



MASSACHUSETTS DEPARTMENT OF CORRECTION

ANNUAL REPORT 2020

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Lieutenant Governor Karyn Polito
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Commissioner Carol A. Mici, Massachusetts Department of Correction

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WHO WE ARE

The Department of Correction oversees the state prison system, managing inmates at 16 institutions across the state in 2020. We provide custody, care, and programming for those under our supervision to prepare them for a safe and successful reentry into the community.

VISION

To effect positive behavioral change in order to eliminate violence, victimization and recidivism.

CORE VALUES

- Responsible
- Respectful
- Honest
- Caring

ACKNOWLEDGEMENTS

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- MassCor
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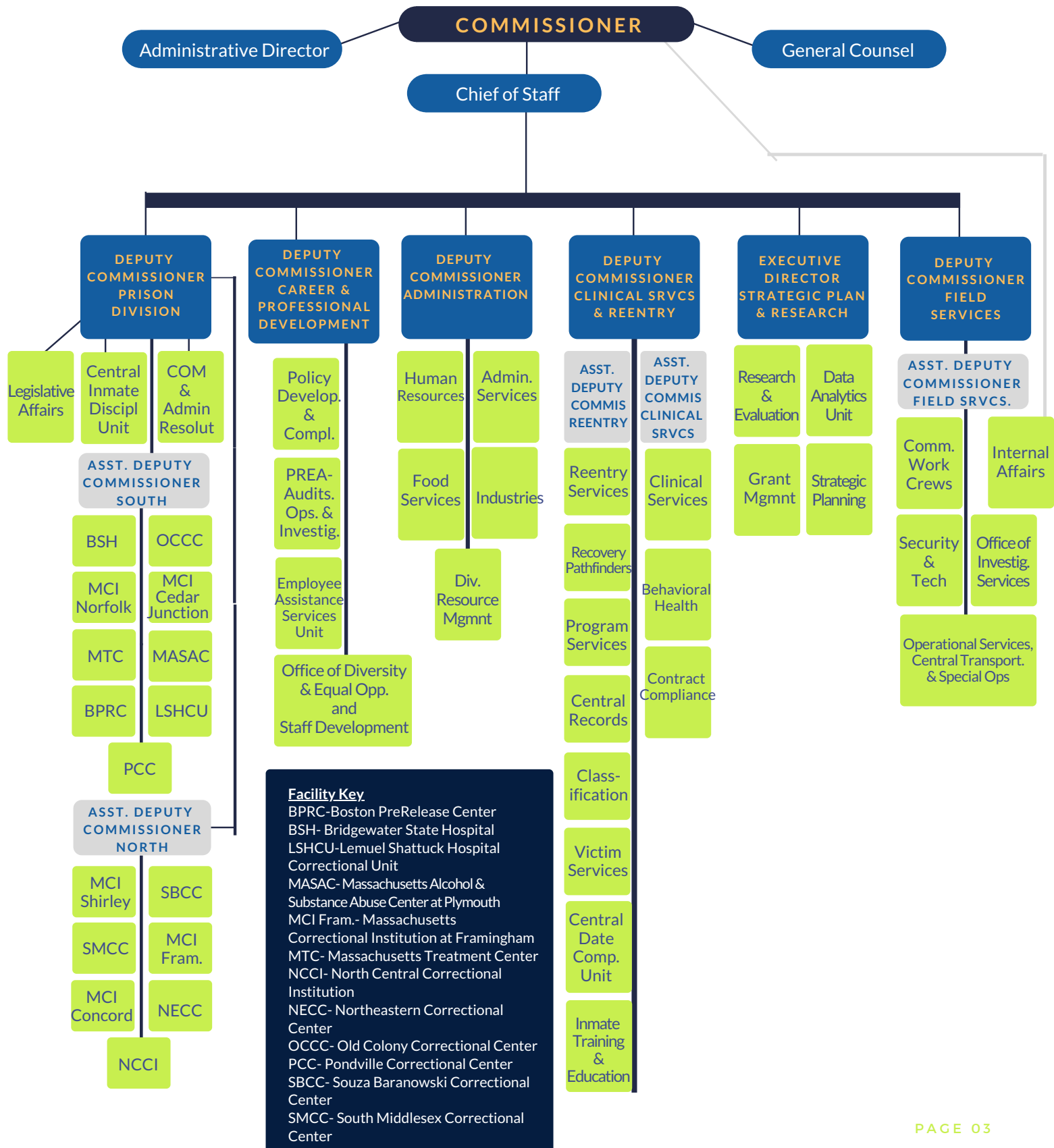
REQUIREMENTS

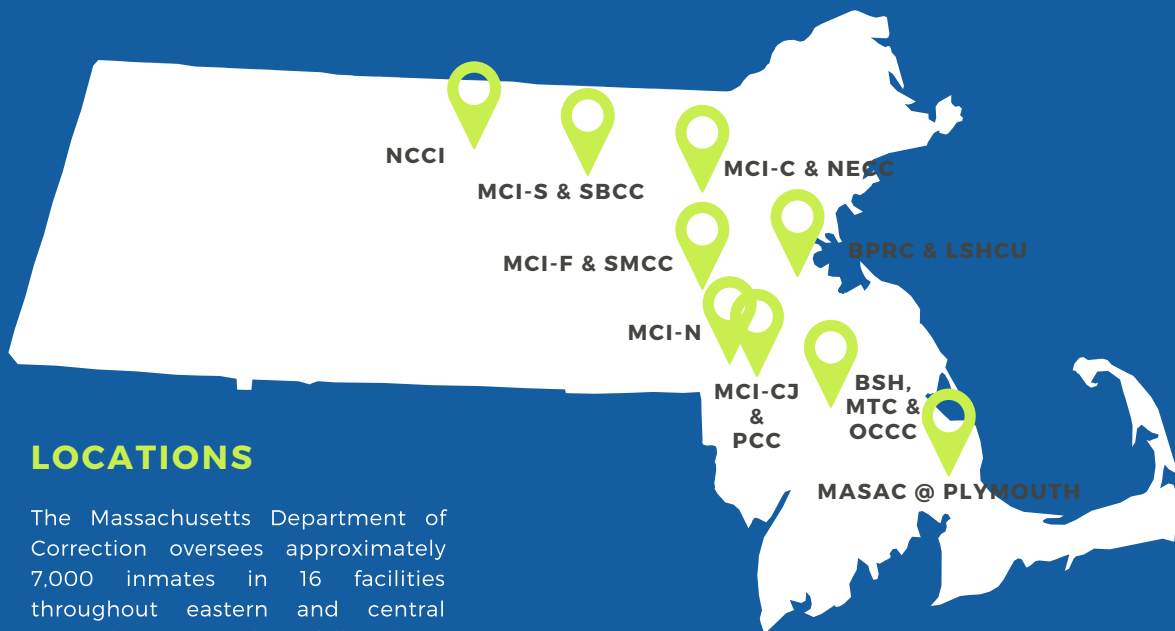
Information required in this report is governed by:

- M.G.L Ch. 124, sec. 6
- M.G.L Ch. 127, sec. 1b
- American Correctional Association



ORGANIZATION CHART





LOCATIONS

The Massachusetts Department of Correction oversees approximately 7,000 inmates in 16 facilities throughout eastern and central Massachusetts. Facilities fall under a maximum, medium, minimum, or pre-release security classification.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



BOSTON PRE-RELEASE CENTER (BPRC) Roslindale, MA

- Security Level: Minimum & Pre-Release
- January 1, 2021 Facility Population: 38
- Initial ACA Accreditation: 2000
- Average Daily Population (ADP): 103
- Opened: 1972 - Renovated: 2003 (New Building)
- Operational Capacity: 175
 - Minimum: 60 & Pre-Release: 115
- Annual cost per inmate (FY 2020): \$89,423

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 located at BPRC which temporarily houses recently paroled inmates, closed in early February 2020. On January 1, 2021, the majority of inmates were minimum security (n=20), with 18 pre-release inmates.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



BRIDGEWATER STATE HOSPITAL (BSH) Bridgewater, MA

- Security Level: Medium
- January 1, 2021 Facility Population: 198
- Initial ACA Accreditation: 1998
- Average Daily Population (ADP): 211
- Opened: 1974
- Operational Capacity: 294
- Annual cost per inmate (FY 2020): \$310,686

Wellpath assumed BSH patient care in 2018. BSH is a 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 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
- January 1, 2021 Facility Population: 15
- Opened: 1974 - Expanded: 1982, 1987
- Average Daily Population (ADP): 19
- Operational Capacity: 29
- Annual cost per inmate (FY 2020): \$331,211

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 counties. It is a transient facility with few long term patients. On January 1, 2021, the population consisted of 7 criminally sentenced state inmates, 1 criminally sentenced county inmate, and 7 pre-trial detainees. The average age of inmates housed on this date was 60 years old.



