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MASSACHUSETTS DEPARTMENT OF CORRECTION

ANNUAL REPORT 2023

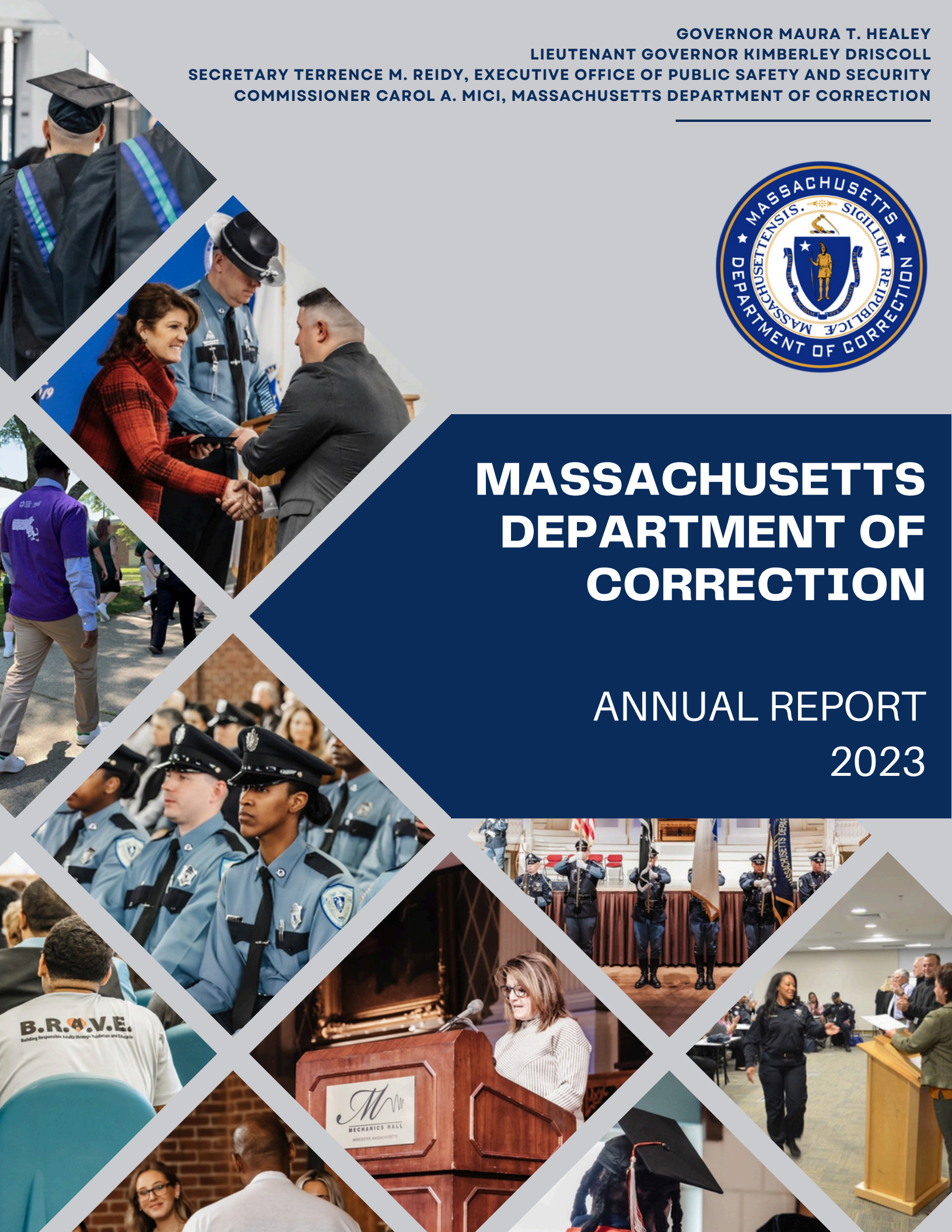




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Who We Are

The Massachusetts Department of Correction is comprised of correctional professionals who are responsible for the care of incarcerated individuals in 15 state facilities. We provide care and custody, education, vocational training, comprehensive healthcare inclusive of behavioral healthcare and specialized treatment services, with the goal of preparing each individual for a successful reintegration into our community.

Core Values

- Responsible
- Honest
- Respectful
- Caring

Requirements:

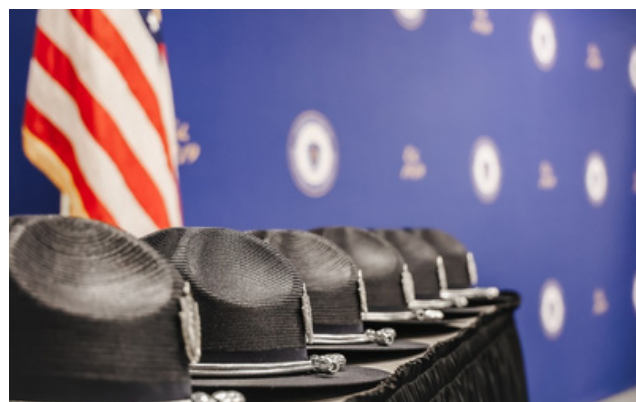
Information required in this report is governed by:

- M.G.L Ch. 124, Sec. 6
- M.G.L Ch. 127, Sec. 1B
- American Correctional Association

