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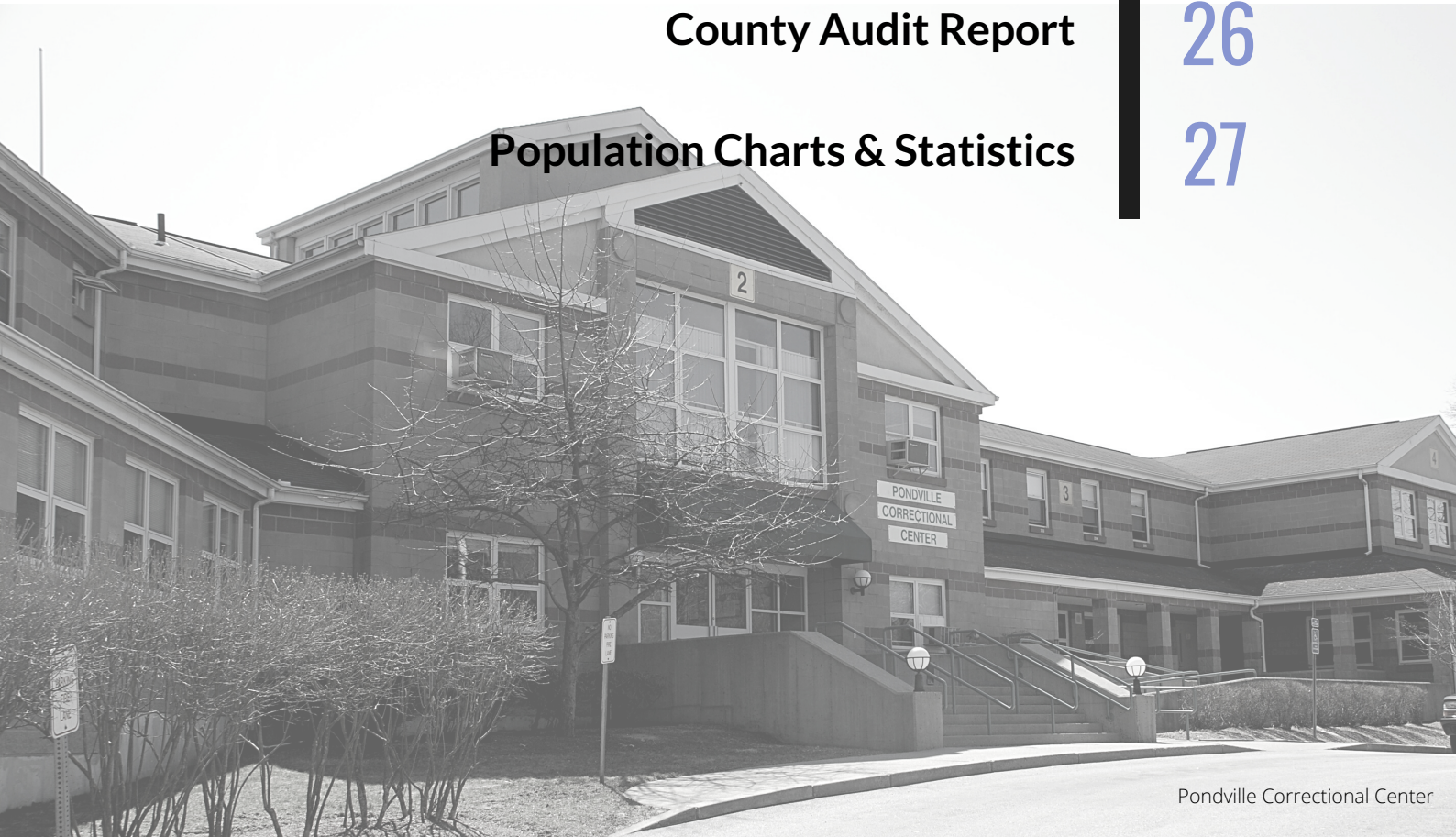
MASSACHUSETTS  
DEPARTMENT OF  
CORRECTION

ANNUAL REPORT

MCI Norfolk

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Pondville Correctional Center

# FROM THE COMMISSIONER

## WHO WE ARE

The Department of Correction oversees the state prison system, managing inmates at 16 institutions across the state. 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

The publication of this report would not be possible without the assistance of the following divisions within the Massachusetts Department of Correction:

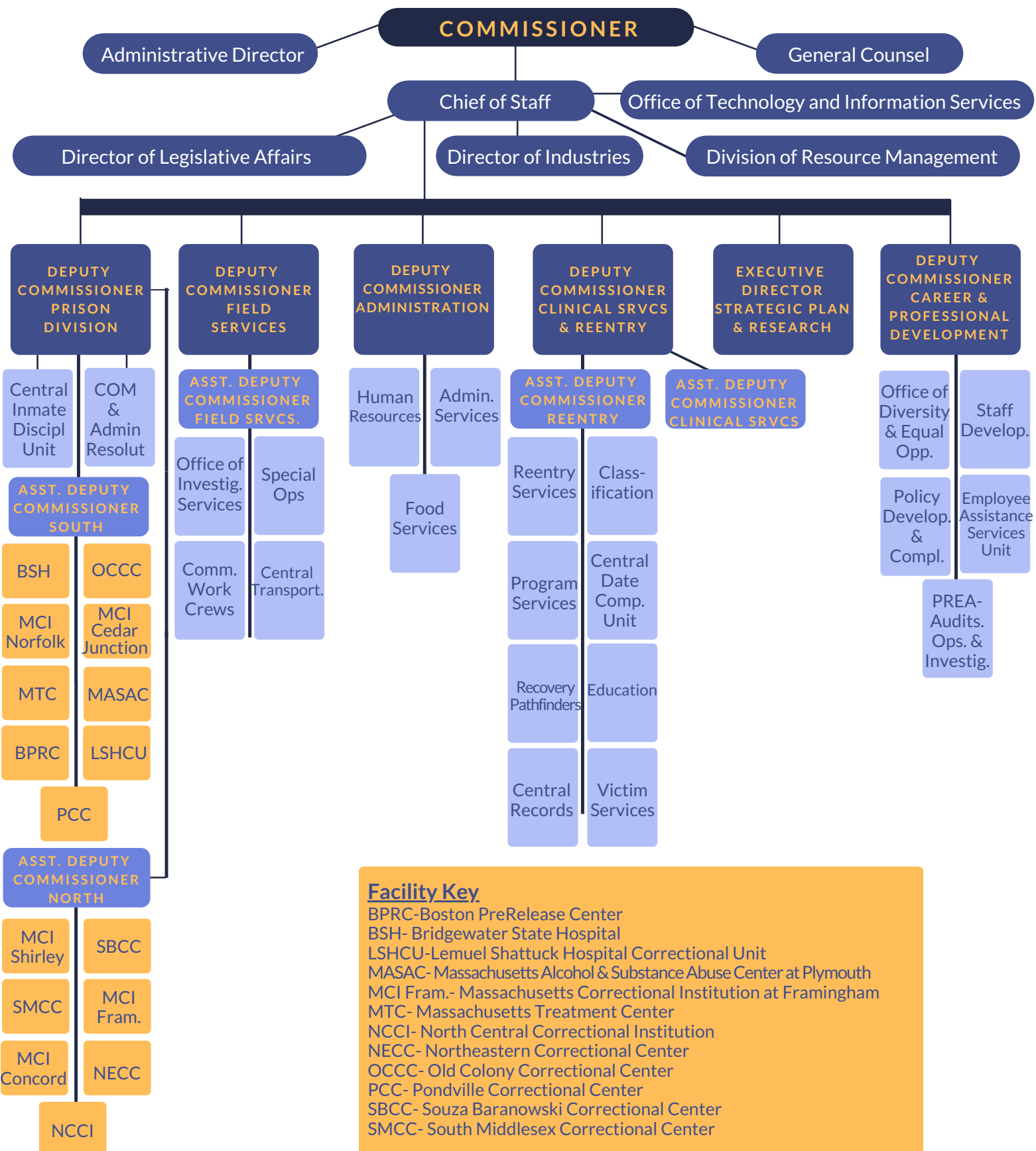
- Research & Planning Division
- Data Analytics Unit
- Policy Development & Compliance Unit
- MassCor
- Office of Communications

## REQUIREMENTS

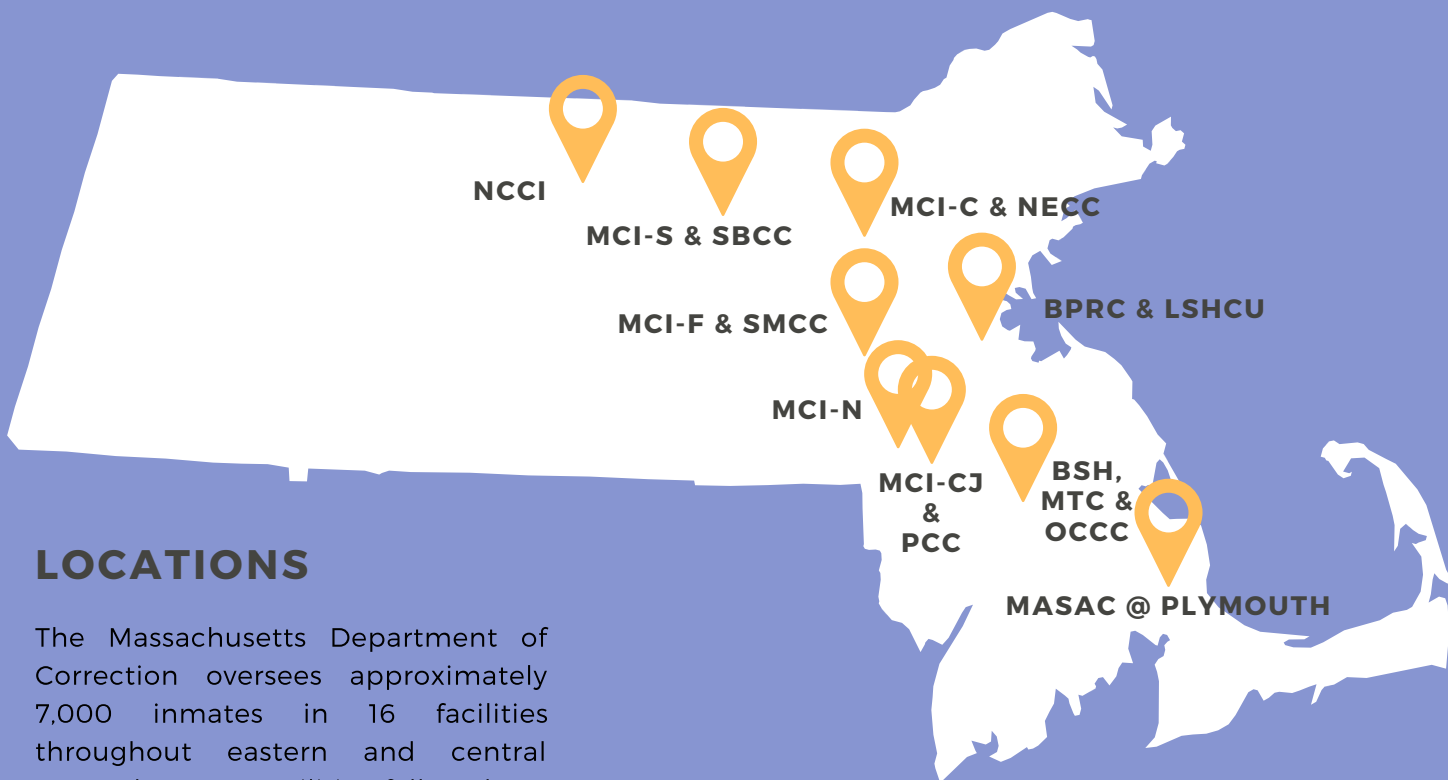
Information required in this report is governed by:

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

# 2019 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 2019 Massachusetts DOC Prison Population Trends Report.*



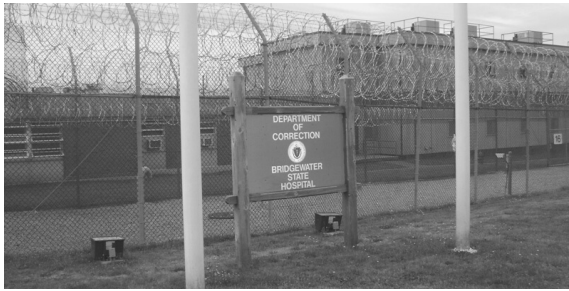
### BOSTON PRE-RELEASE CENTER (BPRC) Roslindale, MA

- Security Level: Minimum & Pre-Release
- January 1, 2020 Facility Population: 91
- Initial ACA Accreditation: 2000
- Average Daily Population (ADP): 103
- Opened: 1972 - Renovated: 2003
- Operational Capacity: 175 (New Building)  
Minimum: 60 & Pre-Release: 115
- Annual cost per inmate (FY 2019): \$77,652

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, 2020, the majority of inmates were pre-release (n=60), with 31 minimum security inmates, and 13 additional Transitional Treatment Program parolees not included in the active prison population.