MASSACHUSETTS ALCOHOL & SUBSTANCE USE CENTER (MASPLY) Plymouth, MA

- Security Level: Minimum
- January 1, 2021 Facility Population: 21
- Initial ACA Accreditation: 1993
- Average Daily Population (ADP): 74
- Opened: 1992 - Mission Change: 2002
- Operational Capacity: 251
- Annual cost per patient (FY 2020): \$234,668

Wellpath assumed MASPLY patient care in 2020. MASPLY is a facility whose institutional focus is to provide 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. As of May 1, 2017 MASAC was relocated to the shuttered MCI-Plymouth facility on the grounds of the Myles Standish State Forest. As of March 2020, MASPLY no longer houses criminally sentenced inmates.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



MASSACHUSETTS TREATMENT CENTER (MTC)

Bridgewater, MA

- Security Level: Medium
- January 1, 2021 Facility Population: 544
- Initial ACA Accreditation: 1997
- Average Daily Population (ADP): 552
- Opened: 1986 - Expanded: 1997
- Operational Capacity: 667
- Sentenced: 414 & Civil Commitments: 253
- Annual cost per inmate (FY 2020): \$84,559

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 reoffending. On January 1, 2021, there were 377 criminally sentenced inmates, 166 SDPs, and 43 temporary civil commitments.



MCI CEDAR JUNCTION (MCI-CJ)

Walpole, MA

- Security Level: Maximum Reception & Diagnostic Center w/ Medium Component
- January 1, 2021 Facility Population: 433
- Average Daily Population (ADP): 478
Maximum: 419 & Medium: 59
- Operational Capacity: 646
Maximum: 568 & Medium: 78
- Initial ACA Accreditation: 2002
- Opened: 1956 - Expanded: 1991 Modular Unit, DDU
- Annual cost per inmate (FY 2020): \$110,713

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, 2021, MCI-CJ housed 398 criminally sentenced inmates and 35 federal or out of state pre-trial detainees. There were 386 inmates housed in maximum security (66 of those in DDU) and 47 in medium security.



MCI CONCORD (MCI-C)

Concord, MA

- Security Level: Medium
- January 1, 2021 Facility Population: 499
- Initial ACA Accreditation: 2001
- Average Daily Population (ADP): 558
- Opened: 1878 - Renovations: 1999, 2005 Special Mgt Unit
- Operational Capacity: 752
- Annual cost per inmate (FY 2020): \$93,518

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, because of 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.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



MCI FRAMINGHAM (MCI-F)

Framingham, MA

- Security Level: Medium
- January 1, 2021 Facility Population: 166
- Initial ACA Accreditation: 1995
- Average Daily Population (ADP): 193
- Opened: 1877 -Expanded: 1965 4 Cottages & Health Services Unit Bldg., 1983 Modular Unit, 1989 Modular Unit, 1991 Betty Cole Smith Bldg.
- Operational Capacity: 572
- Annual cost per inmate (FY 2020): \$162,260

MCI-F is the Department's Reception and Diagnostic Center for female inmates, providing a comprehensive network of gender responsive, trauma informed programming for women who are serving criminal sentences, awaiting trial or civilly committed. It is the oldest operating women's prison in the country. On January 1, 2021, this medium security facility housed 135 criminally sentenced inmates, 30 pre-trial detainees, and (1) civil commitments.



MCI NORFOLK (MCI-N)

Norfolk, MA

- Security Level: Medium
- January 1, 2021 Facility Population: 1,203
- Initial ACA Accreditation: 2003
- Average Daily Population (ADP): 1,260
- Opened: 1931
- Operational Capacity: 1,369
- Annual cost per inmate (FY 2020): \$61,241

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.



MCI SHIRLEY (MCI-S)

Shirley, MA

- Security Level: Medium & Minimum
- January 1, 2021 Facility Population: 1,047
- Initial ACA Accreditation: 1995
- Opened: Minimum in 1972, Medium in 1991
- Average Daily Population (ADP): 1,187
Medium: 966 & Minimum: 221
- Operational Capacity: 1,505
Medium: 1,129 & Minimum: 376
- Annual cost per inmate (FY 2020):
Medium: \$63,109 & Minimum: \$58,460

MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates on January 1, 2021 were in medium security housing units (n=878) with 169 housed in minimum security. The two security levels were considered separate institutions until July 2002, when they were combined to operate under one administration. Along with a skilled nursing facility (SNF), MCI-S operates an Assisted Daily Living Unit for medium inmates.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



NORTH CENTRAL CORRECTIONAL INSTITUTION (NCCI)

Gardner, MA

- Security Level: Medium & Minimum
- January 1, 2021 Facility Population: 831
- Initial ACA Accreditation: 1989
- Average Daily Population (ADP): 895
Medium: 895 & Minimum: 0*
- Operational Capacity: 1,024
Medium: 994 & Minimum: 30
- Opened: 1981 - Renovations: 1982, 1993
- Annual cost per inmate (FY 2020): \$64,548

NCCI is a facility housing criminally sentenced males. 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. *The Minimum Security housing units stopped housing inmates in February of 2019.



NORTHEASTERN CORRECTIONAL CENTER (NECC)

Concord, MA

- Security Level: Minimum & Pre-Release
- January 1, 2021 Facility Population: 125
- Initial ACA Accreditation: 1982
- Average Daily Population (ADP): 157
- Opened: 1932
- Operational Capacity: 277
Minimum: 208 & Pre-Release: 69
- Annual cost per inmate (FY 2020): \$64,171

NECC is a facility operating under the Superintendent of MCI-Concord, housing criminally sentenced males. The majority of inmates on January 1, 2021 were in minimum security housing units (n=93), with 32 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
- January 1, 2021 Facility Population: 690
- Initial ACA Accreditation: 1989
- Average Daily Population (ADP): 719
Medium: 632 & Minimum: 88
- Operational Capacity: 765
Medium: 605 & Minimum: 160
- Opened: 1987 - Expanded: 1990 Modular Unit
- Annual cost per inmate (FY 2020):
Medium: \$93,885 & Minimum: \$85,406

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 on January 1, 2021 were housed in a medium security unit (n=617), with 73 housed in minimum security.

INSTITUTION OVERVIEWS

The below information came from the 2020 Massachusetts DOC Prison Population Trends Report.



PONDVILLE CORRECTIONAL CENTER (PCC)

Norfolk, MA

- Security Level: Minimum & Pre-Release
- January 1, 2021 Facility Population: 109
- Initial ACA Accreditation: 1994
- Average Daily Population (ADP): 126
- Opened: 1990
- Operational Capacity: 204
 - Minimum: 156 & Pre-Release: 48
- Annual cost per inmate (FY 2020): \$71,775

PCC is a facility for criminally sentenced males housing 97 minimum and 12 pre-release inmates on January 1, 2021. 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.



SOUTH MIDDLESEX CORRECTIONAL CENTER (SMCC)

Framingham, MA

- Security Level: Minimum & Pre-Release
- January 1, 2021 Facility Population: 28
- Initial ACA Accreditation: 1983
- Average Daily Population (ADP): 39
- Opened: 1976
- Operational Capacity: 185
 - Minimum: 140 & Pre-Release: 45
- Mission Change: 2002 all female
- Annual cost per inmate (FY 2020): \$107,594

SMCC is a facility for criminally sentenced state and county females housing 22 minimum and 6 pre-release inmates on January 1, 2021. 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)

Lancaster, MA

- Security Level: Maximum
- January 1, 2021 Facility Population: 621
- Initial ACA Accreditation: 2001
- Average Daily Population (ADP): 660
- Opened: 1998
- Operational Capacity: 1,410
- Annual cost per inmate (FY 2020): \$111,674

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.

POPULATION CHARTS & STATISTICS

The following pages illustrate a small sampling of information from the **2020 Massachusetts Department of Correction Prison Population Trends** report, which covers many different aspects of the Department's prison population in detail.

Population types include:

Jurisdiction Population

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

Custody Population

An individual is considered to be in MA DOC custody when he/she is being held in a MA DOC facility.



Commitment types include:

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.