Acknowledgements

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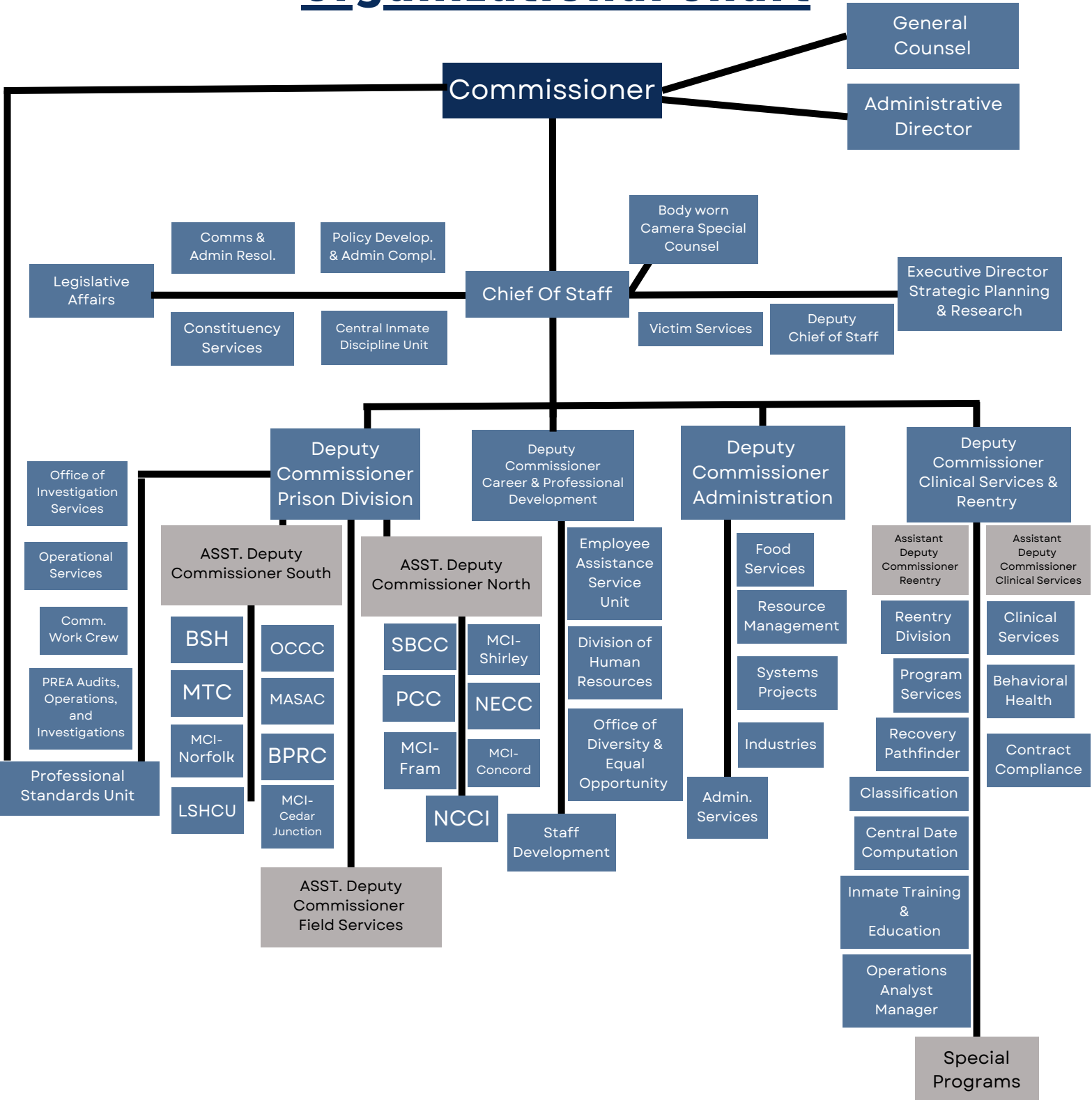


Vision:

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



Organizational Chart



Facility Key:

- BPRC-Boston Pre-Release Center
 - BSH-Bridgewater State Hospital
 - LSHCU-Lemuel Shattuck Hospital Correctional Unit
 - MASAC-Massachusetts Alcohol and Substance Abuse Center at Plymouth
 - MCI-Fram-Massachusetts Correctional Institute Framingham
 - MTC-Massachusetts Treatment Center
- NCCI-North Central Correctional Institute
 - NECC-Northeastern Correctional Center
 - OCCC-Old Colony Correctional Center
 - PCC-Pondville Correctional Center
 - SBCC-Souza Baranowski Correctional Center

Institutional Map



LOCATIONS

The Massachusetts Department of Correction oversaw approximately 6,000 active incarcerated individuals in 2023 across 15 facilities throughout eastern and central Massachusetts. Facilities fall under a maximum, medium, minimum, or pre-release security classification.

Map Key

1. NCCI
2. MCI-Shirley & SBCC
3. MCI-Concord & NECC
4. BPRC & LSHCU
5. MCI-Framingham
6. MCI-Norfolk
7. MCI-Cedar Junction & PCC
8. BSH, MTC, & OCCC
9. MASAC

INSTITUTION OVERVIEWS

This information is compiled from the 2023 Massachusetts Department of Correction Prison Population Trends report.



Boston Pre-Release Center (BPRC)

Roslindale, MA

- Security Level: Minimum & Pre-Release
- Initial ACA Accreditation: 2000
- Opened: 1972 - Renovated: 2003
- Annual Cost Per Person (FY 2023): \$193,183
- January 1, 2024 Population: 42
- Average Daily Population (ADP): 37
- Operational Capacity: 200
 - Minimum: 95
 - Pre-Release: 105

Boston Pre-Release Center houses minimum and pre-release males nearing the completion of their state sentences. Having been Massachusetts' first pre-release institution, BPRC affords incarcerated individuals structured programming focused on education and reintegration, access to public transportation increasing pre-release employment opportunities as well as access to other support agencies. On January 1, 2024, there were 29 minimum security commitments and 13 pre-release at BPRC.



Bridgewater State Hospital (BSH)

Bridgewater, MA

- Security Level: Medium
- Initial ACA Accreditation: 1998
- Opened: 1974
- Annual Cost Per Person (FY 2023): \$340,276
- January 1, 2024 Population: 250
- Average Daily Population (ADP): 243
- Operational Capacity: 372



In April 2017, Wellpath Recovery Solutions assumed all operational and treatment services at Bridgewater State Hospital, inclusive of a comprehensive program of medical, mental health, forensic evaluation as well as all patient safety and security services. BSH is a Joint Commission accredited psychiatric hospital for males requiring strict security for forensic evaluation or civil commitment per Massachusetts General Law Chapter 123. Following an initial observation and evaluation period, patients may be committed to BSH for up to six months, with subsequent commitments of one year, as ordered by the Court.