# INSTITUTION OVERVIEWS

The below information came from the 2019 Massachusetts DOC Prison Population Trends Report.



## **BRIDGEWATER STATE HOSPITAL (BSH)** Bridgewater, MA

- Security Level: Medium
- January 1, 2020 Facility Population: 225
- Initial ACA Accreditation: 1998
- Average Daily Population (ADP): 222
- Opened: 1974
- Operational Capacity: 294
- Annual cost per inmate (FY 2019): \$288,689

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, 2020 Facility Population: 23
- Opened: 1974 - Expanded: 1982, 1987
- Average Daily Population (ADP): 25
- Operational Capacity: 29
- Annual cost per inmate (FY 2019): \$317,924

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, 2020, the population consisted of 11 criminally sentenced state inmates, 1 criminally sentenced county inmate, and 11 pre-trial detainees. The average age of inmates housed on this date was 56 years old.



## **MASSACHUSETTS ALCOHOL & SUBSTANCE USE CENTER (MASAC)** Plymouth, MA

- Security Level: Minimum
- January 1, 2020 Facility Population: 134
- Initial ACA Accreditation: 1993
- Average Daily Population (ADP): 148
- Opened: 1992 - Mission Change: 2002
- Operational Capacity: 275
- Sentenced: 24 & Civil Commitments: 251
- Annual cost per patient (FY 2019): \$167,392

MASAC 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 up to 90 days for detoxification and substance use treatment. As of May 1, 2017 MASAC was relocated to the shuttered MCI Plymouth facility. MCI Plymouth originated as a Prison Camp in the 1950s on the grounds of the Myles Standish State Forest. On January 1, 2020, there were 111 civil commitments and 23 criminally sentenced inmates. *\*As of May 2020, the Department's current inmate and patient healthcare vendor, Wellpath, is responsible for all patient management services. These responsibilities include: all day-to-day interaction with patients by non-uniformed clinically trained staff, Opioid Treatment Program (OTP) services, mental health programming services, on-site safety operations and emergency trips. The Department is responsible for the perimeter security of the facility, scheduled trips, and maintenance of the physical structures.*

# INSTITUTION OVERVIEWS

The below information came from the 2019 Massachusetts DOC Prison Population Trends Report.



## MASSACHUSETTS TREATMENT CENTER (MTC)

Bridgewater, MA

- Security Level: Medium
- January 1, 2020 Facility Population: 571
- Initial ACA Accreditation: 1997
- Average Daily Population (ADP): 569
- Sentenced: 414 & Civil Commitments: 253
- Opened: 1986 - Expanded: 1997
- Operational Capacity: 667
- Annual cost per inmate (FY 2019): \$78,727

The MTC is a medium security facility separately housing criminally sentenced male inmates identified as sex offenders and those who have been civilly committed for a day to life as sexually dangerous persons (SDPs) as defined by M.G.L. Chapter 123A. The facility offers a comprehensive sexual offender treatment program intended to reduce the risks associated with re-offending. On January 1, 2020, there were 397 criminally sentenced inmates, 132 SDPs, and 42 temporary civil commitments.



## MCI CEDAR JUNCTION (MCI-CJ)

Walpole, MA

- Security Level: Maximum Reception & Diagnostic Center w/ Medium Component
- January 1, 2020 Facility Population: 544
- Average Daily Population (ADP): 626  
Maximum: 556 & Medium: 70
- Operational Capacity: 646  
Maximum: 568 & Medium: 78
- Initial ACA Accreditation: 2002
- Opened: 1956 - Expanded: 1991 Modular Unit, DDU
- Annual cost per inmate (FY 2019): \$89,875

In 2009, MCI-CJ's mission shifted from a maximum security institution to the Department's reception and diagnostic center for male inmates, whose focus is the completion of assessments to determine an inmate's initial classification and develop individualized program plans. The Department Disciplinary Unit (DDU) for the Department's most serious discipline issues is also located here. On January 1, 2020, MCI-CJ housed 504 criminally sentenced inmates and 40 federal or out of state pre-trial detainees. There were 479 inmates housed in maximum security (88 of those in DDU) and 65 in medium security.



## MCI CONCORD (MCI-C)

Concord, MA

- Security Level: Medium
- January 1, 2020 Facility Population: 623
- Initial ACA Accreditation: 2001
- Average Daily Population (ADP): 608
- Opened: 1878 - Renovations: 1999, 2005 Special Mgt Unit
- Operational Capacity: 752
- Annual cost per inmate (FY 2019): \$85,004

MCI-C, the former Reception and Diagnostic Center for the Department, shifted to a medium security facility for male inmates in 2009 when MCI-CJ took over the reception role. 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.

# INSTITUTION OVERVIEWS

The below information came from the 2019 Massachusetts DOC Prison Population Trends Report.



## MCI FRAMINGHAM (MCI-F)

Framingham, MA

- Security Level: Medium
- January 1, 2020 Facility Population: 226
- Initial ACA Accreditation: 1995
- Average Daily Population (ADP): 394
- 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 2019): \$117,109

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, 2020, this medium security facility housed 176 criminally sentenced inmates, 45 pre-trial detainees, and 5 civil commitments.



## MCI NORFOLK (MCI-N)

Norfolk, MA

- Security Level: Medium
- January 1, 2020 Facility Population: 1,297
- Initial ACA Accreditation: 2003
- Average Daily Population (ADP): 1,300
- Opened: 1931
- Operational Capacity: 1,473
- Annual cost per inmate (FY 2019): \$55,236

MCI-N, a facility housing male inmates, holds the distinction of being the largest medium security institution in the 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, 2020 Facility Population: 1,332
- Initial ACA Accreditation: 1995
- Average Daily Population (ADP): 1,398  
Medium: 1,111 & Minimum: 287
- Operational Capacity: 1,455
- Opened: Minimum in 1972, Medium in 1991
- Annual cost per inmate (FY 2019):  
Medium: \$55,184 & Minimum: \$46,006

MCI-S encompasses two facilities housing both medium and minimum custody level inmates. The majority of inmates on January 1, 2020 were in medium security housing units (n=1,063) with 269 housed in minimum security. The two security levels were considered separate institutions until July 2002, when they were combined to operate under one administration. MCI-S operates an Assisted Daily Living Unit (ADL) for medium inmates along with a skilled nursing facility (SNF).



# INSTITUTION OVERVIEWS

The below information came from the 2019 Massachusetts DOC Prison Population Trends Report.



## **NORTH CENTRAL CORRECTIONAL CENTER (NCCI)**

Gardner, MA

- Security Level: Medium & Minimum
- January 1, 2020 Facility Population: 899
- Initial ACA Accreditation: 1989
- Average Daily Population (ADP): 950  
Medium: 946 & Minimum: 21\*
- Operational Capacity: 1,004  
Medium: 974 & Minimum: 30
- Opened: 1981 - Renovations: 1982, 1993
- Annual cost per inmate (FY 2019): \$56,456

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 1976. \*The minimum security housing units stopped housing inmates in February of 2019.

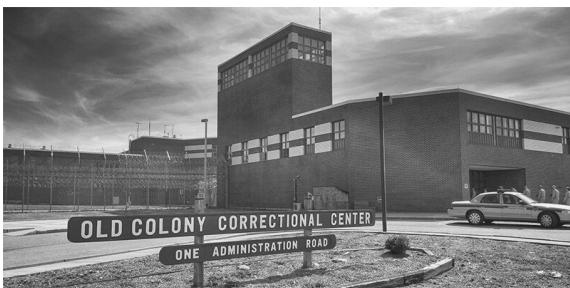


## **NORTHEASTERN CORRECTIONAL CENTER (NECC)**

Concord, MA

- Security Level: Minimum & Pre-Release
- January 1, 2020 Facility Population: 190
- Initial ACA Accreditation: 1982
- Average Daily Population (ADP): 192
- Opened: 1932
- Operational Capacity: 277  
Minimum: 208 & Pre-Release: 69
- Annual cost per inmate (FY 2019): \$58,514

NECC is operated by the Superintendent of MCI-Concord and houses criminally sentenced males. The majority of inmates on January 1, 2020 were in minimum security housing units (n=129), with 61 housed in pre-release. The facility was originally the supporting farm for MCI-Concord. 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, 2020 Facility Population: 758
- Initial ACA Accreditation: 1989
- Average Daily Population (ADP): 751  
Medium: 641 & Minimum: 110
- Operational Capacity: 757  
Medium: 597 & Minimum: 160
- Opened: 1987 - Expanded: 1990 Modular Unit
- Annual cost per inmate (FY 2019):  
Medium: \$91,015 & Minimum: \$82,097

OCCC had a mission change in 2010 shifting from a medium security operation to a mental health focused facility providing needed mental health services more efficiently while at the same time promoting rehabilitation and re-entry. The majority of inmates on January 1, 2020 were housed in a medium security unit (n=653), with 105 housed in minimum security.

# INSTITUTION OVERVIEWS

The below information came from the 2019 Massachusetts DOC Prison Population Trends Report.



## **PONDVILLE CORRECTIONAL CENTER (PCC)**

Norfolk, MA

- Security Level: Minimum & Pre-Release
- January 1, 2020 Facility Population: 151
- Initial ACA Accreditation: 1994
- Average Daily Population (ADP): 146
- Opened: 1990
- Operational Capacity: 204  
Minimum: 156 & Pre-Release: 48
- Annual cost per inmate (FY 2019): \$58,442

PCC is a facility for criminally sentenced males, housing 107 minimum and 44 pre-release inmates on January 1, 2020. 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 minimum and pre-release inmates.



