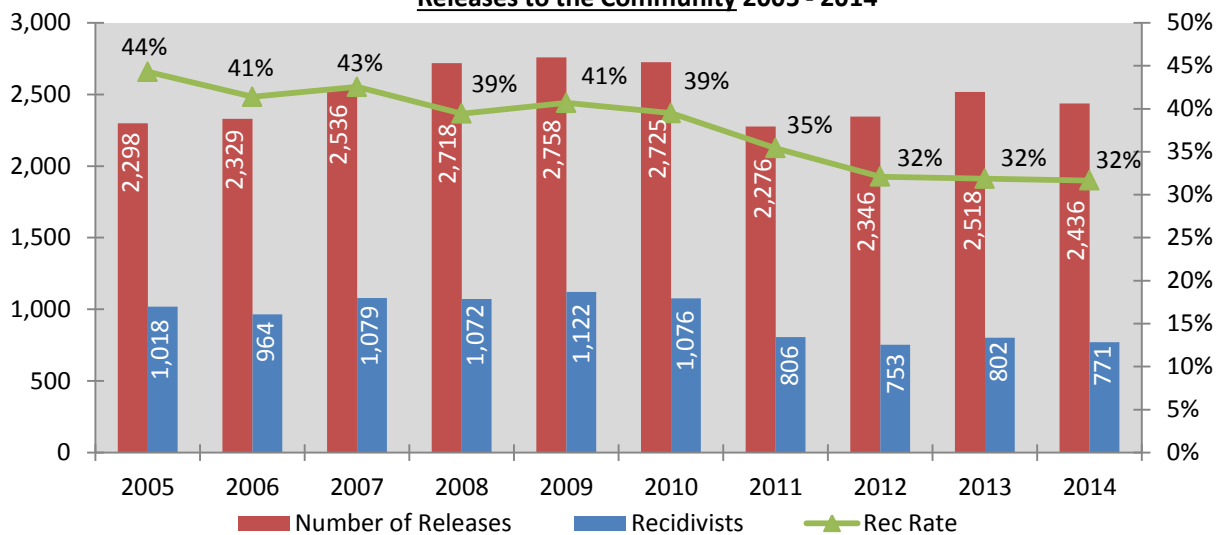
Civil commitments to the DOC are generally broken into three groups: “Mental Health Commitments”, “Alcohol and Substance Abuse Commitments” (i.e., Section 35’s), and “Sexually Dangerous Person Commitments”. Female civil commitments are housed at MCI-Framingham. Male civil commitments are housed in three facilities: “Mental Health Commitments” at Bridgewater State Hospital, Section 35’s at the Massachusetts Alcohol and Substance Abuse Center, and “Sexually Dangerous Persons” at the Massachusetts Treatment Center, all of which are located within the DOC Bridgewater complex.

- ◆ In 2017, there were 2,907 civil new court commitments, representing 36% of the overall 8,026 admissions.
- ◆ The majority (i.e., 77%) of civil commitments in 2017 were Section 35’s admitted to MASAC. This was slightly down from 79% in 2016. The number of Section 35’s decreased from 2,459 during 2016, to 2,237 during 2017, or -9%. Commitments to MASAC are limited to 90 days.
- ◆ During 2017, there were 579 civil commitments to BSH. This was a slight increase compared to the previous year (i.e., 568). During 2017, 20% of the civil commitments went to BSH; this figure increased slightly from 18% during 2016.
- ◆ Females represented 2% of the civil commitments during 2017, the same as witnessed during 2016.

**Following information is from the 2017 Prison Population Trends Report*

A recidivist is defined as any criminally sentenced inmate released to the community from DOC jurisdiction during 2014 who is **re-incarcerated** for a new sentence or violation of parole or probation to a Massachusetts state or county facility or to a federal facility within three years of his/her release. Types of re-incarceration include technical violation of parole, parole violation with a new offense, return to county custody, return to state or federal custody, technical violation of probation, and probation violation with a new offense. An inmate who is re-incarcerated due to a technical violation of parole or probation is re-incarcerated for violating the terms of the conditions set forth regarding his/her release to the community, not for committing a new offense.

MA DOC Three Year Recidivism Rate (Re-incarceration) for Releases to the Community 2005 - 2014



Over the ten year trend period, the three year recidivism rate has seen a strong negative trend, ending the trend with an overall recidivism rate decrease of 12 percentage points compared to the high experienced in 2005.