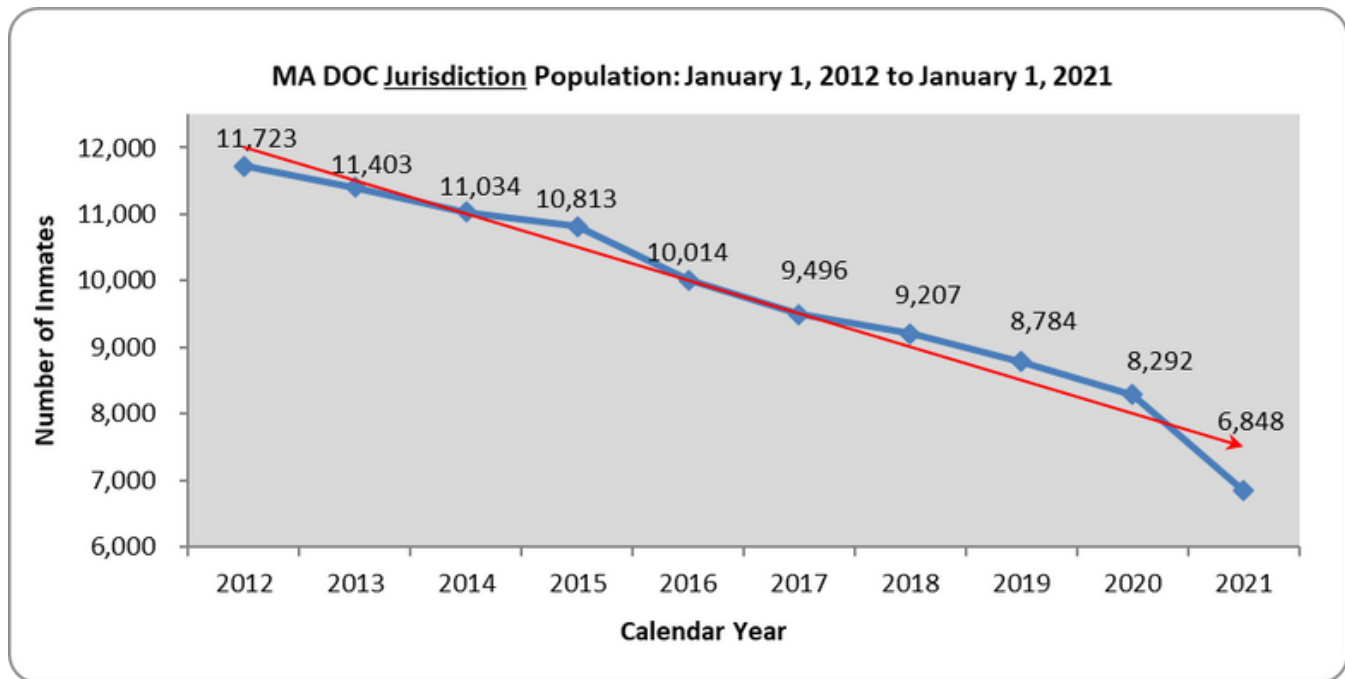
Civil Commitment or "Civil"

- A male who has been committed by a court to BSH pursuant to G.L. c. 123, section 7 and 8, 15, 16 or 18; or to the MASAC pursuant to G.L. c. 123, § 35; or to the MTC pursuant to G.L. c. 123A
- A female who, prior to April 24, 2016, was committed to MCI-Framingham pursuant to G.L. c. 123, § 35; or a female who has been committed to MCI-Framingham, a branch of the MTC, pursuant to G.L. c. 123A.

Pre-Trial or "Detainee"

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

POPULATION CHARTS & STATISTICS



Massachusetts

- The Massachusetts DOC jurisdiction population continued to decline for the ninth (9th) consecutive year, a decrease of 42% since the trend's peak on January 1, 2012 (n=11,723).
- Between January 1, 2020 and January 1, 2021, there was a 17% decrease in the jurisdiction population, from 8,292 to 6,848.
- The overall trend in the MA DOC jurisdiction population shows a decrease of 42% between January 1, 2012 (n=11,723) and January 1, 2021.

National

- The estimated number of persons of all commitment types held in state and federal prisons nationally decreased to 1,430,805 at year-end 2019*, a 2% decrease (n=33,580), from year-end 2018 (n=1,464,385).**
- After a slight increase in the sentenced state and federal jurisdiction population in 2013, there was a decrease of 9% between year-end 2013 and year-end 2019, the largest decline in more than 38 years. There was a 3% decrease in the federal population (n=4,782) and a 2% decrease in the state population (n=28,798) between year-end 2018 and year-end 2019.***
- The national imprisonment rate at year-end 2019 was 419 sentenced inmates per 100,000 U.S. residents of all ages, a decrease of 3% from 432 in 2018 overtaking the lowest rate since 1995 (n=411).****
- Between 2018 and 2019, thirty-five (35) states saw decreases in their state's total jurisdiction population.*****

*Year-end 2019 statistics were the most recent national statistics available at the time.

**Bureau of Justice Statistics (October 2020). *Prisoners in 2019* (NCJ 255115). Washington, D.C.: U.S. Department of Justice.

***BJS, 2020, pg. 3, table 1.

**** BJS, 2020, pg. 9, table 5.

*****BJS, 2020, pg. 3

POPULATION CHARTS & STATISTICS

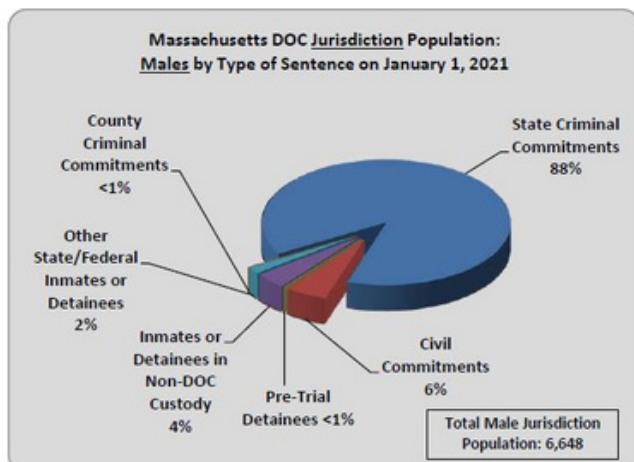
Male Jurisdiction Population on January 1, 2021

- 6,648 total males in the jurisdiction population: 6,114 criminally sentenced, 43 pre-trial detainees, and 491 civil commitments
- Race/Ethnicity: White (2,734), Black (1,917), Hispanic (1,783), Asian (112), Other (63), American Indian/ Native Alaskan (39)
- Average age was 43 years old (youngest inmate was 18 years old and oldest inmate was 87 years old)
- 98% were serving a sentence of more than three years
- 78% had a violent governing offense
- 390 were serving a governing mandatory drug sentence
- The 2016 release cohort three year recidivism rate was 29% for the total male population
- 38% were open mental health cases, 31% had a serious mental illness (SMI), and 28% were on psychotropic medication for the custody population as of 12/31/2020 *Note: Information provided by Health Services Division*

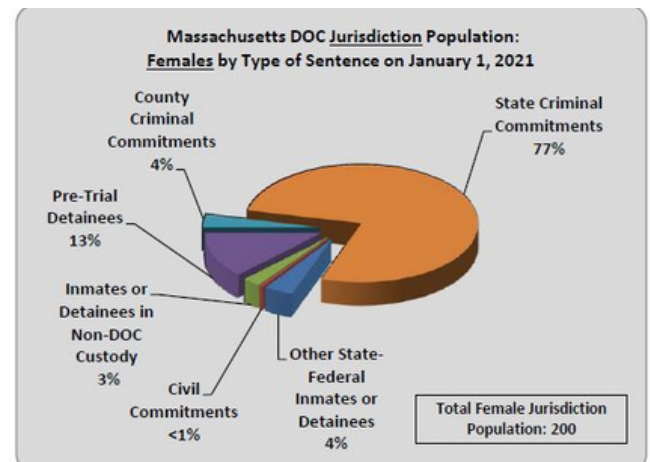
Female Jurisdiction Population on January 1, 2021

- 200 total females in the jurisdiction population: 168 criminally sentenced, 31 pre-trial detainees, and 1 civil commitments
- Race/Ethnicity: White (117), Black (35), Other (28), Hispanic (17), Asian (2), Native Hawaiian/ Pacific Islander (1)
- Average age was 42 years old (youngest inmate was 20 years old and oldest inmate was 76 years old)
- 93% were serving a sentence of more than three years
- 75% had a violent governing offense
- 11 were serving a governing mandatory drug sentence
- The 2016 release cohort three year recidivism rate was 31% for the total female population
- 70% were open mental health cases, 67% had a serious mental illness (SMI), and 63% were on psychotropic medication for the Custody Population as of 12/31/2020 *Note: Information provided by Health Services Division*