## **SOUTH MIDDLESEX CORRECTIONAL CENTER (SMCC)**

Framingham, MA

- Security Level: Minimum & Pre-Release
- January 1, 2020 Facility Population: 64
- Initial ACA Accreditation: 1983
- Average Daily Population (ADP): 73
- Opened: 1976
- Operational Capacity: 185  
Minimum: 140 & Pre-Release: 45
- Mission Change: 2002 all female
- Annual cost per inmate (FY 2019): \$69,601

SMCC is a facility for criminally sentenced state and county females housing 51 minimum and 13 pre-release inmates on January 1, 2020. The facility began as a facility housing males and changed its mission on July 1, 2002 to become a facility housing females. 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
- January 1, 2020 Facility Population: 795
- Initial ACA Accreditation: 2001
- Average Daily Population (ADP): 798
- Opened: 1998
- Operational Capacity: 1,410
- Annual cost per inmate (FY 2019): \$89,552

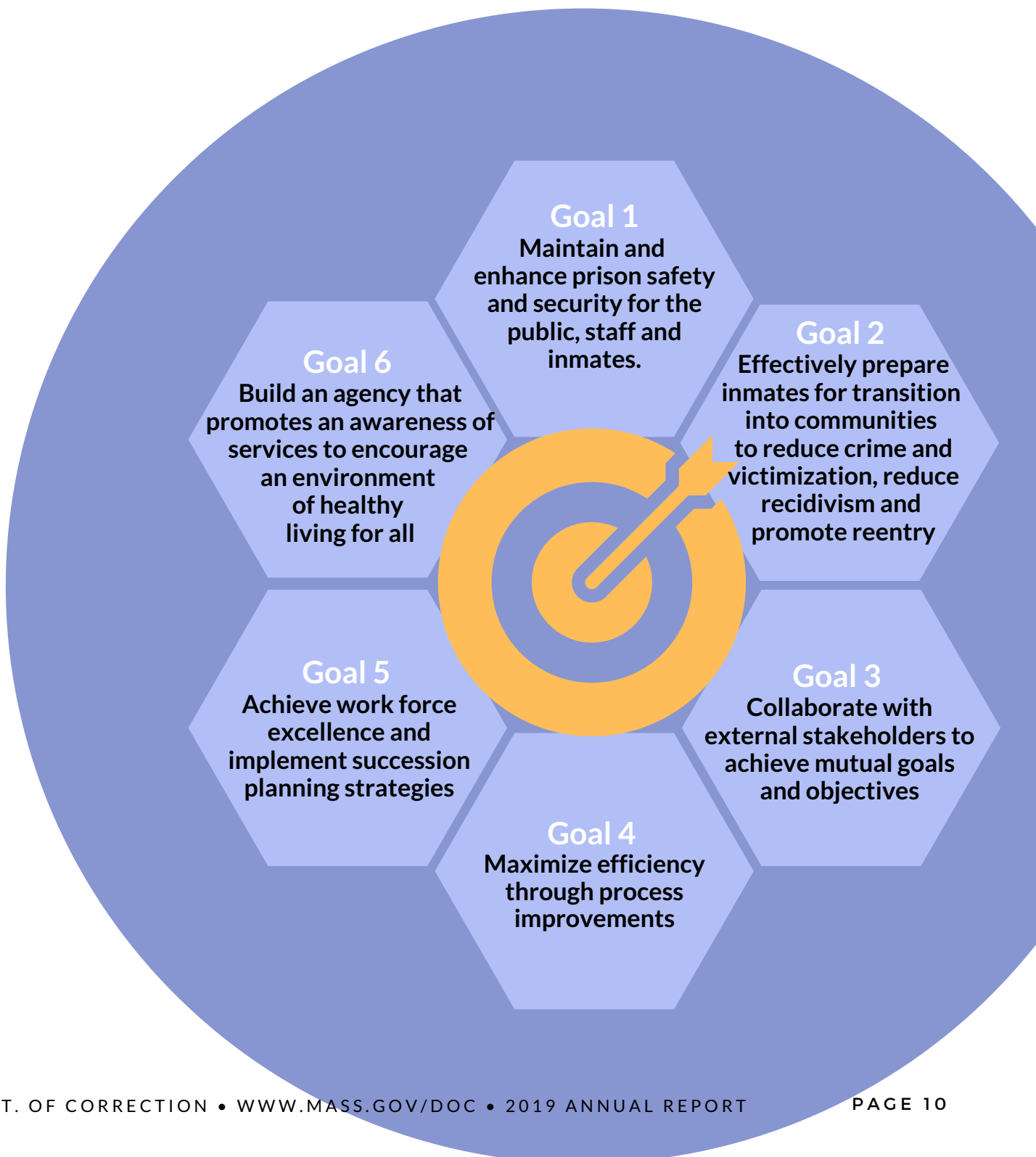
SBCC is the only exclusively maximum security male facility in Massachusetts. SBCC is the newest correctional facility in Massachusetts, having opened on September 30, 1998. At the time, it was built with the highest degree of technological integration of any prison in the country, including a key-less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

# DOC STRATEGIC PLAN

## GOALS & ACCOMPLISHMENTS

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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 made as we continue our future course.



# STRATEGIC PLAN

## GOALS & ACCOMPLISHMENTS



### Goal 1

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

## Accomplishments

- The LED lighting project replaced exterior and interior lighting at several institutions during 2019.
- Standard Operating Procedure 411 was implemented throughout the Department to freeze inmates release dates in order to have set release dates for notification and re-entry purposes.
- All institutional staff are now required to use clear bags when entering an institution to deter contraband from entering facilities.
- A body scanner was installed in the booking area at SBCC to deter contraband from entering the institution.
- Reentry Services Division enrolls external reentry partners who have regular inmate contact in the DOC New Employee Orientation. This ensures the reentry partners understand DOC security procedures and the purpose of them.
- The Transfer Coordinator now conducts a secondary review of all incoming MCI Shirley medium and minimum security inmates outlining important factors and issues staff should be aware of. This information is disseminated to a number of staff at MCI Shirley so they can review incoming inmates and flag any potential issues.
- NCCI updated video surveillance systems to include new locations, and upgraded to fiber optic lines in place of traditional cables.
- NCCI, Reentry Services, and Probation collaborated to put in place a process to ensure that in cases where an inmate is releasing to live in a community other than the location of their original sentencing court, that their probation supervision is transferred to a court closer to an inmates' releasing community prior to their release.
- MCI Concord security, Correctional Recovery Academy (CRA), and administrative staff attended an intensive training on CRA which generated in depth discussions of how DOC and Spectrum staff can work better together.
- Fence enhancements to the perimeter fence along Route 2A at NECC heightened security in this area.
- In December 2019, the Fourth Annual Employer's Luncheon was held at NECC with discussion topics including contraband, cell phones and work site visits to ensure employers understand the security protocol for inmate employees.
- In November 2019, an area in the HSU at MCI Framingham was successfully renovated to safely accommodate an inmate with special medical needs.
- MTC implemented Collaborative Safety Planning to decrease self-injurious behavior and suicidal ideation or attempts.
- A weekly Unit Intelligence Report was implemented at MTC.
- The MCI-CJ Inner Perimeter Security team, in conjunction with the Drug Task Force, coordinated a search of targeted inmates that resulted in recovering several grams of Fentanyl.
- A medical disaster drill was held at MCI-CJ to foster a working relationship between security and medical staff during times of crisis.
- Restart chairs have been installed at MCI-CJ to accommodate programming and educational provisions under the Criminal Justice Reform Act.
- Security screens were added to the second floor holding cell at MCI Norfolk.
- MASAC at Plymouth received a body scanner and training in June 2019.
- The administration and gym roofs were replaced at BSH and patching work began on several other buildings in December 2019.
- The booking holding cell at BSH was resurfaced using epoxy/sand mixture to eliminate the risk of patients using tiles to self-injure and providing a long term maintenance solution to comply with DPH.



## Goal 1 (continued)

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

- The Strategic Planning and Research- Grant Division received and is now in the implementation stage of the new Prison Rape Elimination Act grant FY19 award for FY20 to provide additional security equipment, PREA audits, data collection software and to conduct an exploratory study related to LGBTQI issues.
- Strategic Planning and Research- Grant Division received and is now in the implementation stage of the new Violence Against Women Act grant FY19 award for FY20 to strengthen victim services including sexual assault inmate victims across DOC by providing 24/7 access to PREA advocates.
- MassCor implemented safety recommendation procedures within all MassCor shops in an effort to allow inmates to anonymously submit safety concerns.
- Search procedures at MassCor expanded for shipping and receiving of furniture and other 'higher-risk' merchandise.
- Victim Services Unit assisted in providing Victim Notification Registry (VNR) access to additional users at the institutions, for the purpose of better vetting potential visitors.
- Additional training was incorporated during the Education Division's on-boarding process regarding the importance of key control and inmate boundaries.



## Goal 2

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

- The Department's diligence when preparing inmates for a successful reentry is evidenced by 67% of the released population which does not recidivate within three-years. (<https://www.mass.gov/doc/three-year-recidivism-rates-2015-release-cohort/download>)
- Of the male releases to the community:
  - a. those eligible for Vocational Services, participated at a rate of 58%.
  - b. 78% with a substance use treatment need participated in the Department's intensive residential substance use program, the Correctional Recovery Academy. 45% completed the program in its entirety.
  - c. those eligible for Cognitive Behavioral Programming, 82% participated in Violence Reduction, while 84% participated in the Criminal Thinking Program.
- The Department released 77 inmates who had earned a HiSET Certificate while incarcerated.
- To assist those with opioid and alcohol treatment needs when transitioning to the community, the Medication Assisted Treatment Reentry Initiative provided 164 inmates with Vivitrol injections just prior to release.
- 92% of those inmates who submitted an application, received MassHealth prior to release.
- Through the diligence of the Housing Search Specialist staff members, 77% of inmates identified as being at risk for homelessness were diverted from shelter placements.

### Goal 2 (continued)

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

## Accomplishments

- The percentage of inmates releasing with identity documents increased significantly from 2018. Inmates released with: social security cards at a rate of 28%, birth certificates at a rate of 31%, and driver's licenses or state ID cards at a rate of 16%; an increase from 16%, 23% and 15% in 2018, respectively.
- Due to the partnership between the DOC and Wellpath, discharge planners scheduled post-release medical appointments for 83% of the eligible releasing population with medical issues. Those eligible releasing inmates with mental health issues received a scheduled post-release appointment at the rate of 84%.
- A number of institutions provided the inmate population with reentry fairs allowing for the opportunity for releasing inmates to communicate with community stakeholders, providers, and resources.
- The Department developed a six-month intensive residential reentry based program at SBCC for inmates who are nine to eighteen months to release from custody, with the goal of preparing inmates releasing from maximum security for successful reintegration to the community and to reduce recidivism.
- Further, SBCC contracted with local Community Corrections Center to partner with the new Reentry Unit to reduce barriers to successful release.
- Of those inmates who released to the community, 38% released from minimum or pre-release security levels.
- Implementation of Medication Assisted Treatment (MAT), including the training of all staff on process and procedures, occurred at MCI Framingham and MCI Cedar Junction.
- MCI Shirley was designated as a Medication Assisted Treatment (MAT) bridge site.
- MCI Shirley partnered with Mount Wachusett Community College to provide industries vocational training to offenders within six months to one year of release.
- The Industries Readiness Training (IRT) program is a short term intensive non-credit training program developed with industry employers to prepare student inmates for entry into mid-level jobs in local manufacturing industries.
- A tablet program for Restrictive Housing Unit (RHU) inmates was established in several institutions to provide education and program opportunities to RHU inmates.
- The optical program at NCCI mirrors inmate jobs on the outside to provide inmates with a realistic experience to better prepare them for work in the community upon release.
- In April 2019, an eight week job search program designed to prepare inmates for finding employment upon release was instituted at NECC with topics to include: developing realistic expectations, utilizing employment resources, and preparing for interviews.
- In May 2019, an eight week money management and career strategy course began, designed to instruct inmates and teach them basic skills in key areas that will afford them a better opportunity of success during their re-entry into society and post incarceration life.
- The DOC partnered with UMass Boston to provide a mediation program at MCI Framingham. Trained mediators meet with the sentenced inmate and their chosen family member or friend to assist the parties in preparing for the inmate's release.
- Seven inmates at SMCC completed the Certified Personal Trainer program and received certifications.