Lemuel Shattuck Hospital Correctional Unit (LSHCU)

Jamaica Plain, MA



- Security Level: Medium
- Opened: 1974- Expanded: 1982, 1987
- Annual Cost Per Person (FY 2023): \$572,423
- January 1, 2024 Population: 14
- Average Daily Population (ADP): 16
- Operational Capacity: 29

The Massachusetts Department of Correction, 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 incarcerated males and females from both the state and counties. It is a transient facility with few long-term patients. On January 1, 2024, the population consisted of six (6) criminally sentenced state commitments, seven (7) pre-trial detainees and one (1) civilly committed individual. The average age of the incarcerated individuals housed on this date was 61 years old.



Massachusetts Alcohol and Substance Abuse Center at Plymouth (MASAC at PLY)

Plymouth, MA

- Security Level: Minimum
- Initial ACA Accreditation: 1993
- Opened: 1992- Mission Change: 2002
- Annual Cost Per Person (FY 2023): \$467,582
- January 1, 2024 Population: 59
- Average Daily Population (ADP): 64
- Operational Capacity: 251



Formerly a minimum-security facility for criminally sentenced males, MASAC's mission was transitioned to providing substance use services in a therapeutic environment with the population of the Massachusetts Alcohol and Substance Abuse Center. Per Massachusetts General Law Chapter 123, Section 35, the Court may order an individual with an alcohol or substance use disorder where there is a likelihood of serious harm as a result of the person's alcohol or substance use disorder for up to 90 days. With its new mission, MASAC at Plymouth opened in 2017 for Section 35 substance use services inclusive of detoxification and treatment, and in 2020, Wellpath, LLC expanded its scope of services to include a licensed Opioid Treatment Program, as well as all patient safety and security services.



Massachusetts Treatment Center (MTC)

Bridgewater, MA

- Security Level: Medium
- Initial ACA Accreditation: 1997
- Opened: 1986- Expanded: 1997
- Annual Cost Per Person (FY 2023): \$104,334
- January 1, 2024 Population: 472
- Average Daily Population (ADP): 500
- Operational Capacity: 680

The Massachusetts Treatment Center is a medium security facility specializing in the assessment and treatment of deviant sexual interests. Housed and treated separately and apart, criminally sentenced individuals identified as sex offenders and those adjudicated as Sexually Dangerous Persons (SDP) as defined by MGL Chapter 123a and civilly committed for a day to life by the Court receive comprehensive assessment and evidence-based treatment to address empirically derived risk factors of sexual offending with the goal of a reduction in the risk of re-offense within the correctional environment and upon release to the community. On January 1, 2024, there were 359 criminally sentenced commitments, 97 SDPs, and 16 temporary civil commitments (provided by MTC).



MCI-Cedar Junction (MCI-CJ)

South Walpole, MA

- Security Level: Maximum & Medium
- Initial ACA Accreditation: 2002
- Opened: 1956- Expanded: 1991 Modular Unit, DDU
- Annual Cost Per Person (FY 2023): \$330,351
- January 1, 2024 Population: N/A
- Average Daily Population (ADP): N/A
 - Maximum: N/A
 - Medium: N/A
- Operational Capacity: 691
 - Maximum: 619
 - Medium: 72



MCI-Cedar Junction was a maximum-security facility that formerly housed the Department's male Reception and Diagnostic Center. The Department of Correction announced the successful transfer of all incarcerated individuals from MCI-CJ and an end to housing operations on June 16, 2023.



MCI-Concord (MCI-C)

Concord, MA

- Security Level: Medium
- Initial ACA Accreditation: 2001
- Opened: 1878- Renovations: 1999, 2005 Special Management Unit
- Annual Cost Per Person (FY 2023): \$147,297
- January 1, 2024 Population: 401
- Average Daily Population (ADP): 382
- Operational Capacity: 614

MCI-Concord is a medium security facility that houses males. MCI-Concord offers numerous programs including one of the Department's Correctional Recovery Academies for substance use disorder, vocational training and education. In August 2021, the B.R.A.V.E. program opened providing a housing unit for incarcerated adolescent fathers. This unit specializes in positive youth development and models of strength-based psychology with the support of an older incarcerated mentor and specially trained staff.



MCI-Framingham (MCI-F)

Framingham, MA

- Security Level: Medium
- Initial ACA Accreditation: 1995
- Opened: 1877- Expanded: 1965
4 Cottages & Health Services Unit Bldg., 1983 Modular Unit, 1989 Modular Unit, 1991 Betty Cole Smith Bldg.
- Annual Cost Per Person (FY 2023): \$198,921
- January 1, 2024 Population: 213
- Average Daily Population (ADP): 205
- Operational Capacity: 469



MCI-Framingham serves as the Department's Reception and Diagnostic Center for the female population, 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, 2024, MCI-Framingham housed 157 criminally sentenced commitments, 38 pre-trial detainees, and 18 civil commitments.



MCI-Norfolk (MCI-N)

Norfolk, MA

- Security Level: Medium
- Initial ACA Accreditation: 2003
- Opened: 1931
- Annual Cost Per Person (FY 2023): \$78,230
- January 1, 2024 Population: 1,169
- Average Daily Population (ADP): 1,161
- Operational Capacity: 1,367

MCI-Norfolk, a facility housing males, 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. The 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
- Initial ACA Accreditation: 1995
- Opened: 1991
- Annual Cost Per Person (FY 2023): \$96,372
- January 1, 2024 Population: 817
- Average Daily Population (ADP): 812
- Operational Capacity: 1,034



MCI-Shirley houses two specialized medical units. The Nursing Care Unit provides care to individuals who require long term, supportive care for significant medical and neurological conditions, while the Clinical Stabilization Unit provides care to those who require assistance with the activities of daily living. Along with a skilled nursing facility (SNF), MCI-S operates an Assisted Daily Living Unit for medium security commitments.