MA DOC Jurisdiction Population: Males by Type of Sentence on January 1, 2021



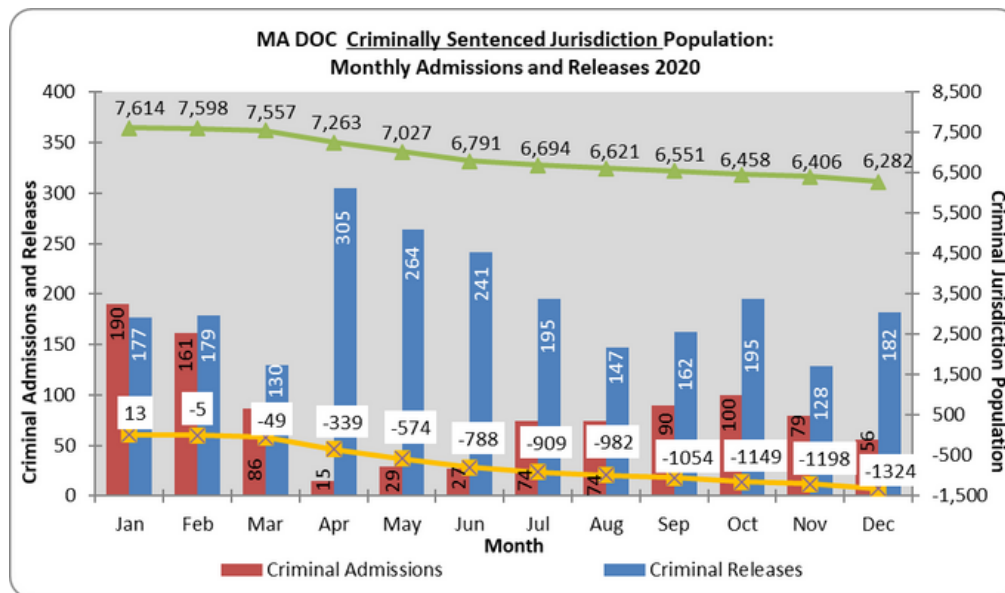
MA DOC Jurisdiction Population: Females by Type of Sentence on January 1, 2021



- The vast majority of males were state criminal commitments (88%) on January 1, 2021.
- In previous years female state criminal commitments represented a smaller portion of their total commitments (39% in 2019 versus 66% in 2020 and now 77% in 2021) compared to males (88% in 2020 and 2021) due to the MA DOC housing numerous counties' female inmates due to capacity issues/lack of housing. This trend shifted in 2020 because several Massachusetts Counties are now able to take criminally (county) sentenced and pre-trial detainees into their own custody.

POPULATION CHARTS & STATISTICS

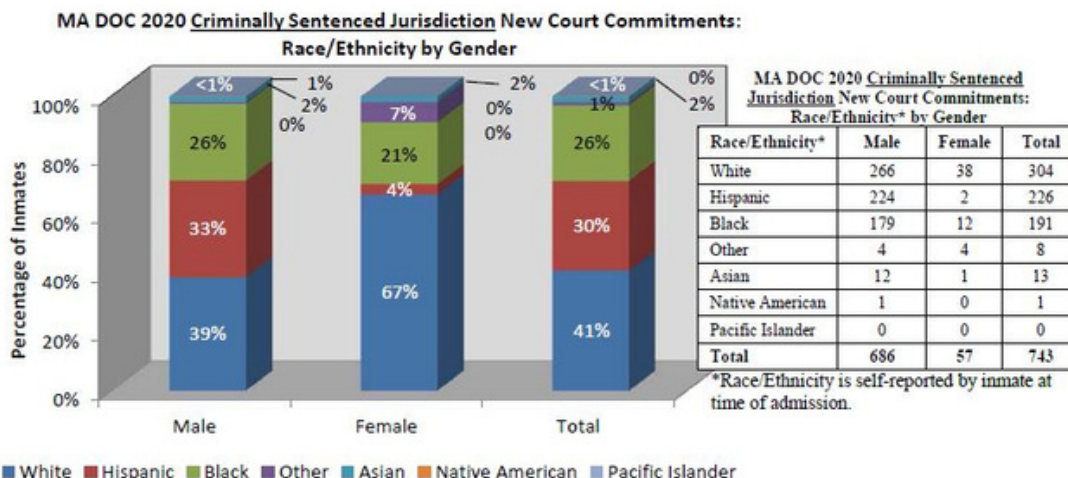
MA DOC Criminally Sentenced Jurisdiction Population: Monthly Admissions and Releases 2020



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 2020 the number of criminally sentenced admissions was less than the number of criminally sentenced releases, criminal admissions averaging 82 per month and criminal releases averaging 192.
- During the trend period criminal admissions ranged between 15 in April, and 190 in January. Criminal releases ranged between 128 in November, and 305 in April.
- The cumulative difference between admissions and releases resulted in a cumulative decrease of 1,324 in the criminally sentenced population by year's end.
- The criminally sentenced population at the end of 2020 was 6,282, a 17% decrease from the population at the end of 2019, at 7,602. This rate of decrease was more than the decrease seen when comparing years end 2019 and 2018 criminally sentenced populations. Much of this shift in the population lowering is related to the coronavirus pandemic.

MA DOC 2020 Criminally Sentenced Jurisdiction New Court Commitments: Race/Ethnicity by Gender

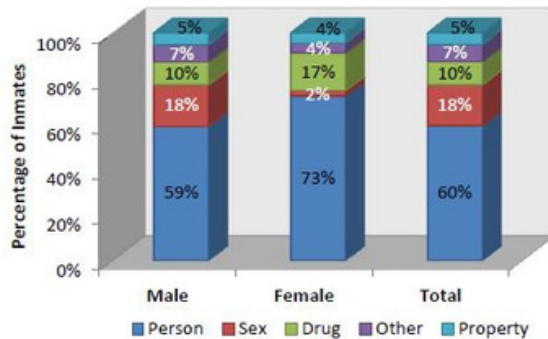


For males, the most common races for criminally sentenced new court commitments were White (39%), followed by Hispanic (33%) and Black (26%). For females, the majority of new court commitments were White (67%), followed by Black (21%) and Other (7%). As males made up 92% of criminally sentenced new court commitments, the total distribution more closely followed the male distribution.

POPULATION CHARTS & STATISTICS

MA DOC Criminally Sentenced Jurisdiction Population by Governing Offense and Gender on January 1, 2021

MA DOC Criminally Sentenced Jurisdiction Population by
Governing Offense and Gender on January 1, 2021



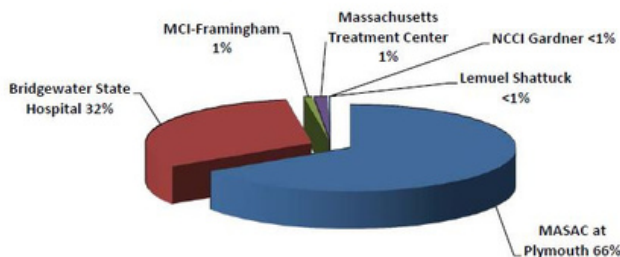
MA DOC Criminally Sentenced Jurisdiction
Population by Governing Offense and Gender on
January 1, 2021

	Governing Offense	Male	Female	Total
Violent Offenses	Person	3,616	122	3,738
	Sex	1,127	4	1,131
Non-Violent Offenses	Drug	620	28	648
	Other	456	7	463
	Property	295	7	302
	Total	6,114	168	6,282

- The top three governing offenses for the total criminally sentenced population on January 1, 2021 were person (60%), sex (18%), and drug offenses (10%). For males, the top three governing offenses were also person (59%), sex (18%), and drug (10%).
- Differing slightly from their male counterparts, the top three offenses for females were person offenses (73%), drug offenses (17%), and both property and other offenses (4%).
- For the sixth year, the majority of criminally sentenced female inmates (75%) were incarcerated for a violent governing offense. Males increased from the previous year (73%) with 78% incarcerated for a violent governing offense.

MA DOC 2020 Jurisdiction New Court Commitments Civil Commitments by Institution

MA DOC 2020 Jurisdiction New Court Commitments:
Civil Commitments by Institution



Institution	Male	Female	Total
MASAC @ Ply	1,230	0	1,230
BSH	592	0	592
MCI Framingham	0	16	16
MTC	25	0	25
NCCI Gardner	3	0	3
Lemuel Shattuck	1	0	1
Total	1,851	16	1,867