## Goal 2 (continued)

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

## Accomplishments

- Inmates at MCI Cedar Junction whose release date falls within their Department Disciplinary Unit (DDU) sanction are released from DDU a minimum of 30-days prior to their release date for effective reentry planning.
- The Strategic Planning and Research- Grants Division applied for and received the new federal BJA Justice Reinvestment Initiative FY19 grant award to implement new DOC program during FY20-23.
- Strategic Planning and Research – Grants Division applied for and received the *Addressing the Needs of Incarcerated Parents and their Minor Children* grant award to implement a new DOC program, a young offender housing unit focused on fathers, during FY20-23. This program will promote and expand services in detention and correctional facilities to incarcerated fathers and their minor children while also providing services to these minor children by facilitating access to services that support their needs in the community.
- By practicing strict quality control processes, MassCor provides offenders with a useful transferable skill-set in today's workforce to include: validating specifications to work orders, manufacturing checkpoints, and final inspection sign off procedures.
- The inception of College and Career Coordinators has been crucial in helping to assist in building a sustainable school-wide culture of academic excellence. College and Career Coordinators help inmates prepare work documents such as resumes and cover letters that will help the inmate prepare for Mass Hire Services upon release.
- The DOC updated or purchased new servers at MCI-S, SBCC, MCI-F, and OCCC. A new lab was built at MCI-F to support technology curriculum. Technology staff configured and installed Endless laptops at SBCC. The Microsoft Lab at SMCC was re-opened. New software was installed to support curriculum in schools, including Adobe InDesign, JSTOR and Virtual Biology Labs at MCI-C. Technology staff configured and installed donated laptops from TUFTS at MCI-C.
- Revalidation of the Objective Point Base Score Classification (OPBS) system was completed in November 2019 with the following outcomes: 213 inmates (male and female) experienced an immediate change in scored custody level with 111 of those transferred to a lower security including 45 transferred from medium to minimum security and 65 transferred from maximum to medium security. It is important to note that numerous inmates have subsequently benefited and reduced their security level as the revised tools have continued to be applied.
- RSD has implemented a referral process for the Behavioral Health Justice Involved Initiative (BHJI), to assist inmates in obtaining this resource prior to release to pilot counties, Worcester and Middlesex.
- RSD will continue current communication and build strategies with the RMV to increase the number of releasing inmates with state IDs. This will be imperative as REAL ID changes will be fully implemented in October 2020, increasing the difficulty of obtaining an ID.
- RSD in concert with the institutions has developed a process to obtain employment information that is required to enroll interested inmates in JobQuest.



### Goal 3

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

## Accomplishments

- Members of the LGBTQI Committee visited several facilities. Personal interviews were conducted by committee members with identified inmates and staff. This Governor's Initiative outlined in the Criminal Justice Reform Act was well received by staff and inmates.
- MassCor established a new carpenter shop at MCI Concord to manufacture picnic tables for DCR.
- Four NEADS dogs returned with their new owners for a meet and greet.
- The Restrictive Housing Oversight Committee audited a number of institutions in DOC throughout the year.
- In April 2019, a Garden/Greenhouse project began at NECC with the assistance of eight volunteers. Inmates grow flowers and vegetables in designated individual garden plots. They learn basic horticultural education and the produce grown is used in NECC Culinary and donated to various local charities.
- NECC worked with Concord Prison Outreach holding several children's events around the holidays to allow inmates time to bond with their children.
- In a decision made independently of the MA DOC, approximately 144 county inmates and detainees housed at MCI-Framingham were seamlessly transferred in response to an MOU established between Essex, Plymouth, Norfolk, and Suffolk County, redirecting all inmates and detainees under these county jurisdictions housed at MCI-Framingham to Suffolk Counties' Southbay Correctional Center.
- The Delancey Street Foundation of New York, a nonprofit organization offering housing and employment opportunities to individuals with substance use disorders and convicted criminals, interviewed qualifying inmates at MCI Shirley Minimum establishing a new connection that will continue into the future.
- Staff at facilities throughout the DOC worked closely with Securus to maintain compliance with ADA in regards to Captel telephone systems for inmates suffering from hearing loss.
- Natick's Morse Institute Library donated several boxes of books to the MCI Framingham library to assist in replacing books lost to water damage.
- SMCC donated 16 boxes of library books to More than Words, a charity that works with at risk youth involved with the Department of Children and Families.
- Inmate maintenance workers at SMCC, under the supervision of Industrial Instructors, renovated the second floor of the Family Reunification House to create a re-entry center.
- Stonehill College students toured OCCC in October 2019 and met with the mental health division for a Q and A session.
- Bureau of Justice met with Reentry and Parole at OCCC to generate discussion and strengthen the partnership between agencies to effectively implement Criminal Justice Reform Act initiatives.
- MTC staff and Wellpath personnel coordinated to have mental health appointments established on units in order to decrease scheduling issues, improve efficient use of available resources and increase timeliness of primary care clinician contacts.
- The MTC librarian obtains audiobooks for visually impaired inmates with assistance from Perkins Library for the Blind as well as works with Bridgewater Public Library, Boston Area Rape Crisis Counseling Center, Department of Veteran's Affairs, MA Commission on Gambling and area homeless shelters.
- MCI Norfolk hosts the Project Youth program welcoming many area high schools to the institution.
- In November 2019, there was a debate held with Harvard University students at MCI Norfolk.



### Goal 3 (continued)

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

## Accomplishments

- PCC established a work agreement with Keefe Corp to hire inmate workers in December 2019.
- The Employment Marketing Manager at Boston Pre-Release Center and partners in the community were nominated by the Executive Office of Labor and Workforce Development for excellence in their efforts to assist in the releasing of inmates.
- Boston Pre-Release continues to partner with the Petey Green program to reduce educational barriers that an inmate may face.
- The Deputy Superintendent at LSH attended a hospital evacuation training and seminar commissioned by Harvard University in conjunction with DMH and DPH.
- The Central Transportation Unit collaborated with Boston Medical Center to obtain additional parking to ensure safe and timely medical appointments.
- MassCor staff attended the NCIA and ACA Conference to collaborate on best practice strategies and compare other state program approaches.
- Victim Services Unit (VSU) met with Parole to coordinate the way notifications are made to petitioners regarding Mandatory Release to Supervision cases, to ensure accuracy and consistency in notifications to petitioners from multiple agencies.
- VSU collaborated with MOVA to assist in their training of new advocates, attended their Honor Program at the Garden of Peace and the MOVA legislative briefing where they introduced proposed amendments to the Victim Rights Act.
- DOC, Wellpath, and Baytownies, the new housekeeping vendor at BSH, worked collaboratively to address DPH related issues to improve compliance.
- The Education Division works with the following stakeholders to support their credit bearing programs in prisons: MIT, Boston University, Boston College, Emerson, Tufts, Mount Wachusett Community College, and Bard College.
- The Education Division hosted the New York State Automobile Dealers Association to share program design, curriculum, and outcomes/employment in order to begin designing a similar program in NY state.
- In August 2019, representatives from the Department facilitated a workshop at the annual ACA conference regarding MAT/MATRI expansion.
- In August 2019, the Department awarded a contract to American Data Prison Systems to provide tablets for education and programming to inmates in restrictive housing.
- The County Federal Interstate (CFI) Unit continued to collaborate with houses of correction to enhance the Step-Down Program that enables state inmates to be housed in county facilities in the region they will be living in upon release.
- The CFI Unit attended the Worcester County sponsored Classification/ICE Training.
- RSD developed a comprehensive and concise referral process to ensure Community Resources for Justice (CRJ) has all information required when reviewing potential candidates for their three community transitional programs. They will continue to work with CRJ, Parole, and Probation to ensure inmates are being transitioned back into our communities with a strong transition plan in place and a goal to divert shelter placements.
- RSD is establishing a more seamless transition for inmates medically paroled to ensure a continuum of medical care from the institution to the community.

## Goal 3 (continued)

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

- Recovery Pathfinders work with other providers, such as Beth Israel Hospital, Plymouth County Outreach, Spectrum, and River to Recovery to utilize space for family support groups.
- The Office of Investigative Services has been requested by the Colonel of the Massachusetts State Police (MSP) to teach their graduating troopers the Prison Rape Elimination Act (PREA). A video had been developed as part of the PREA curriculum to ensure the newest troopers understand the MSP's law enforcement role in carrying out PREA mandates.
- New Garden Society volunteers at OCCC photographed the inmate gardens and used the images to help raise funds and generate potential volunteer interest at the facility.
- Communications staff were invited to Worcester State University to speak to criminal justice classes about the DOC, its policies, and what life is like as a correction officer.
- A research planning meeting was held between the Office of Strategic Planning and Research, faculty from William James College- Graduate College of Psychology, administration and sex offender treatment staff from MTC. The purpose of the meeting was to discuss future research projects, particularly now that MTC is training many doctoral students from William James College.



## Goal 4

**Maximize efficiency through process improvements**

- North- and South-side 3000 gallon water tanks were refurbished at SBCC and are back on line.
- NCCI started to run new tele-appointments in October 2019 for dermatology, surgical, endocrinology, and MGH specialists, etc. minimizing outside trips.
- The Policy/Procedure process was transitioned to Power DMS, a new program established and facilitated by the Policy Development and Compliance Unit.
- NCCI Operations Department created an accountability mechanism to quickly and efficiently track the numerous security inspections submitted on a daily, weekly, and quarterly basis.
- Eight nurses at MCI Concord were trained in ERMA to become "Super Users" to increase awareness and proficiency in documenting medical care.
- The Operations Department at MCI Framingham improved the process in which the master roster is created/reviewed and converted into working shift rosters.
- The pedestrian trap at BSH slowed down processing in order to reduce the introduction of contraband into the facility.
- A computer was added to the Restrictive Housing Unit at OCCC for staff members to accurately document rounds.
- A fiber optic line to MCI CJ was replaced after having issues with access to phones, computer lines and Nexus Lexus for inmates.
- Wi-Fi was installed throughout the DDU building to better accommodate programming requirements under the CJRA.
- MCI Norfolk installed a new wheelchair lift in the pedestrian trap to allow for easier processing of disabled visitors.