North Central Correctional Institution (NCCI)

Gardner, MA

- Security Level: Medium
- Initial ACA Accreditation: 1989
- Opened: 1981 -Renovations: 1982, 1993
- Annual Cost Per Person (FY 2023): \$89,499
- January 1, 2024 Population: 712
- Average Daily Population (ADP): 704
 - Medium: 704
 - Minimum 0*
- Operational Capacity: 989
 - Medium: 959
 - Minimum: 30

North Central Correctional Institution is a medium security facility that houses 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 facility operates the Department's Optical Shop, training individuals in the manufacturing of eyeglasses and lenses. The minimum security housing units stopped housing incarcerated individuals in February of 2019.



Northeastern Correctional Center (NECC)

Concord, MA

- Security Level: Minimum & Pre-Release
- Initial ACA Accreditation: 1982
- Opened: 1932
- Annual Cost Per Person (FY 2023): \$81,440
- January 1, 2024 Population: 193
- Average Daily Population (ADP): 188
- Operational Capacity: 277
 - Minimum: 208
 - Pre-Release: 69



Northeastern Correctional Center houses minimum and pre-release males, offering the opportunity to complete the correctional recovery academy in a minimum setting. On January 1, 2024, NECC housed 181 incarcerated individuals in minimum security housing units and 12 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. The NECC work crews provide cost effective labor to the surrounding communities.



Old Colony Correctional Center (OCCC)

Bridgewater, MA

- Security Level: Medium & Minimum
- Initial ACA Accreditation: 1989
- Opened: 1987- Expanded: 1990 Modular Unit
- Annual Cost Per Person (FY 2023)
 - Medium: \$136,495
 - Minimum: \$124,538
- January 1, 2024 Population: 493
- Average Daily Population (ADP): 509
 - Medium: 441
 - Minimum: 68
- Operational Capacity: 818
 - Medium: 658
 - Minimum: 160

Old Colony Correctional Center houses medium and minimum-security males with a special focus on the delivery of mental health care to patients diagnosed with serious mental illness or other diagnosed psychiatric needs. The Department's largest Residential Treatment Unit, a general population unit, provides group and individual treatment to the OCCC medium population focused on individual symptom management and treatment goals. In addition, OCCC houses the Bridgewater State Hospital State Sentenced Units for state sentenced individuals who have been admitted for observation, forensic evaluation, or civil commitment pursuant to MGL Chapter 123. The majority of commitments on January 1, 2024 were housed in a medium security unit (n=436), with 57 housed in minimum security.



Pondville Correctional Center (PCC)

Norfolk, MA

- Security Level: Minimum & Pre-Release
- Initial ACA Accreditation: 1994
- Opened: 1990
- Annual Cost Per Person (FY 2023): \$111,807
- January 1, 2024 Population: 117
- Average Daily Population (ADP): 104
- Operational Capacity: 204
 - Minimum: 156
 - Pre-Release: 48



Pondville Correctional Center is a facility for criminally sentenced males housing 104 minimum commitments and 13 pre-release on January 1, 2024. 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 a minimum and pre-release population.

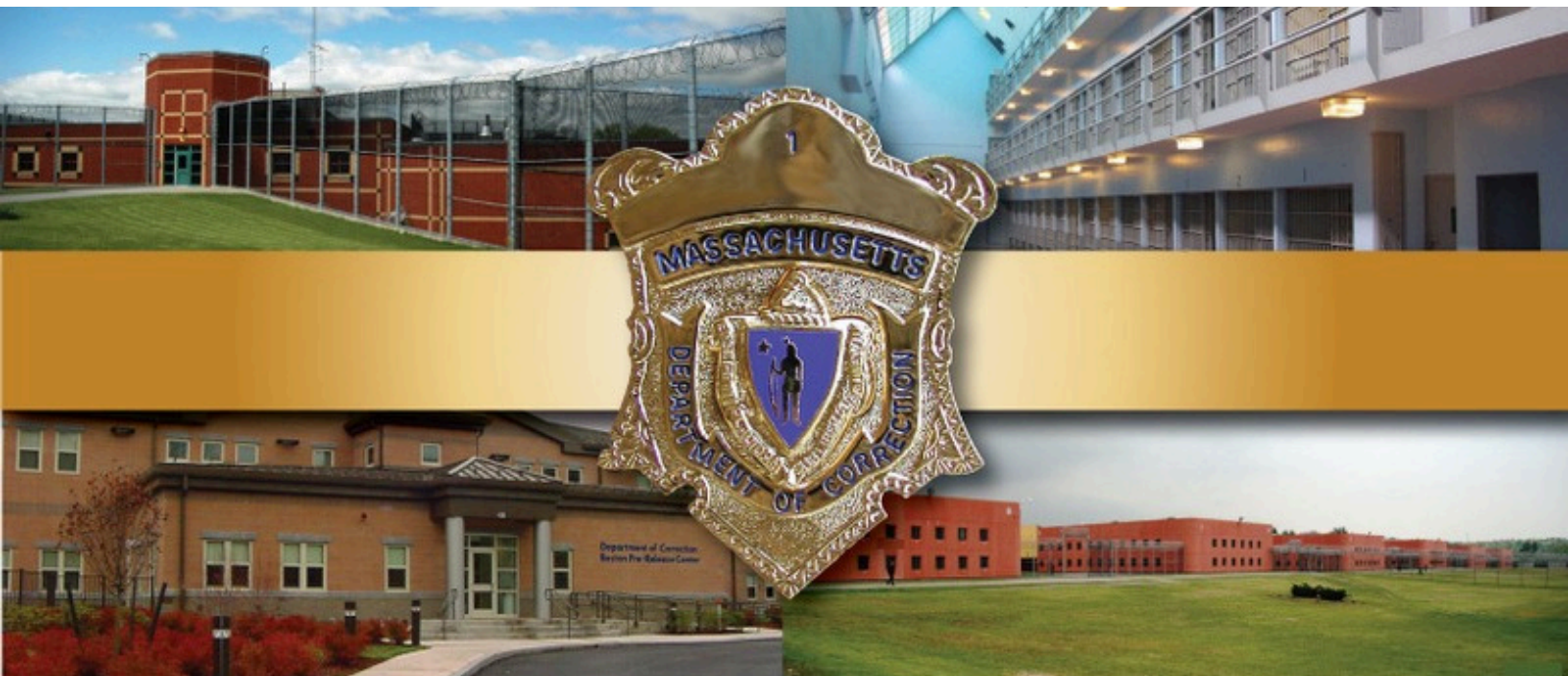


Souza-Baranowski Correctional Center (SBCC)