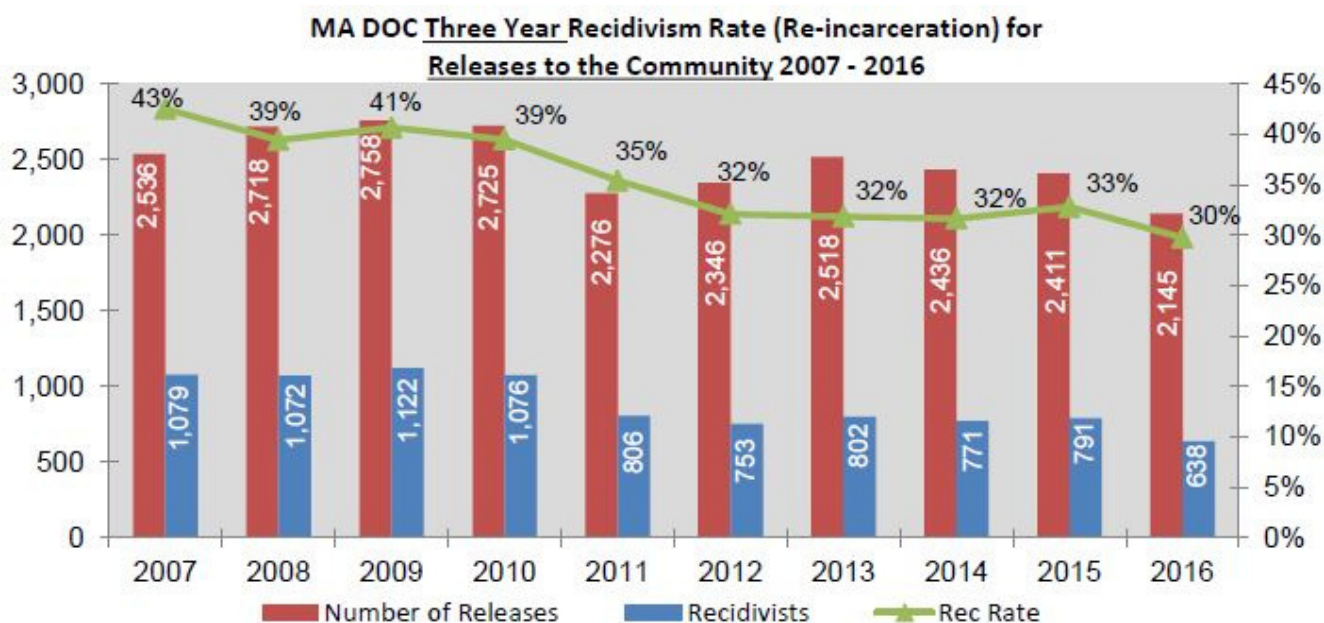
Civil commitments to the MA DOC are generally broken into three groups: "Mental Health Commitments", "Alcohol and Substance Abuse Commitments" (i.e., Section 35's), and "Sexually Dangerous Person Commitments." Female civil commitments are housed at MCI-Framingham. Male civil commitments are housed in three facilities: "Mental Health Commitments" at Bridgewater State Hospital (BSH), Section 35's at the Massachusetts Alcohol and Substance Abuse Center at Plymouth (MASPLY), and "Sexually Dangerous Persons" at the Massachusetts Treatment Center (MTC).

- In 2020, there were 1,867 civil new court commitments, representing 58% of the overall 3,203 admissions.
- The majority (66%) of civil commitments in 2020 were Section 35's admitted to MASPLY. This was slightly up from 63% in 2019. The number of Section 35's decreased from 1,548 during 2019 to 1,230 during 2020, a 21% decrease. Commitments to MASPLY are limited to 90 days in length.
- During 2020, there were 592 civil commitments to BSH. This was a 27% decrease compared to the previous year (n = 806). During 2020, 32% of the civil commitments went to BSH, about the same as in 2019, at 33%.
- Females represented less than 1% of the civil commitments during 2020, lower than the female civil commitments during 2019 and 2018.

POPULATION CHARTS & STATISTICS

MA DOC Three Year Recidivism Rate (Re-incarceration) for Releases to the Community 2007-2016

A recidivist is defined as any criminally sentenced inmate released to the community via expiration of sentence/ parole from MA DOC jurisdiction during 2016 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 their release in the community, not for committing a new offense.



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 13 percentage points compared to the high experienced in 2007.

DOC Strategic Plan

Goals & Accomplishments

Each of the six major goals identified within the following pages are equally important and exist interdependently of one another. These goals represent ongoing and high level focus areas for which the Department of Correction will continually develop, review, and assess accomplishments of strategies, activities and performance measures. The following pages serve as a measure of the progress that's been accomplished as we continue our future course.



STRATEGIC PLAN



Goal 1

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

- During the first quarter, BSH sought and received additional funding for three additional inmate companion positions for the Intensive Stabilization and Observation Unit (ISOU) and Recovery Unit (RU) decreasing patient idle time and improving climate.
- MCI-F closed their Restrictive Housing Unit (RHU) in the first quarter and moved all inmates warranting removal from general population because of significant disciplinary issues, to the Intensive Treatment Unit (ITU), taking a more therapeutic approach.
- The DOC implemented both the FY19 Prison Rape Elimination Act (PREA) grant award for calendar year 2020 that provides funding for additional security equipment, PREA audits, data collection software and Tableau Cloud Services, and the new Violence Against Women Act grant that provides funding to strengthen victim services by providing around-the-clock access to PREA advocates.



Goal 2

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

- The use of tablets for programming was implemented at medium security institutions with Restrictive Housing Units as well as at the Department Disciplinary Unit and the Limited Privilege Unit at MCI-Cedar Junction to increase the availability of programming for inmates housed in these units.
- The Education Division hired a contract school psychologist to test and evaluate inmate students throughout the DOC to provide direction on instruction to best meet student needs, and to provide professional development to educational staff to enable them to work more effectively with students.
- The Office of Investigative Services developed and provided training for staff slated to work as a unit responsible for electronic monitoring of inmates within the community.



Goal 3

Collaborate with external stakeholders to achieve mutual goals and objectives

- BPRC worked with EOPSS and HubTech to install the cabling required for the expansion of the computer lab, expanding the School of Reentry to encompass another unit.
- In the second quarter of 2020, WellPath took over the running of MASAC, while maintaining a collaborative relationship with DOC.
- MCI-CJ and MCI-F worked with the US District Court and US Marshals Office to facilitate video conferencing for legal proceedings to provide federal detainees with safe access to courts and attorneys throughout the pandemic.
- The Education Division worked with American Prison Data Systems to ensure the secure roll out and implementation of tablets and laptops throughout the DOC.



Goal 4

**Maximize efficiency
through process
improvements**

- The PDCU instituted Power DMS, a document management system that is a central repository for all DOC policies, procedures and post ordered with the ability to collaborate on documents in one location and to send automatic status updates to applicable staff, allowing for more efficient policy creation, updating, and tracking Department-wide.
- Librarians at institutions throughout the DOC established new processes to maintain and increase access to law and general library materials during times of lockdown.
- Facilities and divisions throughout the DOC, including OCCC, MCI-C, MCI-F, MCI-N, SBCC used technology to maintain safe operations during times when close contact was not advised, i.e., daily operational meeting were held via conference line, telemedicine was used for medical and mental health appointments, and teleworking software was made available to DOC attorneys and for staff training purposes.



Goal 5

**Achieve work force
excellence and
implement succession
planning strategies**


- In the second quarter, MTC hired five bilingual clinicians to address the needs of the Spanish-speaking inmate population.
- DOC employees were given access to and encouraged to complete job related virtual trainings offered by LinkedIn including trainings on different aspects of teleworking assisting the transition to a method of work that was new to the DOC.
- The PDCU collaborated with Assistant Deputy Commissioners of the northern and southern sectors to develop and implement a two-part workshop for Deputies of Operations and Reentry as well as Directors of Security throughout the Department.



Goal 6

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

- Staff throughout the DOC were trained on the Briggs Decision to better accommodate inmates identified as deaf and hard of hearing. Institutional staff attended SECURUS and device training to learn about the options available for deaf and hard of hearing inmates and an ASL-interpreter was hired for the Northern Sector with numerous interpreter sessions conducted.
- The Employee Assistance Services Unit and Elliot, the DOC's first comfort dog, visited DOC institutions and divisions introducing this program and providing suicide prevention training.
- The Division of Inmate Education and Training developed a new way of awarding and removing Earned Good Time (EGT) opportunities that consider the placement based on behavioral objectives and outcomes. The Division also worked with all institutions to develop safe plans for the return to in-person education.



Clothing Shop at MCI Norfolk

MASSACHUSETTS CORRECTIONAL INDUSTRIES

The mission of Massachusetts Correctional Industries (MassCor) is to offer diverse, self-sustaining programs that are beneficial to offenders and economical for the Commonwealth. Participants are provided vocational instruction on current equipment and technologies while producing a variety of high-quality products. These programs encourage the development of valuable skills along with a positive work ethic, which better positions offenders for success in the workforce and community upon reentry.

Certification programs are continuously made available to all eligible incarcerated individuals. Under normal circumstances, Correctional Industries employs approximately 475 offenders among their 19 shops within nine institutions.

In March 2020, however, MassCor was faced with the impact of the Coronavirus (COVID-19) pandemic. This created a myriad of challenges both at Milford Headquarters and within our institutions. Throughout this time, MassCor worked closely with the Executive Office of Public Safety and Security (EOPSS), the Massachusetts Emergency Management Agency (MEMA) and the Manufacturing Emergency Response Team (M-ERT), which is a coordinated response to support the Commonwealth's manufacturers in their efforts to produce much-needed supplies for front-line workers and the healthcare system.

MASSACHUSETTS CORRECTIONAL INDUSTRIES

While MassCor's workforce usually remains constant at around 400 offender workers, the COVID-19 pandemic decreased this number to around 100 at the height of the pandemic. The remainder of the workforce was placed on paid furlough. MassCor was faced with some shops shutting down due to COVID outbreaks and other shops being repurposed to address the needs brought on by the pandemic, like instructors and offender staff being quarantined and instructors being reassigned to other locations. Average numbers of offender workers in each shop fluctuated monthly due to these conditions.