### Goal 4 (continued)

Maximize  
efficiency through  
process  
improvements

## Accomplishments

- The attorney visiting room at MCI Norfolk was adapted to become the primary location for hearing impaired inmates to use the Captioned Telephone (CapTel). The attorney visiting room was relocated to the visiting center.
- In October 2019, new energy efficient dryers were installed in the laundry area at MCI Norfolk to help conserve energy and eliminate inmate concerns relative to clothing not drying properly.
- A training area was established at PCC in October 2019.
- MASAC began to complete a paper booking process for Hampden County direct commitments to add in statistical analysis.
- The Central Transportation Unit significantly reduced overtime by reorganizing its daily operations, and as a result, was able to transport more inmates to court and medical appointments than last year.
- Personnel continued to work with Office of Diversity to streamline the review of hiring packages by sending all packet information and approval forms at one time instead of sending multiple times for approvals at different stages.
- MassCor enhanced its new ERP operating system and installed an integrated WAN system to lead to more efficient communications between MassCor Headquarters and institution shop operations.
- MassCor implemented a work order flow management step and quality control procedures to ensure it is achieving acceptable deliverable time frames.
- VSU began the process of reviewing and re-formatting standard letters to expedite and ease the notification process.
- The Education Division is developing an electronic means of submitting operational data to central office to improve the consistency of reporting frequency as well as the data being reported.
- The Education Division will re-purpose an IMS data screen that will share data with the Reentry Division and MassCor about an inmate's career/work history and any completed or future post-secondary vocational completions. This info will be entered into Mass Hire's Job Quest and can be utilized to assist MassCor's need for skilled employees who would benefit in building a better employment history prior to release.
- To better reflect the range of duties assigned to the Housing Search Specialist, the title is changing to Reentry Specialist to clarify their role in the reentry continuum to external stakeholders.
- To monitor the efficacy of reentry services initiatives, the division adjusted their performance measures to capture the outcomes of individual institutions, allowing for action plans to be put in place to address any corrective actions, if needed.
- The Office of Administrative Resolution conducted training on the IMS Communication database to various Department staff. The database reduces duplication of work efforts, reduces time spent on logging, tracking, and referring incoming communications and improves information sharing capabilities.
- Communications Unit started posting Recovery Pathfinder Family Support Group meeting information on their Facebook account to help reach a broader audience and help the public at large understand the Section 35 process.

# STRATEGIC PLAN

## GOALS & ACCOMPLISHMENTS



### Goal 5

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

## Accomplishments

- In an effort to “train-up” staff administrators at MCI Shirley, the Deputy Superintendent of Reentry is meeting bi-monthly with the Deputy Superintendent at the Minimum, the Unit Director and the DOC/DOT from the Medium and Minimum to review policies, procedures, initiatives and discuss challenges that affect their particular area of responsibility. Training and coaching is part of this meeting and all attend together to learn from one another.
- NCCI Operations Department has been rotating responsibilities among staff in order to be competent in all assigned tasks and to be interchangeable.
- MCI Framingham implemented a rotation of maintenance staff for tool crib responsibilities; technicians were teamed together for cross training purposes and to foster a team approach when resolving major issues and projects.
- A number of Department managers were accepted into the CORE management program provided through the Commonwealth’s Human Resources Department. The program is a competency-based program designed to provide a framework to align leadership readiness strategies with business priorities.
- Industrial Instructors at MCI CJ are cross-training in different shops to expand their training in preparation for upcoming retirements.
- The Food Service Director at MCI Norfolk held a mandatory housemen training to retrain them in proper food sanitation and handling techniques while working within the main line kitchen.
- MASAC records staff and CPO’s attended training on appellate hearings at Suffolk Superior Court.
- The DOS at Boston Pre-Release Center has operations officers cross train to enhance efficiency and streamline processes.
- Payroll continues to cross train payroll coordinators on various payroll functions and with other divisions. Will also add the responsibility of garnishment processing and step increases to the PO I. This will allow the work to be distributed evenly and allow cross training for when others are out. In addition, Payroll will cross train with other units such as Internal Affairs, so they can assist as needed.
- MassCor staff attend industry related conferences and training to encourage professional development and workplace excellence.
- Multiple VSU staff attended a webinar about understanding what victims expect to receive from Criminal Justice Reform Act.
- Education staff who are aspiring to become leaders in the Education Division have been invited to participate in leadership meetings and trainings to help better their experience.
- All Education staff attended the “Freak Factor Training” which highlighted organized learning and self-awareness of staff’s strengths and stressed ways to change personal weaknesses into strengths.
- Internal stakeholders such as Education, Program Services, and Research and Planning staff were provided with a comprehensive overview of the Objective Point Base Classification system in order to enhance and further develop their knowledge regarding suitability and eligibility of inmate placement which may aid them in their respective roles working with inmates and understanding data.
- OIS works with facility IPS teams to improve their processes and to identify staff for future vacancies in OIS and IPS.





### Goal 6

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

## Accomplishments

- New pullovers for staff at SBCC were issued in intervention carts to provide a means of defense against blood borne pathogens.
- Health awareness classes are taught by Wellpath's HIV counselor to foster preventative care and independent chronic disease management at SBCC.
- Inmates with hearing loss were given the opportunity to receive a vibrating watch to assist them in their daily activities.
- A Restorative Justice Repairing Harm program was implemented for inmates at NECC to encourage positive behavioral change with a curriculum including story-telling, reading, deep introspection, self-evaluation, forgiveness and acceptance.
- A Zen Meditation Program was held at NECC to teach inmates a variety of practices that promote inner peace and effective action.
- A Fathers Support Group was offered at NECC for male offenders with children to meet once a week for discussions on what it is like to be a father while incarcerated. Volunteers give advice, support, and techniques on preparing for obstacles when at home.
- In June 2019, MCI Framingham held a Mom and Me weekend event for sentenced inmates to help develop a positive, engaging relationship between them and their children.
- The Planned Parenthood League of Massachusetts held Reproductive Health Workshops for inmates and detainees enrolled in the First Step Program at MCI Framingham.
- The Photo Program was approved for inmates who are releasing from SMCC. The program will provide them with a card with their before and after photo and reminders of their time while incarcerated to help remind them where they have been and how they have overcome.
- BSH fabricated new duct work in housing units to accommodate A/C units and conducted a feasibility study for a plan of permanent roof top air conditioning units.
- Increased "Seeds of Change Garden" size at OCCC, which increased participation and increased yields for the population.
- The Director of Behavioral Health at MTC conducted a Gender Dysphoria/Gender Non-Conforming training for staff.
- Awareness of how staff speak to one another has been a part of morale boosting efforts in the kitchen at MCI CJ with staff noticing a difference and everyone being treated with respect.
- The Wellness Committee at MCI Norfolk hosted its annual Christmas "Adopt-a-Family" Fundraiser earning enough donations from staff to adopt and purchase holiday gifts for an entire family.
- PCC updated their inmate gym by painting and purchasing new equipment.
- MASAC developed a Bill of Rights for patients and updated the Orientation Handbook in June 2019.
- School of Reentry students at BPRC were invited to attend the "Thanks for Giving" dinner at Goodwill.
- A number of LSH staff signed up to attend the National Symposium on Corrections Worker Health 2019.
- Noise cancelling headphones are now available as an option to manage/reduce patient agitation in the RU and ISOU at BSH.
- An Occupational Role Development group has started at BSH and OCC to support those who are treatment resistant.
- In November 2019, EASU staff conducted a presentation on wellness during MassCor Annual training in an effort to promote a team atmosphere to decrease stress in the workplace.

## **Goal 6 (continued)**

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

## **Accomplishments**

- VSU started visiting institutions and meeting with staff to promote awareness of VSU services.
- VSU participated in the Governor's Council to Address Domestic Violence and Sexual Assault.
- A Clothesline Project display was installed in Milford HQ during the month of October 2019, in honor of Domestic Violence (DV) Awareness Month. This display included t-shirts designed and decorated by survivors of DV along with informational materials and resources for anyone experiencing DV or concerned about a loved one who may be experiencing DV.
- Seriously Mentally Ill inmates continued to be prioritized for classification placement decisions and transfers.
- RSD is aware of the importance of the health and well-being of the team and has responded by creating a health based lifestyle board in their office.
- Recovery Pathfinders maintain an Individual Wellness Plan for each client.
- Internal Affairs Unit staff members participate in providing New Employee Orientation training to describe the challenges new employees will face within their assignments.
- Institutions reviewed the inmate population and updated the pronouns, sex, gender, or gender non-conforming information in IMS along with photo IDs and the inmate's preference in gender of staff conducting searches of them.

# MASSACHUSETTS CORRECTIONAL INDUSTRIES

*MassCor's mission 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, better positioning offenders for success in the workforce and community upon reentry.*

Certification programs are continuously made available to all eligible incarcerated individuals. Correctional Industries employs approximately 500 offenders at nine institutions. (See chart to left)

The current workforce has remained constant, MassCor will increase as needed based on expansion, workload, equipment capabilities and the continuous development and use of our enterprise resource planning (ERP) operating system. Our goal remains to employ the maximum number of offenders consistent with optimal program resources and effective use of program capital.

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 2019 totaled \$17,788,797.87 which provides MassCor the capital for continued reinvestment in raw materials and payroll, upgrading manufacturing equipment and expansion of available offender worker opportunities. An integrated computer system allows for advanced education in a fully-connected manufacturing environment.

Location	Avg. # inmate workers
NCCI	76
MCI Shirley- Medium	77
MCI Shirley- Minimum	3
MCI Concord	10
MCI Framingham	20
MCI Norfolk	203
MCI Cedar Junction	47
OCCC	26
MTC	21
<b>Total</b>	<b>483</b>



# MASSACHUSETTS CORRECTIONAL INDUSTRIES

## 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 American flag is a symbol of freedom and justice and is customarily flown year-round at most public buildings. These flags are manufactured by hand, ensuring top quality in every flag. Offender workers in this shop take a great deal of pride in the manufacturing of this symbolic item. The Flag Shop also offers flag accessories such as finials, tassels and cords. In addition, workers in this shop manufacture miscellaneous items such as laundry bags and belt pouches. Embroidered products include caps, jackets, sweaters, tee shirts and other accessories. These products can be embroidered with a variety of custom logos. Through the Flag/Embroidery Shop, offender workers learn valuable skills, not just in sewing but also in digitized design and manufacturing. These skills are useful for a variety of employment opportunities within the state.



MCI Framingham

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

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

## MassCor Industries at MCI Norfolk:

MCI Norfolk has MassCor's largest operation, offering offenders the opportunity to work in a wide range of manufacturing settings within seven separate shops. In the Clothing Shop, fabric is cut and sewn to create garments used in a number of areas throughout the Commonwealth and Department of Correction. Blankets utilized throughout the DOC are manufactured here as well. The Mattress Shop produces a variety of mattresses for use in shelters, colleges and other institutions. The Upholstery Shop provides quality upholstery of sofas, chairs and other furniture for both public entities and private customers. The Furniture Assembly Shop assembles a variety of items from a number of outstanding furniture providers, most commonly, office chairs. MCI Norfolk's other shops include a Janitorial Shop, which offers a complete array of cleaning products including a highly-effective disinfectant along with our full line of environmentally-friendly "Green Seal" janitorial products. 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 daily use such as vinyl binders and padfolios, in many sizes, colors and styles.



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.



# MASSACHUSETTS CORRECTIONAL INDUSTRIES

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## **MassCor Furniture, Metal Finishing and Upholstery Shops at Northeast Correctional Center in Concord, MA**

Three shops were added in Concord over this past year - 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 would otherwise 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 a CNC (Computer Numerical Control) machine. 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. Our Sewing Shop, also located within MCI Shirley, manufactures sheets, towels and socks.

## **MassCor Laser Engraving Program at Shirley Minimum:**

Laser Engraving is a recently-opened Industries program 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 items such as tumblers, coasters and cutting boards which are very popular for holidays, golf tournaments and other charity events. In addition, the laser engraving machines are used to create memorial items as well. The added value of this program continues to expand 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.

## **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 is home to both 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. Workers in the Silkscreen Shop produce high-quality custom decals and silk-screened clothing.