Shirley, MA

- Security Level: Maximum
- Initial ACA Accreditation: 2001
- Opened: 1998
- Annual Cost Per Person (FY 2023) \$119,310
- January 1, 2024 Population: 1,042
- Average Daily Population (ADP): 1,012
- Operational Capacity: 1,523

Souza Baranowski Correctional Center is the only exclusively maximum security male facility in Massachusetts and now houses the Department's male Reception and Diagnostic Center focusing on the orientation and assessment of newly sentenced admissions. Through various assessments, the initial classification determinations and the development of an individualized program plan are completed within 90 days of commitment. SBCC houses two specialized mental health treatment units, including a maximum security Residential Treatment Unit. 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

*This information is compiled from the **2023 Massachusetts Department of Correction Prison Population Trends report.***

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 individual 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”

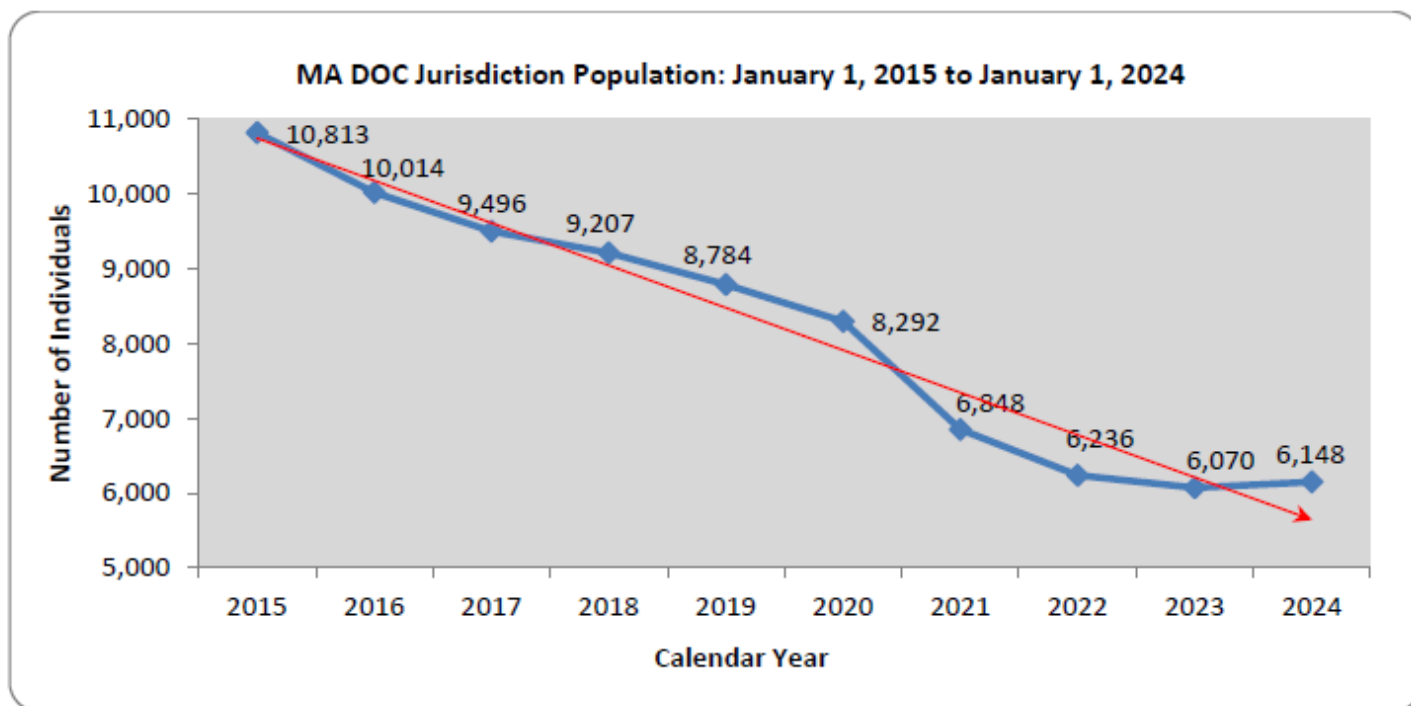
Individuals who have been committed by a court based on a finding that their mental health or substance abuse issues present a danger to themselves or others.

Pre-Trial or “Detainee”

Individuals housed in MA DOC custody who are held for another MA authority and are detained prior to and during a trial, conviction, and sentencing and not yet convicted of a crime. Detainees are also held by the MA DOC for other jurisdictions on pending federal criminal charges and out of-state parole violation warrants.



POPULATION CHARTS & STATISTICS



Massachusetts

- The Massachusetts DOC jurisdiction population continued a decades long decline with a decrease of 43% since the trend's peak on January 1, 2015 (n=10,813).
- Between January 1, 2023, and January 1, 2024, there was a slight increase in incarcerated individuals of 1%, from 6,070 to 6,148.
- The largest decrease in the MA DOC jurisdiction population occurred between 2020 and 2021 which resulted in a 17% decrease.

National

- The estimated number of individuals of all commitment types held in state and federal prisons nationally increased to 1,230,143 at year-end 2022^[1], a 2% increase (n=25,056), from year-end 2021 (n=1,205,087), this increase in total prison population ended 8 consecutive years of declines.^[2]
- There was a 19% decrease in the sentenced state and federal jurisdiction population between year-end 2015 and year-end 2022. There was a 1% increase in the federal population (n=1,995) and a 2% increase in the state population (n=23,061) between year-end 2021 and year-end 2022.^[3]
- The national imprisonment rate at year-end 2022 was 355 sentenced incarcerated individuals per 100,000 U.S. residents of all ages, an increase of 1% from 350 in 2021.^[4]
- The imprisonment rate at year-end 2022 (n=355) has decreased by 23% from year-end 2015 (n=459).^[5]

[1] Year-end 2022 statistics were the most recent national statistics available at the time.