As the pandemic subsides, the numbers in the workforce will increase based on available offender staff, workload and equipment capabilities. Our goal remains to employ the maximum number of offenders consistent with optimal program resources and effective use of program capital.

Even with the challenges presented by the pandemic, MassCor continues to remain focused on contributing to the successful achievement of the Massachusetts Department of Correction's strategic goals:

- Maintain and enhance prison safety and security for the public, staff and inmates
- Effectively prepare inmates for transition into communities to reduce crime and victimization, reduce recidivism and promote reentry
- Collaborate with external stakeholders to achieve mutual goals and objectives
- Maximize efficiency through process improvements
- Achieve workforce excellence and implement succession planning strategies
- Build an agency that promotes an awareness of services to encourage an environment of healthy living for all

As an added benefit of the acquired on-the-job training and work ethic gained through Correctional Industries, released offenders who have participated in Industries programs have a greater chance of being gainfully employed and successful after their release.

Revenues for Fiscal Year 2020 totaled \$19,520,598.56. Although MassCor's Optical Shop was significantly impacted by the COVID-19 pandemic as was our total workforce and availability of raw materials, with a refocusing of efforts, MassCor still realized an increase in revenue over Fiscal Year 2019.

Location	Avg. Inmate Workers - Pre-COVID	Avg. Inmate Workers-Actual
Gardner	58	58
MCI Shirley Medium	68	38
Shirley Minimum	2	1
MCI Concord	14	4
MCI Framingham	14	7
MCI Norfolk	182	90
MCI Cedar Junction	37	37
Old Colony Correctional Center	25	10
Mass. Treatment Center	15	8
Totals	415	253

MASSACHUSETTS CORRECTIONAL INDUSTRIES

The following is a description of each MassCor Industries' shop. For specific shops, also included is an explanation of what MassCor has done to address needs caused by the pandemic.

MassCor Flag/Embroidery Shop at MCI Framingham:

MassCor's Flag/Embroidery Shop, housed at MCI Framingham, manufactures hand-sewn United States, Commonwealth of Massachusetts, and POW/MIA flags, as well as custom flags. The Flag Shop also offers flag accessories such as finials, tassels and cords. The American flag, a symbol of freedom and justice, is customarily flown year-round at most public buildings. These flags are manufactured by hand, ensuring each flag is of the highest quality. Offender workers in the Flag Shop take a great deal of pride in manufacturing this symbolic item. In addition, workers in this shop manufacture miscellaneous items such as laundry bags and belt pouches.

The Embroidery Shop produces caps, jackets, sweaters, tee shirts and other articles of clothing and accessories with a variety of embroidered designs and custom logos. In addition to learning sewing skills, offender workers in this shop also learn digitized design and manufacturing. These skills are useful for a variety of employment opportunities within the state.

MassCor Auto Plate Shop and Validation Shop at MCI Cedar Junction:

MCI Cedar Junction houses our Auto Plate Shop's license plate manufacturing operations and our Validation Shop. The Auto Plate Shop is a staple of the Industries program and fulfills all Massachusetts Registry of Motor Vehicle requirements including the actual manufacturing of license plates. The Validation Shop creates registration stickers that are adhered to Massachusetts license plates. All RMV orders are fulfilled out of this one Industries location.

Flag/Embroidery Shop at MCI Framingham



MassCor Industries at MCI Norfolk:

MCI Norfolk is MassCor's largest operation, offering offenders the opportunity to work in a wide range of manufacturing settings within seven separate shops. Offender workers in the Clothing Shop, cut and sew fabric to create garments used in numerous areas throughout the Commonwealth and Department of Correction (DOC). Blankets utilized throughout the DOC are manufactured here as well. During the pandemic, this shop manufactured emergency pillows, bedding and towels along with several styles of utility gowns and a duckbill-type mask made of multiple layers of cotton twill with ties to secure it in place.

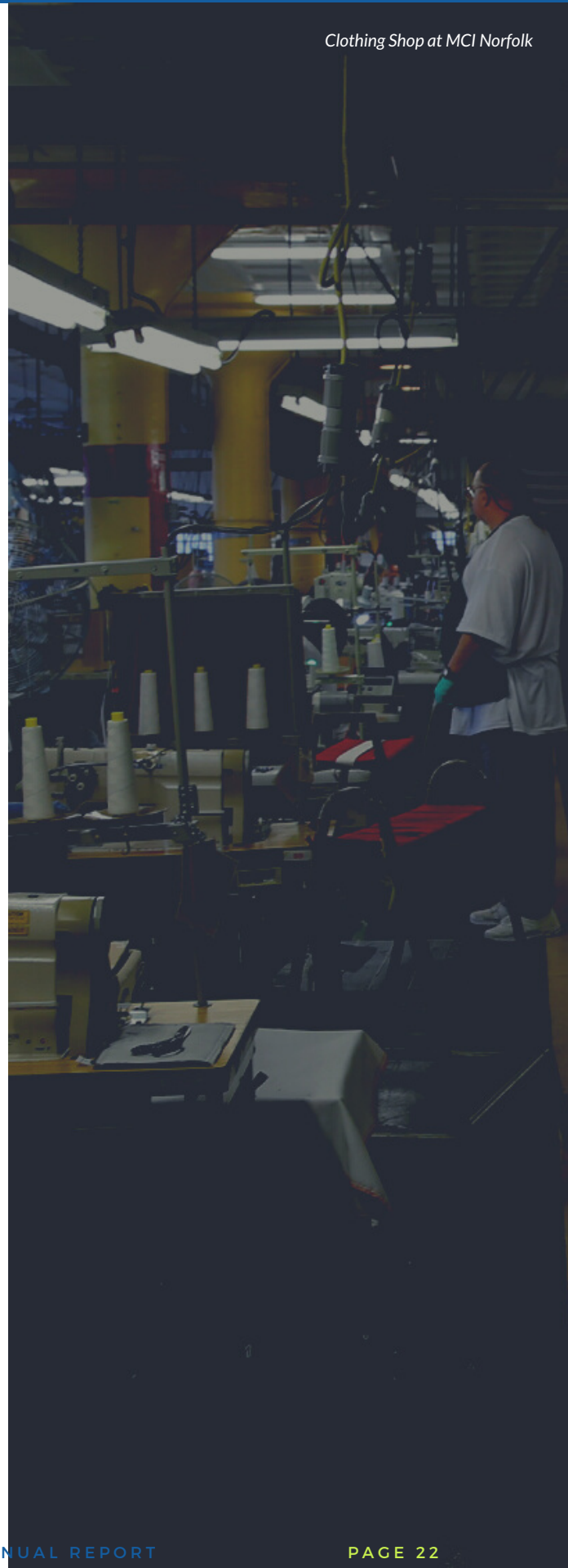
The Mattress Shop produces a variety of mattresses used in shelters, colleges and other institutions. Emergency mattresses were produced during the pandemic and distributed to various government agencies as required.

The Upholstery Shop provides quality upholstering of sofas, chairs and other furniture pieces for both public entities and private customers while the Furniture Assembly Shop assembles a variety of items, most commonly, office chairs from a number of outstanding furniture providers.

MCI Norfolk's other shops include a Janitorial Shop, which offers a complete selection of cleaning products including a highly-effective disinfectant along with our full line of environmentally-friendly "Green Seal" janitorial products. Due to the pandemic, MassCor increased their supply of raw materials in order to continue producing disinfectant and supplying it to the Massachusetts DOC and other state agencies.

Our fully-equipped Metal Shop creates custom fabricated metal products built upon provided specifications. The Binder Shop provides products integral to the MassCor product line and employee office needs such as vinyl binders and padfolios, in many different sizes, colors and styles.

Clothing Shop at MCI Norfolk



MassCor Print Shop at Old Colony Correctional Center:

Old Colony Correctional Center is home to our full scale, state-of-the-art printing operation. Offender staff working in the Print Shop is able to use current technology to produce quality products and gain valuable skills, which are easily transferable to private industry. Products offered include letterhead, business cards, multi-part forms and business reports for many Massachusetts cities and towns.

MassCor Furniture, Metal Finishing and Upholstery Shops at Northeastern Correctional Center:

MassCor has three shops located at NECC- Furniture, Metal Finishing and Upholstery. The Furniture and Upholstery shops, while smaller than their counterparts in Shirley and Norfolk respectively, relieve some of Shirley's and Norfolk's workload by taking on some of their overflow orders that otherwise would not be completed in a timely manner. The Metal Finishing shop paints metal products created in the Norfolk Metal Shop.

MassCor Furniture Shop and Sewing Shop at MCI Shirley:

MassCor's Furniture Shop at MCI Shirley offers participating offenders the opportunity to work in a highly-productive wood manufacturing plant where they are trained on current, state-of-the-art equipment including two (2) new CNC (Computer Numerical Control) machines. This equipment provides the capability to manufacture a wide range of specialized, custom-built products. Workers transform a wide variety of wood types into desks, chairs, and other custom items, exposing them to a trade that is in high demand and marketable within the Commonwealth.