## **MassCor Showroom:**

The Milford Showroom carries a wide assortment of seasonal clothing, such as shirts, jackets and caps along with miscellaneous items from our shops including cutting boards and fire pits, to name a few. This shop 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 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 2019, there were no facilities audited under Cycle One Standards or Final Cycle Four 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	FINDING	Cycle 2 Initial	Cycle 2 Final	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial
Barnstable	N/A				928.02	
	N/C					936.04
	N/Cw/ Waiver					
Berkshire	N/A	910.05, 911.07	910.05, 911.07			
	N/C	910.06, 924.01, 924.06	924.06			
	N/Cw/ Waiver					
Bristol Jail	N/A		911.07	952.01, 952.02		
	N/C			915.03, 915.04, 928.10, 950.02		
	N/Cw/ Waiver					
Bristol HOC	N/A		910.05, 911.07	952.01, 952.02		
	N/C		914.03	915.01, 915.03, 915.04, 924.14		
	N/C			928.10, 950.02		
	N/Cw/ Waiver					
Dukes	N/A		910.05, 911.07			
	N/C		914.03, 914.05, 924.01, 924.02, 924.09	915.02, 915.03, 924.10, 924.12, 924.13		
	N/C		934.02, 948.07, 948.08, 973.01	924.14, 924.15, 924.17, 928.03, 928.04, 928.07		
	N/C			928.09, 928.12, 932.05, 940.02, 943.01, 943.04		
	N/C			943.06, 950.02, 973.01, 973.04, 974.04		
	N/Cw/ 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 2 Initial	Cycle 2 Final	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial
Essex CAC	N/A		911.07	924.17, 928.02, 943.03		
	N/C		924.06, 924.08	915.03, 915.04, 924.10, 924.12, 924.13, 924.15		
				928.10, 928.12, 932.05, 940.02, 943.02, 943.04		
				943.07, 943.08, 950.02, 952.01, 952.03		
	N/Cw/ Waiver					
Essex HOC	N/A			928.02, 952.02	928.02, 952.02	
	N/C			915.01, 915.03, 915.04, 932.05, 924.12, 924.13	924.17	
				924.17, 928.03, 928.10, 928.12, 943.03, 943.04		
				943.06, 943.07, 943.08		
	N/Cw/ Waiver					
Essex WIT	N/A		911.07	924.17, 928.02, 943.03		
	N/C		950.02, 952.03	915.03, 915.04, 924.13, 928.03, 928.10, 932.05		
				943.02, 943.04, 943.06, 943.07, 943.08, 950.02		
				952.03		
	N/Cw/ Waiver					
Franklin	N/A					
	N/C					920.04, 920.10, 920.17, 934.01, 934.03
						944.02, 979.03
	N/Cw/ Waiver					920.11
Hampden HOC	N/A			952.02	924.1	
	N/C		942.02	915.01, 915.02, 924.10, 924.12, 924.13, 924.14		
				932.05, 943.07, 950.02		
	N/Cw/ Waiver					
Hampden Mill	N/A		911.07	943.03, 952.02		
	N/C			924.13, 924.14, 924.17, 943.06, 943.07, 950.01		
				950.02, 950.03, 950.04, 950.07		
	N/Cw/ Waiver					
Hampden Pre	N/A		911.07			
	N/C			915.02, 932.05, 924.13, 924.14, 943.07, 950.02		
				952.01		
	N/Cw/ 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 2 Initial	Cycle 2 Final	Cycle 3 Initial	Cycle 3 Final	Cycle 4 Initial
Hampden Womens	N/A					
	N/C			915.01, 924.12, 924.13, 924.14, 928.01, 928.10		
				928.12, 943.02, 943.06, 943.07, 950.07		
	N/Cw/Waiver			952.02		
Hampshire	N/A					944.02
	N/C					
	N/Cw/Waiver					
Middlesex	N/A					944.02
	N/C				924.14, 928.12	920.07, 936.02, 944.04
	N/Cw/Waiver					
Norfolk	N/A				952.02	920.17, 920.18, 944.02
	N/C				924.12, 924.14, 950.04	918.06, 920.09, 920.14, 924.13, 936.04
	N/Cw/Waiver					
Plymouth	N/A				928.02, 952.01, 952.02	
	N/C					
	N/Cw/Waiver					920.08
Suffolk HOC	N/A		910.05, 911.07	952.01, 952.02		
	N/C		914.03, 924.01, 924.02	915.03, 924.12, 924.13, 924.14, 924.17, 943.07		
	N/Cw/Waiver					
Suffolk Jail	N/A		910.05, 911.07	928.02, 952.01, 952.02		
	N/C		914.03, 924.01, 924.02	915.03, 924.10, 924.12, 924.13, 924.14, 924.17		
				928.03, 943.02, 943.04, 943.06, 943.07		
	N/Cw/Waiver					
Worcester	N/A		910.05, 911.07			
	N/C		924.01	915.03, 924.10, 924.12, 924.13, 928.06, 943.04		
				943.06, 943.08, 943.09, 950.01, 950.02, 950.03		
				950.04, 952.02, 952.03		
	N/Cw/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

Cycle 1 Standards	
Security and Control	Compliance with Regulations
924.13 Control of Tools and Culinary and Medical Equipment (Medical Equipment ONLY)	944.03 Compliance with Regulations (Required)
Medical Services	
932.01 Health Policy and Authority	Fire Safety
932.02 Space and Health Supplies	973.01 Compliance with Life Safety Codes (Required)
932.03 Health Care Personnel	973.02 Emergency Evacuation Plans (Required)
932.04 Health Care Treatment (Required)	973.03 Fire Prevention Regulations (Required)
932.05 (Inspected in Cycle 3)	973.04 Fire Safety Officer (Required)
932.06 Admission Medical Screening (Required)	973.05 Fire Safety Alarm System (Required)
932.07 Health Appraisal/Physical Exam	973.06 Fire Retardant Furnishing and Materials (Required)
932.08 Unimpeded Access to Health Care (Required)	973.07 Prompt Release Procedure (Required)
932.09 Sick Call	973.08 (Inspected in Cycle 3)
932.10 General Health Care Services	973.09 Emergency Power
932.11 Emergency Health Care (Required)	973.10 Control, Use and Storage of Dangerous Materials (Required)
932.12 Dental Care Services	
932.13 Mental Health Services	Sanitation
932.14 Inmate Transfers	974.01 General
932.15 Proper Management of Pharmaceuticals (Required)	974.02 Environmental Health Officer (Required)
932.16 Distributing Medications	974.03 Interior Cleanliness
932.17 Guidelines for Serious Illness, Injury or Death	974.04 Inspection Plans (Required)
932.18 Medical Records	974.05 Outside Grounds
932.19 Medical Experimentation and Research (Required)	974.06 Insect and Rodent Control (Required)
	974.07 Liquid and Solid Waste Control (Required)
Admission and Orientation	974.08 Personal Hygiene
940.01 Admission and Orientation	974.09 Clothing
	974.10 Linens and Bedding
Classification	974.11 Water Supply (Required)
942.01 Classification Plan	974.12 Tobacco Use Prohibited
942.02 Criteria Used	
942.03 Minimum Requirements in Classification (Required)	
942.04 Procedure for Classification	
942.05 Appeal of Classification Decision	
942.06 Staff Responsibilities (sub-sections 1, 2 and 4 only)	

# COUNTY AUDIT REPORT

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910.01 Mission Statement: Philosophy and Goals	917.01 General
910.02 Goals and Objectives	917.02 Application of Conduct Research
910.03 Organization Structures	917.03 Conduct of Research
910.04 Policy and Procedures Manual	
910.05 Quarterly reports to Parent Agency	Security and Control
910.06 Requests for Information and Media Access	
910.07 Internal Communication	924.01 Physical Security Measures
910.08 Code of Ethics	924.02 Security and Control Management
	924.03 Post Orders
Fiscal	924.04 Disorder Management (Required)
911.01 Responsibilities of Administration	924.05 Inmate Movement
911.02 Accounting System	924.06 Searches
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911.07 Industries Program	Grievances
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914.01 Personnel Manual	948.01 Correspondence of Mail
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914.03 Personnel Actions	948.03 Collection and Distribution
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914.05 Minimum Staff Requirements	948.05 Privileged Correspondence
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# COUNTY AUDIT REPORT

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915.04 Training Records and Documentations	942.06 Staff Responsibilities (Subsection 3 only for cycle 3)
915.05 Staff Development	
915.06 Appendix: Summary of Orientation and Minimum Training Hours	Inmate Discipline
932.05 Health Care Training (Required)	943.01 Inmate Disciplinary Plan
942.06 Staff Responsibilities (subsection (3) only)	943.02 Disciplinary Personnel
973.08 Fire Prevention Training (Required)	943.03 Placement in Detention Awaiting Action Status
	943.04 Informal Disciplinary Procedures
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Security and Control	943.06 Procedures for Disciplinary Hearings
924.10 Use of K-9's	943.07 Appeal Process
924.11 Medical Attention (Required)	943.08 Sanctions
924.12 Use of Restraint Equipment	943.09 Limitations of Disciplinary Action
924.13 Control of Tools, Culinary (No Medical Equipment)	
924.14 Control of Keys	Visiting
924.15 Inmate Transportation	950.01 Visiting Plan
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928.01 Food Service Regulations (Required)	950.06 Special Visits
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# COUNTY AUDIT REPORT

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918.06 Release of Information	<b>Legal Rights</b>
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920.18 Mechanical Equipment Space	<b>Volunteers</b>
920.19 Inmate Commissary	979.01 General
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# POPULATION CHARTS & STATISTICS

The following pages illustrate a small sampling of information from the **2019 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"

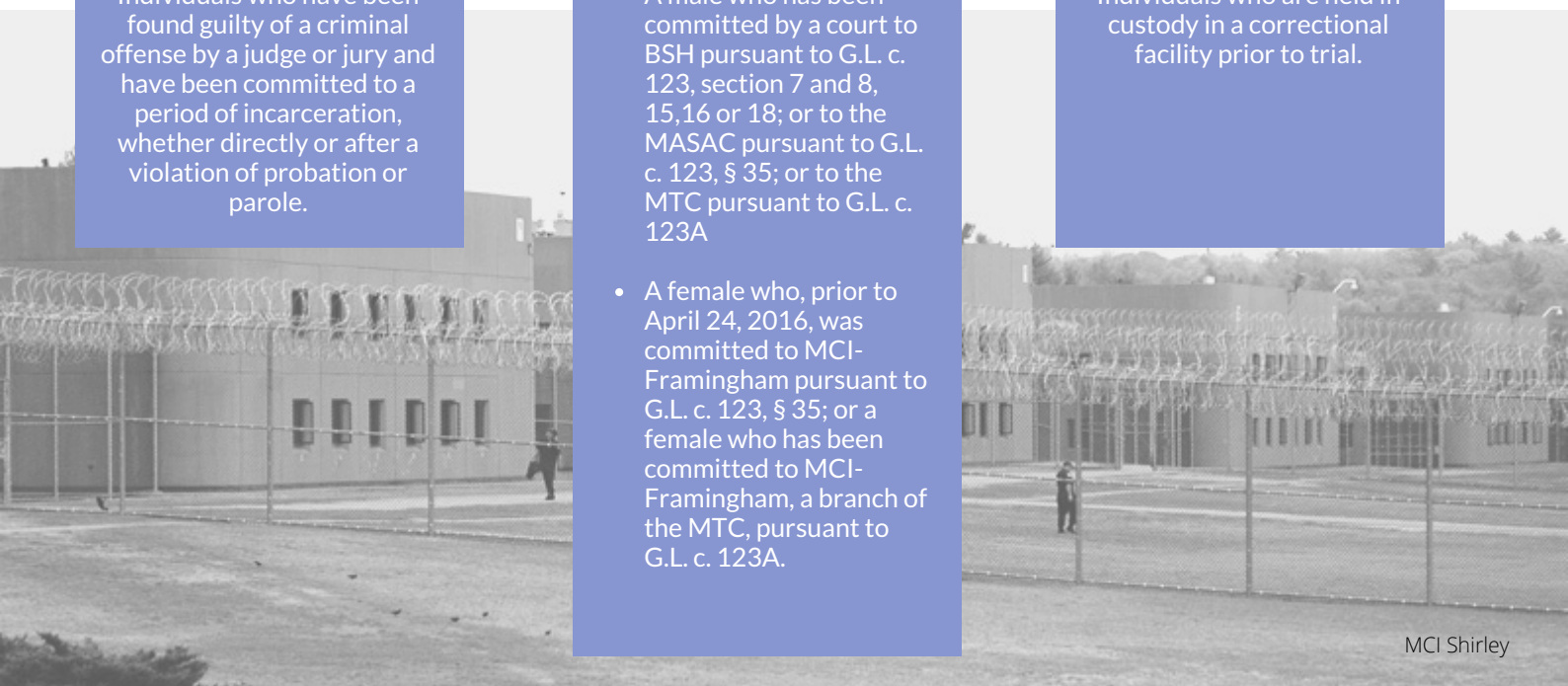
Individuals who have been found guilty of a criminal offense by a judge or jury and have been committed to a period of incarceration, whether directly or after a violation of probation or parole.