[2] Bureau of Justice Statistics (November 2023). Prisoners in 2022 – Statistical Tables (NCJ 307149). Washington, D.C.: U.S. Department of Justice.

[3] BJS, 2022, pg. 5, table 1.

[4] BJS, 2022, pg. 12, table 5.

[5] BJS, 2022, pg. 1



POPULATION CHARTS & STATISTICS

Male Jurisdiction Population on January 1, 2024

- 5,905 total males in the jurisdiction population: 5,490 criminally sentenced, 15 pre-trial detainees, and 400 civil commitments
- Race/Ethnicity: White (2,236), Black or African American (1,798), Hispanic (1,681), Asian or Pacific Islander (106), Unknown (45), American Indian or Alaska Native (39)
- Average age was 44 years old (youngest incarcerated individual was 17 years old and oldest was 89 years old)
- 97% were serving a sentence of more than three years
- 77% had a violent governing offense
- 295 were serving a governing mandatory drug sentence
- The 2019 release cohort three year recidivism rate was 26% for the total male population
- 39% of males had an open mental health case, 35% had a serious mental illness (SMI), and 29% were on psychotropic medication for the Custody Population as of 12/31/2023

Note: Information provided by Health Services Division

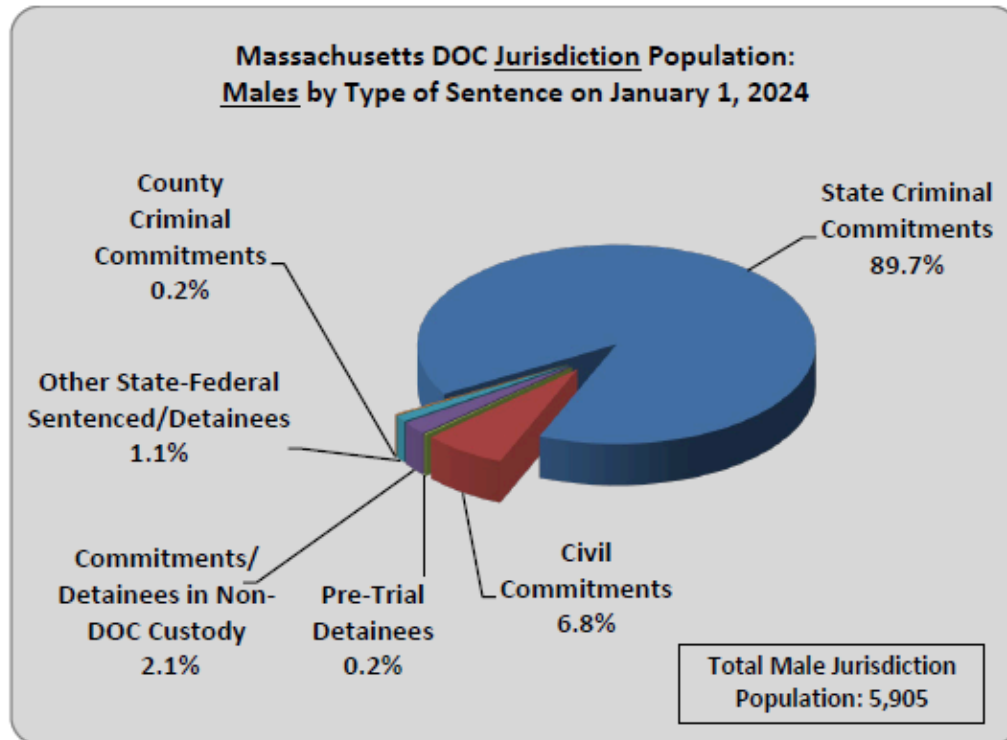
Female Jurisdiction Population on January 1, 2024

- 243 total females in the jurisdiction population: 186 criminally sentenced, 39 pre-trial detainees, and 18 civil commitments
- Race/Ethnicity: White (159), Black or African American (42), Hispanic (23), Unknown (13), Asian or Pacific Islander (4), American Indian or Alaska Native (2)
- Average age was 42 years old (youngest incarcerated individual was 19 years old and oldest was 79 years old)
- 90% were serving a sentence of more than three years
- 70% had a violent governing offense
- 16 were serving a governing mandatory drug sentence
- The 2019 release cohort three year recidivism rate was 23% for the total female population
- 65% of females had an open mental health case, 72% had a serious mental illness (SMI), and 67% were on psychotropic medication for the Custody Population as of 12/31/2023

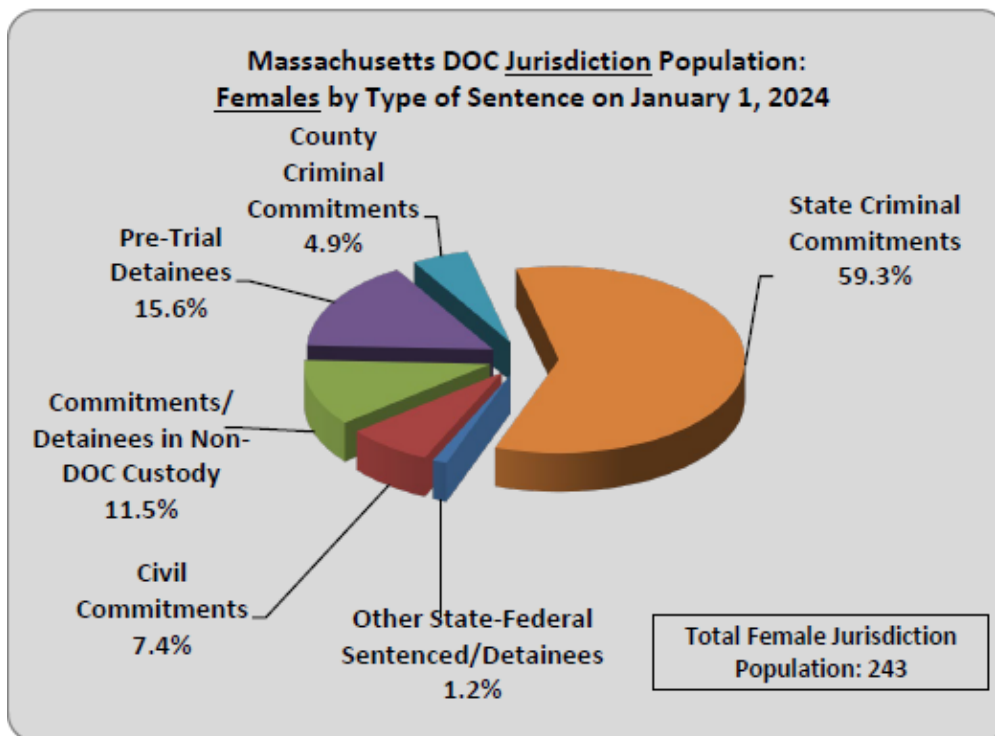
Note: Information provided by Health Services Division