Because of the COVID-19 pandemic, the Furniture Shop was repurposed to manufacture Plexiglas COVID shields for a variety of customers including, schools, town buildings and restaurants. These shields are available in a variety of sizes to meet the needs of the customer.

Our Sewing Shop, also located within MCI Shirley, assisted in producing a two-layer mask with a pocket for a filtration insert and elastic loops to hold this mask securely to the face. They also continued to manufacture sheets, towels and socks.

MassCor Laser Engraving Program at Shirley Minimum:

The Laser Engraving program is located at the Shirley Minimum institution. Two SN4836 laser engraving machines engrave a wide variety of materials such as granite, marble, glass and metal as well as cut wood, brick, leather and more. This program focuses on engraving such items as tumblers, coasters and cutting boards which are very popular for holidays, golf tournaments and other charity events. The laser engraving machines are also used to create memorial items which opens this program to a whole new market. The added value of this program continues to grow as knowledge of this new industry increases. Offender workers in this program develop software design skills and knowledge of how to use this state-of-the-art machinery.

To address the hand sanitizer shortage caused by the pandemic, MassCor outsourced a local distributor to mix the World Health Organization's (WHO) recommended hand sanitizer formula. The Laser Engraving site was transformed into a hand sanitizer bottling and packaging facility where we bottled and distributed this product in 4 oz., 6 oz., 8 oz. and gallon sizes to support MEMA, state and local needs. This location was ideal for this purpose as it has the least restrictive security protocols and is easily accessible. As the pandemic subsides, the facility's focus will return to engraving.

MassCor Optical Shop at NCCI Gardner:

The Optical Shop, located at NCCI Gardner, is a highly-profitable, full-scale optical laboratory that utilizes the most current technology and equipment. This shop produces a wide variety of eyewear and services to many providers throughout Massachusetts. Staff working at this site learns skills such as lens grinding and polishing as well as assembling eyeglasses for a wide variety of consumers within the Commonwealth. The Industrial Instructors at NCCI Gardner Optical Shop facilitate the process to recertify offenders in the American Board of Optometry, a nationally recognized organization. This, in turn, allows offenders to show valuable qualifications and a strong work history to potential employers, thereby enhancing employability upon their release.

MassCor Silkscreen and Sign Shops at Massachusetts Treatment Center:

The Massachusetts Treatment Center houses the Silkscreen and Sign shops. Offenders working in the Sign Shop manufacture a variety of standard street signs that are used on many roadways within the Commonwealth. In addition, they manufacture wall mounted signs for indoor and outdoor use, and signs posted at parks, beaches and other recreational areas. Workers in the Silkscreen Shop produce high-quality custom decals for a variety of uses and silk-screened clothing.

MassCor Showroom:

The Milford Showroom carries a wide assortment of items manufactured in our facility operations. Many of the apparel items carried here such as shirts, jackets, caps and seasonal items are embroidered in our very own Embroidery Shop. Miscellaneous items include flags from our Flag Shop, cutting boards and bird houses from our Furniture Shop and fire pits from our Metal Shop. Holiday-themed items are carried here as well. The Showroom is always updating and expanding its product lines to keep up with current trends.

COUNTY AUDIT REPORT

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

To accomplish this mission, the standards found in 103 CMR 900 are divided into four areas: Compliance, Non-compliance, Non applicable, and Not assessed, with one area, or cycle, audited per year. Each cycle consists of an initial and follow-up audit to 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 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 2020, there were no facilities audited under Cycle Two Standards or Final Cycle One Standards. Cycle standards not listed on the charts below were found to be in compliance with standards. A full listing of standards appear at the end of this section.

COUNTY	FIND-ING	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial	Cycle 4 Final	Cycle 1 Initial
Barnstable	N/A				944.02	
	N/C					924.13 (Medical Equipment Only)
	N/C w/ Waiver					
Berkshire	N/A					
	N/C	924.14				
	N/C w/ Waiver					
Bristol Jail	N/A		952.01, 952.02	920.01, 920.17, 944.02		
	N/C		915.03	920.08, 926.02, 926.04, 940.03		
	N/C w/ Waiver			920.07, 920.09		
Bristol HOC	N/A		952.01, 952.02	920.01, 944.02		
	N/C		915.03	926.02, 926.04, 940.03		
	N/C					
	N/C w/ Waiver			920.07, 920.08, 920.11		
Dukes	N/A			920.01, 944.02		
	N/C		928.07, 940.02, 973.01	918.04, 920.02, 920.05, 920.09, 920.10		
	N/C			924.01, 973.01		
	N/C					
	N/C					
	N/C w/ Waiver					

N/A Standard is Not Applicable N/C Facility was Non-Compliant with the standard
 N/C w/Waiver Facility was Non-Compliant with an approved waiver

COUNTY AUDIT REPORT

COUNTY	FINDING	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial	Cycle 4 Final	Cycle 1 Initial
Essex CAC	N/A		924.17, 928.02, 943.03	920.01, 920.04, 920.05, 920.07, 920.09, 920.11		
	N/A			920.18, 926.01 - .04, 944.02		
	N/C		943.07	918.03, 918.04, 920.08, 920.10, 936.02, 936.03		
				936.04		
	N/C w/Waiver					
Essex HOC	N/A			920.01, 944.02	920.01, 944.02	
	N/C			918.03, 926.02, 943.03, 936.01 - .04	926.02	
				924.14, 932.15		
	N/C w/Waiver			920.08	920.08	
Essex WIT	N/A		924.17, 928.02, 943.03	920.01, 920.04, 920.05, 920.07, 920.09, 920.17		
	N/A			920.18, 926.01 - .04, 944.02		
	N/C			918.03, 920.08, 920.10, 936.02, 936.03, 936.04		
	N/C w/Waiver		952.02			
Franklin	N/A				920.01	
	N/C				920.17, 934.03, 944.02	
	N/C w/Waiver				920.11	
Hampden HOC	N/A		952.02	920.01, 920.17, 920.18		
	N/C			920.10		
	N/C w/Waiver			920.07, 920.08		
Hampden Mill	N/A		924.17, 943.03, 952.02	920.01, 920.04, 920.05, 920.08, 926.01 - .04		
	N/A			944.02		
	N/C					
	N/C w/Waiver			920.11		
Hampden Pre	N/A					
	N/C					
	N/C w/Waiver					

N/A Standard is Not Applicable N/C Facility was Non-Compliant with the standard
N/C w/Waiver Facility was Non-Compliant with an approved waiver

COUNTY AUDIT REPORT

COUNTY	FINDING	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial	Cycle 4 Final	Cycle 1 Initial
Hampden	N/A			920.01, 944.02		
	N/C			920.10, 940.03,		
	N/C w/Waiver	952.02		920.11		
Hampshire	N/A				920.01, 944.02	
	N/C					924.13
	N/C w/Waiver					
Middlesex	N/A				920.01, 944.02	
	N/C				944.04	
	N/C w/Waiver				920.07	
Norfolk	N/A				920.01, 920.17, 920.18,	
	N/C				920.09	
	N/C w/Waiver					
Plymouth	N/A				920.01	
	N/C					932.13, 973.02, 973.03
	N/C w/Waiver				920.08	
Suffolk HOC	N/A	952.01, 952.02		920.01, 944.02		
	N/C	915.03		918.02, 918.03, 918.04, 926.02,		
	N/C w/Waiver			920.07, 920.08		
Suffolk Jail	N/A	928.02, 952.01, 952.02		920.01, 920.17, 920.18, 944.02		
	N/C	915.03, 924.14		918.04, 920.10, 920.21, 926.02,		
				940.03, 924.14		
	N/C w/Waiver			920.07, 920.08		
Worcester	N/A			920.01, 944.02		
	N/C	943.04, 950.04		918.03, 918.04, 926.03		
	N/C w/Waiver			920.07, 920.08		

N/A Standard is Not Applicable N/C Facility was Non-Compliant with the standard
N/C w/Waiver Facility was Non-Compliant with an approved waiver

Notes:

- Barnstable County Cycle 4 Final was held in August of 2020 due to COVID 19 restrictions during May of 2020.
- Berkshire County Cycle 3 Initial was moved from March 2020 to August 2020 Due to COVID 19. Cycle 3 Final was moved to March 2021.
- Dukes County Cycle 3 Final moved from May 2020 to September 2020 due to COVID 19.
- Essex House of Correction Cycle 4 Initial was moved from June 2020 to September 2020 due to COVID 19.
- Franklin County Cycle 1 Initial moved from December 2020 to January 2021 due to COVID 19.
- Hampden County- House of Correction Cycle 3 Final was moved from April 2020 to September 2020 due to COVID 19.
- Hampden County- Mill St. Cycle 3 Final moved from April 2020 to September 2020 due to COVID 19.
- Hampden County Pre-Release Cycle 3 Final moved from April 2020 to September 2020 due to COVID 19.
- Hampden County- Pre-Release was not operational at the time of the Cycle 4 Initial Audit.
- Hampden Women's Cycle 3 Final moved from May 2020 to September 2020 due to COVID 19.
- Hampshire County Cycle 4 Final was moved from March 2020 to September of 2020 due to COVID 19.
- Norfolk County Cycle 4 Final was moved from June 2020 to August 2020 due to COVID 19.
- Norfolk County Cycle 1 Initial was moved from December 2020 to February 2021 due to COVID 19.
- Suffolk County House of Correction Cycle 4 Initial was moved from July 2020 to September 2020 due to COVID 19.
- Suffolk County Jail Cycle 4 Initial was moved from July 2020 to September 2020 due to COVID 19.