### 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.

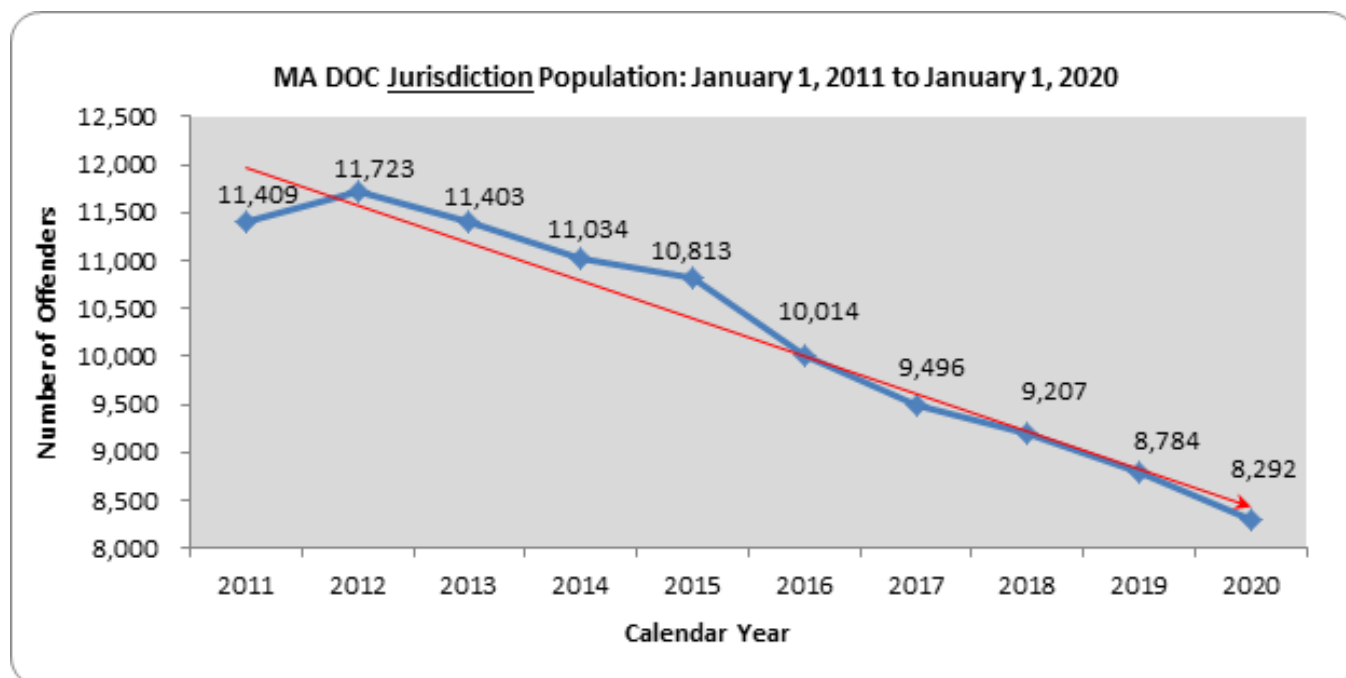
### Pre-Trial or "Detainee"

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



MCI Shirley

# POPULATION CHARTS & STATISTICS



## Massachusetts

- The Massachusetts DOC jurisdiction population continued to decline for the eighth (8th) consecutive year, a decrease of 29% since the trend's peak on January 1, 2012 (n=11,723).
- Between January 1, 2019 and January 1, 2020, there was a 6% decrease in inmates, from 8,784 to 8,292.
- The overall trend in the MA DOC jurisdiction population shows a decrease of 27% between January 1, 2011 (n=11,409) and January 1, 2020.

## National

- The estimated number of persons of all commitment types held in state and federal prisons nationally decreased to 1,489,363 at year-end 2017\*, a 1% decrease (n=18,766), from year-end 2016 (n=1,508,129).\*\*
- After a slight increase in the sentenced state and federal jurisdiction population in 2013, there was a decrease of 6% between year-end 2013 and year-end 2017, the largest decline in more than 36 years. There was a 3% decrease in the federal population (n=6,134) and a 1% decrease in the state population (n=12,632) between year-end 2016 and year-end 2017.\*\*\*
- The national imprisonment rate at year-end 2017 was 440 sentenced inmates per 100,000 U.S. residents of all ages, a decrease of 2% from 450 in 2016 and the lowest rate since 1997 (n=444).\*\*\*\*
- Between 2016 and 2017, twenty-nine (29) states saw decreases in their state's total jurisdiction population.\*\*\*\*\*

\*Year-end 2017 statistics were the most recent national statistics available at the time.

\*\*Bureau of Justice Statistics (April 2019). Prisoners in 2017 (NCJ 252156). Washington, D.C.: U.S. Department of Justice.

\*\*\*BJS, 2017, pg. 3, table 3.

\*\*\*\*BJS, 2017, pg. 9, table 5.

\*\*\*\*\*BJS, 2017, pg. 9

# POPULATION CHARTS & STATISTICS

## Male Jurisdiction Population on January 1, 2020

- 7,988 total males in the jurisdiction population: 7,348 criminally sentenced, 64 pre-trial detainees, and 576 civil commitments
- Average age was 42 years old (youngest inmate was 18 years old and oldest inmate was 90 years old)
- 96% were serving a sentence of more than three years
- 73% had a violent governing offense
- 561 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 2015 three year recidivism rate was 33% for the total male population
- 36% were open mental health cases, 28% had a serious mental illness (SMI), and 26% were on psychotropic medication for the Custody Population as of 12/31/2019 Note: Information provided by Health Services Division

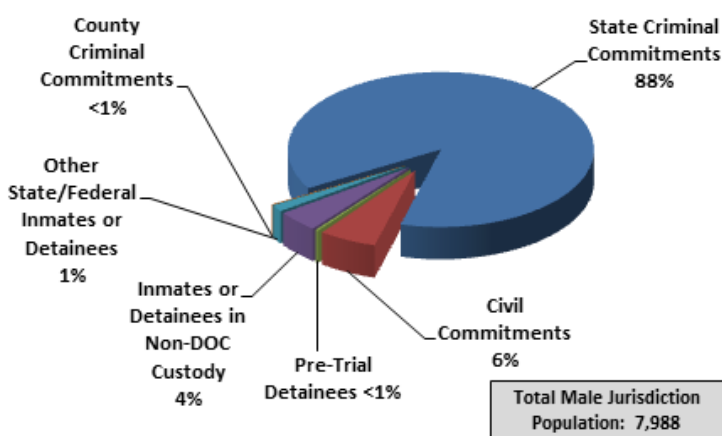
*\*It is important to note that the marked increase in SMI percentages in 2019 is solely due to CJRA 2018 which expanded the definition and list of diagnoses.*

## Female Jurisdiction Population on January 1, 2020

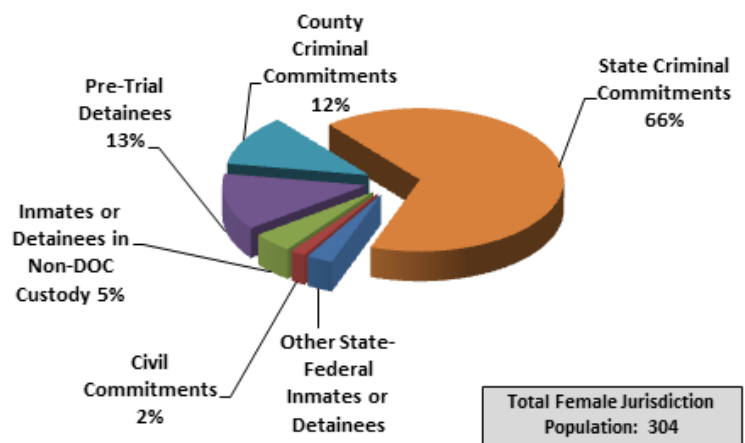
- 304 total females in the jurisdiction population: 254 criminally sentenced, 45 pre-trial detainees, and 5 civil commitments
- Average age was 40 years old (youngest inmate was 19 years old and oldest inmate was 75 years old)
- 83% were serving a sentence of more than three years
- 66% had a violent governing offense
- 15 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 2015 three year recidivism rate was 32% for the total female population
- 81% were open mental health cases, 75% had a serious mental illness (SMI), and 58% were on psychotropic medication for the Custody Population as of 12/31/2019 Note: Information provided by Health Services Division

*\*It is important to note that the marked increase in SMI percentages in 2019 is solely due to CJRA 2018 which expanded the definition and list of diagnoses.*

## MA DOC Jurisdiction Population: Males by Type of Sentence on January 1, 2020



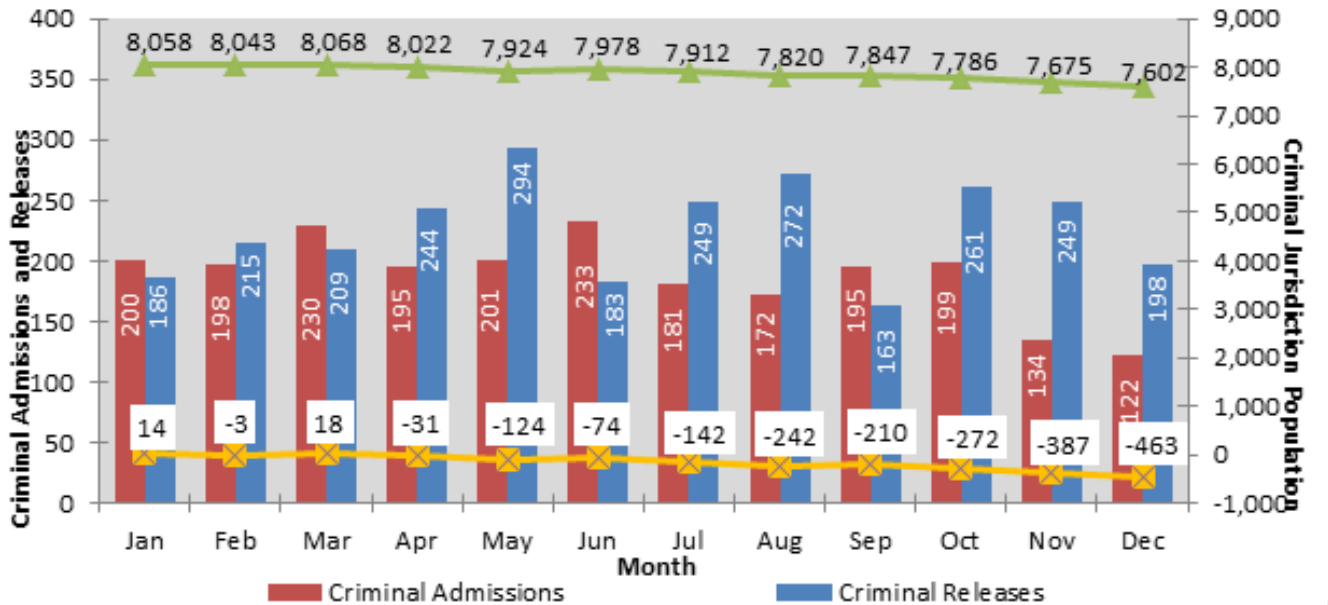
## MA DOC Jurisdiction Population: Females by Type of Sentence on January 1, 2020



- The vast majority of males were state criminal commitments (88%) on January 1, 2020.
- In previous years female state criminal commitments represented a smaller portion of their total commitments (39% in 2019 versus 66% in 2020) compared to males (89% in 2019 and 88% in 2020) due to the MA DOC housing numerous counties' female inmates due to capacity issues/lack of housing. This trend has shifted in 2020 because several MA counties are now able to take criminally sentenced and pre-trial commitments into their own custody.