POPULATION CHARTS & STATISTICS

Massachusetts DOC Jurisdiction Population: Males by Type of Sentence on January 1, 2024

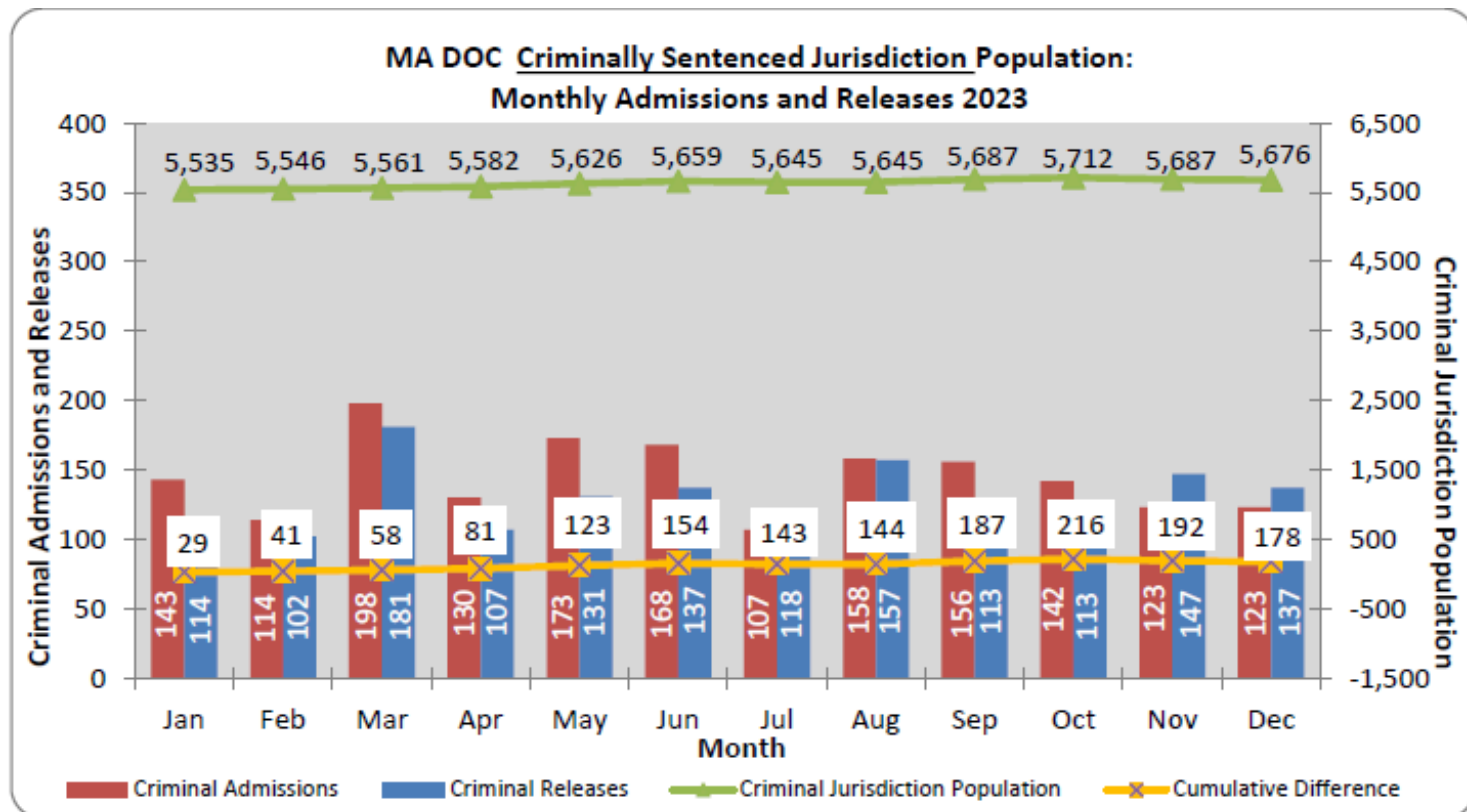


Massachusetts DOC Jurisdiction Population: Females by Type of Sentence on January 1, 2024



- The vast majority of males were state criminal commitments (90%) on January 1, 2024.
- In previous years female state criminal commitments represented a smaller portion of their total commitments (39% in 2019 vs. 59% in 2024) compared to males (90% in 2024). This is due in part to the MA DOC previously housing numerous counties' female population 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