COUNTY AUDIT REPORT

Massachusetts County Standards Cycles

Cycle 1	Cycle 2
Security and Control	Administration and Management
924.13 Control of Tools and Culinary and Medical Equipment (Medical Equipment ONLY)	910.01 Mission Statement: Philosophy and Goals
Medical Services	910.02 Goals and Objectives
932.01 Health Policy and Authority	910.03 Organization Structures
932.02 Space and Health Supplies	910.04 Policy and Procedures Manual
932.03 Health Care Personnel	910.05 Quarterly reports to Parent Agency
932.04 Health Care Treatment (Required)	910.06 Requests for Information and Media Access
932.05 (Inspected in Cycle 3)	910.07 Internal Communication
932.06 Admission Medical Screening (Required)	910.08 Code of Ethics
932.07 Health Appraisal/Physical Exam	Fiscal
932.08 Unimpeded Access to Health Care (Required)	911.01 Responsibilities of Administration
932.09 Sick Call	911.02 Accounting System
932.10 General Health Care Services	911.03 Fiscal Control
932.11 Emergency Health Care (Required)	911.04 Inventory Control
932.12 Dental Care Services	911.05 Financial Audit
932.13 Mental Health Services	911.06 Inmate Purchases/Canteen
932.14 Inmate Transfers	911.07 Industries Program
932.15 Proper Management if Pharmaceuticals (Required)	911.08 Inmate Funds
932.16 Distributing Medications	Personnel
932.17 Guidelines for Serious Illness, Injury or Death	914.01 Personnel Manual
932.18 Medical Records	914.02 Selection and Hiring
932.19 Medical Experimentation and Research (Required)	914.03 Personnel Actions
Admission and Orientation	914.04 Compensation and Benefits
940.01 Admission and Orientation	914.05 Minimum Staff Requirements
Classification	914.06 Employee Personnel Record
942.01 Classification Plan	Management Information Systems
942.02 Criteria Used	916.01 Information Systems Guidelines
942.03 Minimum Requirements in Classification (Required)	916.02 Monthly Report of Admissions and Releases
942.04 Procedure for Classification	916.03 List of Inmates
942.05 Appeal of Classification Decision	Research
942.06 Staff Responsibilities (sub-sections 1, 2 and 4 only)	917.01 General
Compliance with Regulations	917.02 Application of Conduct Research
944.03 Compliance with Regulations (Required)	917.03 Conduct of Research
Fire Safety	Security and Control
973.01 Compliance with Life Safety Codes (Required)	924.01 Physical Security Measures
973.02 Emergency Evacuation Plans (Required)	924.02 Security and Control Management
973.03 Fire Prevention Regulations (Required)	924.03 Post Orders
973.04 Fire Safety Officer (Required)	924.04 Disorder Management (Required)
973.05 Fire Safety Alarm System (Required)	924.05 Inmate Movement
973.06 Fire Retardant Furnishing and Materials (Required)	924.06 Searches
973.07 Prompt Release Procedure (Required)	924.07 Firearms, Ammunition and Chemical Agents (Required)
973.08 (Inspected in Cycle 3)	924.08 Disorder Control and Communications Equipment
973.09 Emergency Power	924.09 Use of Force (Required)
973.10 Control, Use and Storage of Dangerous Materials (Required)	Grievances
Sanitation	934.02 Grievance Procedure (Required)
974.01 General	Mail
974.02 Environmental Health Officer (Required)	948.01 Correspondence of Mail
974.03 Interior Cleanliness	948.02 Amount of Mail
974.04 Inspection Plans (Required)	948.03 Collection and Distribution
974.05 Outside Grounds	948.04 Postage Free Mail
974.06 Insect and Rodent Control (Required)	948.05 Privileged Correspondence
974.07 Liquid and Solid Waste Control (Required)	948.06 Inspection of Privileged Correspondence
974.08 Personal Hygiene	948.07 Inspection of Non-privileged Correspondence and Packages
974.09 Clothing	948.08 Reading of Non-privileged Correspondence
974.10 Linens and Bedding	948.09 Disapproval of Non-privileged Correspondence
974.11 Water Supply (Required)	948.10 Telephone Privileges
974.12 Tobacco Use Prohibited	

COUNTY AUDIT REPORT

Massachusetts County Standards Cycles

Cycle 3

Training

915.01 Training and Staff Developments Guidelines
915.02 Emergency Plans Training (Required)
915.03 Orientation and Training Requirements
915.04 Training Records and Documentations
915.05 Staff Development
915.06 Appendix: Summary of Orientation and Minimum Training Hours
932.05 Health Care Training (Required)
942.06 Staff Responsibilities (subsection (3) only)
973.08 Fire Prevention Training (Required)

Security and Control

924.10 Use of K-9's
924.11 Medical Attention (Required)
924.12 Use of Restraint Equipment
924.13 Control of Tools, Culinary (No Medical Equipment)
924.14 Control of Keys
924.15 Inmate Transportation
924.16 Reporting and Inspections
924.17 Transporting Pregnant inmates

Food Services

928.01 Food Service Regulations (Required)
928.02 Food Service Administration
928.03 Health Protection for Inmates and Staff (Required)
928.04 Nutritional Requirements (Required)
928.05 Medical Diets (Required)
928.06 Religious Diets
928.07 Menu Planning
928.08 Food Preparation
928.09 Serving of Food
928.10 Food Storage
928.11 Food Service Areas and Equipment
928.12 Inspections

Property

940.02 Property Control

Classification

942.06 Staff Responsibilities (Subsection 3 only for cycle 3)

Inmate Discipline

943.01 Inmate Disciplinary Plan
943.02 Disciplinary Personnel
943.03 Placement in Detention Awaiting Action Status
943.04 Informal Disciplinary Procedures
943.05 Formal Disciplinary Procedures
943.06 Procedures for Disciplinary Hearings
943.07 Appeal Process
943.08 Sanctions
943.09 Limitations of Disciplinary Action

Visiting

950.01 Visiting Plan
950.02 Visiting Rules and Regulations
950.03 Identification and Sign in
950.04 Searches of Visitors
950.05 Exclusion of Visitors
950.06 Special Visits
950.07 Visiting Records

Release Preparation and Temporary Release

952.01 Community Release Programs
952.02 Work/Educational Release Programs
952.03 Furlough

Cycle 4

Inmate Records

918.01 Case Record Management
918.02 Access to Records
918.03 Format and Content of Inmate Records
918.04 Booking and Intake Information
918.05 Mittimus File
918.06 Release of Information

Physical Plant

920.01 General Statement
920.02 Building Code Regulations (Required)
920.03 Fire Safety Code Regulations (Required)
920.04 Facility Perimeter
920.05 Intake/Booking and Release Area
920.06 Control Center
920.07 Cell Design and General Housing Area Requirements
920.08 Multiple Occupancy Areas
920.09 Special Management/Isolation Cells
920.10 Light, Circulation, Temperature, Noise Requirements
920.11 Dayrooms, Activity and Exercises Areas
920.12 Education/Vocational and Library Areas
920.13 Visiting Area
920.14 Kitchen and Dining Area
920.15 Storage and Closet Areas
920.16 Administrative and Staff Space
920.17 Provisions for Handicapped Persons
920.18 Mechanical Equipment Space
920.19 Inmate Commissary
920.20 Laundry Equipment
920.21 Preventative Maintenance Provisions

Special Management

926.01 Requirements
926.02 Management and Inspection of Special Management Units
926.03 Placement and Review of Inmates in Segregation
926.04 Programs and Services for Inmates in Segregation

Legal Rights

934.01 Inmate Rights (Required)
934.03 Reasonable Accommodation of Special Needs

Programs

936.01 General Provisions
936.02 Academic and Vocational Education
936.03 Social Services
936.04 Library Services
936.05 Recreational and Leisure Activities
936.06 Religious Services

Release of Inmates

940.03 Release of Inmates

Work Programs

944.01 General Provisions
944.02 Industries Programs
944.04 Incentives & Compensation

Volunteers

979.01 General
979.02 Authority and Responsibilities
979.03 Screening, Selection and Orientation