# POPULATION CHARTS & STATISTICS

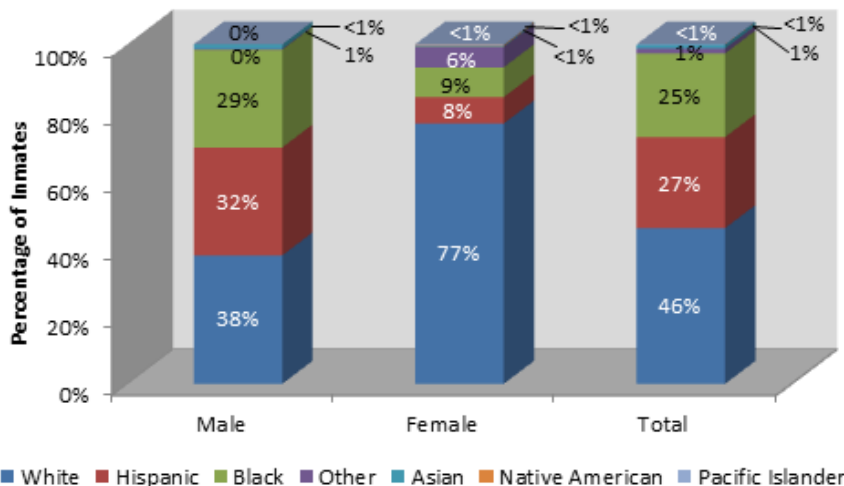
## MA DOC Criminally Sentenced Jurisdiction Population: Monthly Admissions and Releases 2019



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 2019 the number of criminally sentenced admissions was less than the number of criminally sentenced releases, criminal admissions averaging 188 per month and criminal releases averaging 227.
- During the trend period criminal admissions ranged between 122 in December, and 233 in June. Criminal releases ranged between 163 in September, and 294 in May.
- The cumulative difference between admissions and releases resulted in a cumulative decrease of 463 in the criminally sentenced population by year's end.
- The criminally sentenced population at the end of 2019 was 7,602, a 5% decrease from the population at the end of 2018, at 8,044. This rate of decrease was more than the decrease seen when comparing years end 2018 and 2017 criminally sentenced populations.

## MA DOC 2019 Criminally Sentenced Jurisdiction New Court Commitments: Race/Ethnicity by Gender



Race/Ethnicity	Male	Female	Total
White	577	306	883
Hispanic	485	31	516
Black	439	35	474
Other	4	24	28
Asian	20	1	21
Native American	0	1	1
Pacific Islander	0	1	1
<b>Total</b>	<b>1,525</b>	<b>399</b>	<b>1,924</b>

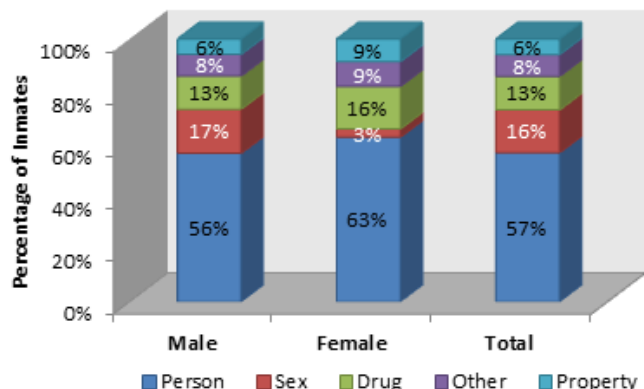
\*Race/Ethnicity is self-reported by inmate at time of admission.

For males, the most common races for criminally sentenced new court commitments were White (38%), followed by Hispanic (32%) and Black (29%). For females, the majority of new court commitments were White (77%), followed by Black (9%) and Hispanic (8%). As males made up 79% of criminally sentenced new court commitments, the total distribution more closely followed the male distribution.



# POPULATION CHARTS & STATISTICS

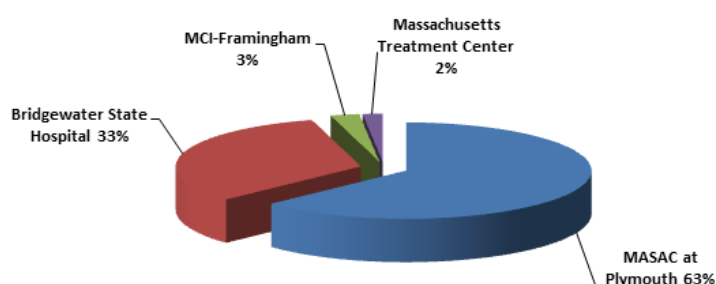
## MA DOC Criminally Sentenced Jurisdiction Population by Governing Offense and Gender on January 1, 2020



	Governing Offense	Male	Female	Total
Violent	Person	4,151	159	4,310
	Sex	1,231	8	1,239
Non-Violent	Drug	927	41	968
	Other	607	24	631
	Property	432	22	454
	<b>Total</b>	<b>7,348</b>	<b>254</b>	<b>7,602</b>

- The top three governing offenses for the total criminally sentenced population on January 1, 2020 were person (57%), sex (16%), and drug offenses (13%). For males, the top three governing offenses were person (56%), sex (17%), and drug (13%).
- Differing slightly from their male counterparts, the top three offenses for females were person offenses (63%), drug offenses (16%), and both property and other offenses (9%).
- For the fifth year, the majority of criminally sentenced female inmates (66%) were incarcerated for a violent governing offense. Males increased slightly from the previous year (72%) with 73% incarcerated for a violent governing offense.

## MA DOC 2019 Jurisdiction New Court Commitments Civil Commitments by Institution



Institution	Male	Female	Total
MASAC @ Ply	1,548	0	1,548
BSH	806	0	806
MCI Framingham	0	62	62
MTC	43	0	43
<b>Total</b>	<b>2,397</b>	<b>62</b>	<b>2,459</b>

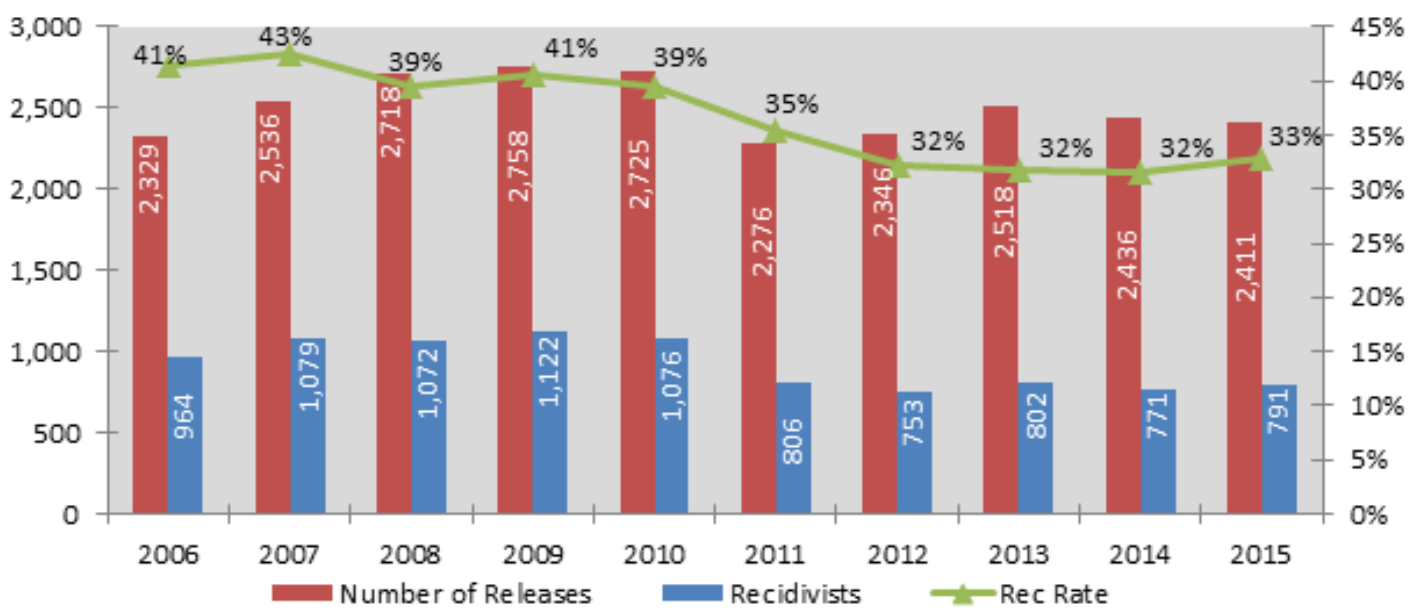
Civil commitments to the MA DOC are generally broken into three groups: “Mental Health Commitments”, “Alcohol and Substance Abuse Commitments” (i.e., Section 35’s), and “Sexually Dangerous Person Commitments.” Female civil commitments are housed at MCI-Framingham. Male civil commitments are housed in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

- In 2019, there were 2,459 civil new court commitments, representing 37% of the overall 6,688 admissions.
- The majority (63%) of civil commitments in 2019 were Section 35’s admitted to MASPLY. This was down from 70% in 2018. The number of Section 35’s decreased from 1,814 during 2018 to 1,548 during 2019, a 15% decrease. Commitments to MASPLY are limited to 90 days in length.
- During 2019, there were 806 civil commitments to BSH. This was a 19% increase compared to the previous year (n=676). During 2019, 33% of the civil commitments went to BSH, up from 26% during 2018.
- Females represented 3% of the civil commitments during 2019, slightly higher than the female civil commitments during 2018 and 2017. In most cases, female civil commitments held in DOC custody have an active outstanding criminal proceeding alongside their commitment.

# POPULATION CHARTS & STATISTICS

## MA DOC Three Year Recidivism Rate (Re-incarceration) for Releases to the Community 2006-2015

A recidivist is defined as any criminally sentenced inmate released to the community from MA DOC jurisdiction during 2015 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 10 percentage points compared to the high experienced in 2007.