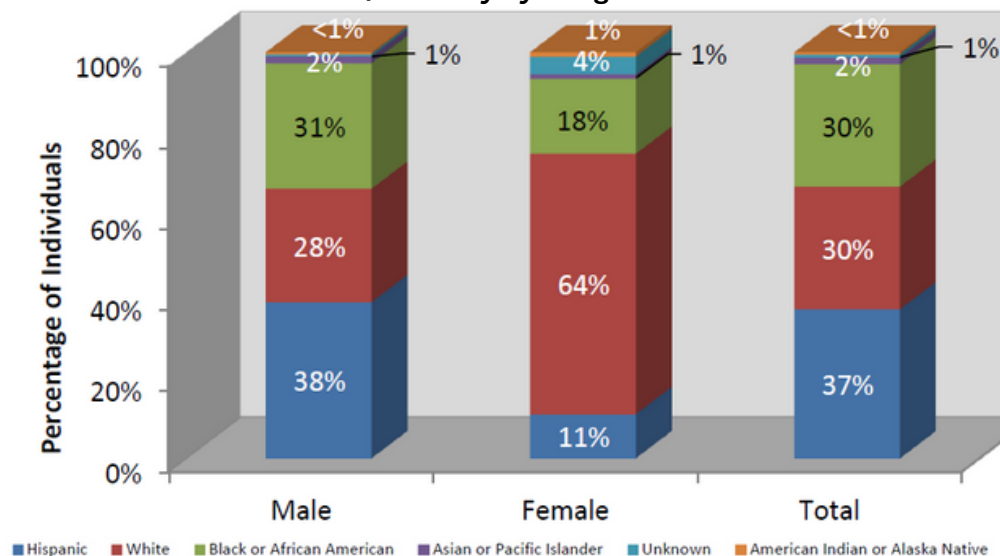
Note: Monthly jurisdiction population is based on the end of the month count of the criminally sentenced jurisdiction population and will not reflect the cumulative difference in admissions and releases.

- Overall, throughout 2023 the number of criminally sentenced admissions was more than the number of criminally sentenced releases, criminal admissions averaging 145 per month and criminal releases averaging 130.
- During the trend period criminal admissions ranged between 107 in July, and 198 in March. Criminal releases ranged between 102 in February, and 181 in March.
- The cumulative difference between admissions and releases resulted in a cumulative increase of 178 in the criminally sentenced population by year's end.
- The criminally sentenced population at the end of 2023 was 5,676, a 3% increase from the population at the end of 2022, at 5,507. This reversed the annual decrease from 2015 to 2023 when comparing year's end criminally sentenced populations.



POPULATION CHARTS & STATISTICS

MA DOC 2023 Criminally Sentenced Jurisdiction New Court Commitments:
Race/Ethnicity by Assigned Sex



MA DOC 2023 Criminally Sentenced Jurisdiction New Court Commitments:
Race/Ethnicity* by Assigned Sex

Race/Ethnicity*	Male	Female	Total
White	386	59	445
Hispanic	531	10	541
Black or African American	427	17	444
Unknown	8	4	12
Asian or Pacific Islander	23	1	24
American Indian or Alaska Native	6	1	7
Total	1,381	92	1,473

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

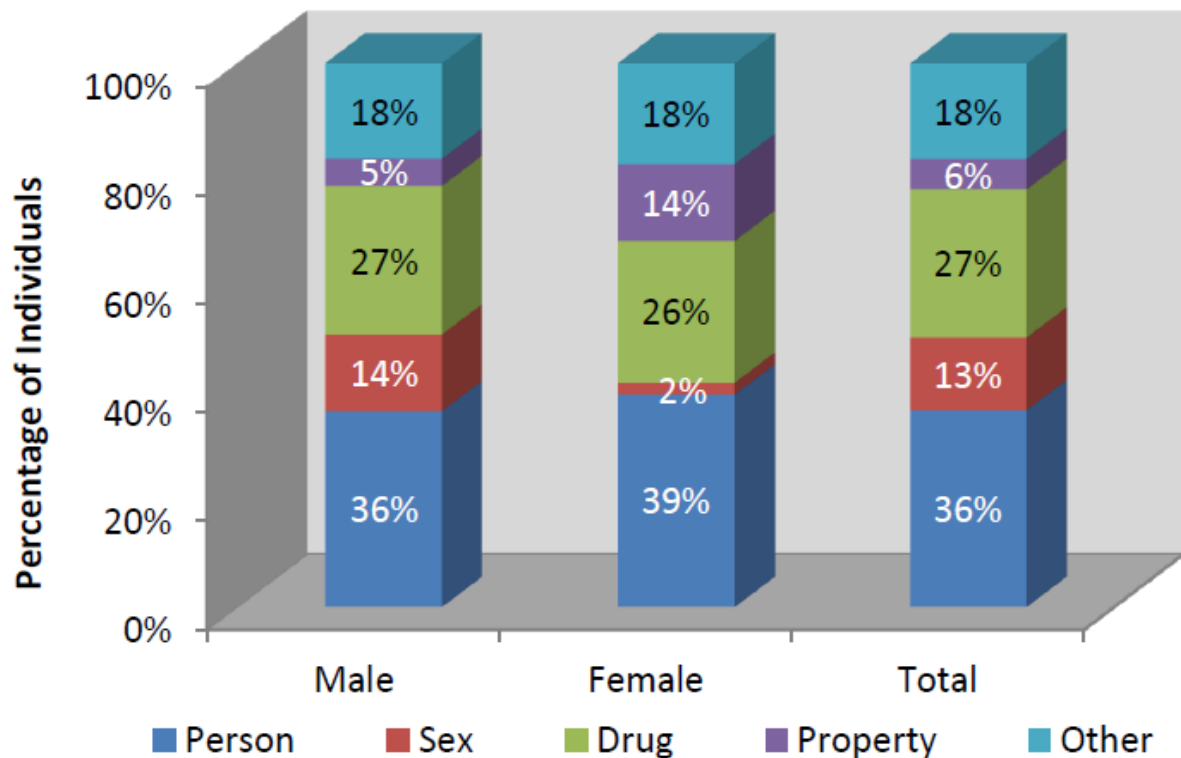
For males, the most common races for criminally sentenced new court commitments were Hispanic (38%), followed by Black or African American (31%) and White (28%). For females, the majority of new court commitments were White (64%), followed by Black or African American (18%) and Hispanic (11%). As males made up 94% of criminally sentenced new court commitments, the total distribution more closely followed the male distribution.



POPULATION CHARTS & STATISTICS

MA DOC 2023 Criminally Sentenced Jurisdiction New Court
Commitments:

Governing Offense by Assigned Sex



MA DOC 2023 Criminally Sentenced Jurisdiction New Court
Commitments:

Governing Offense by Assigned Sex

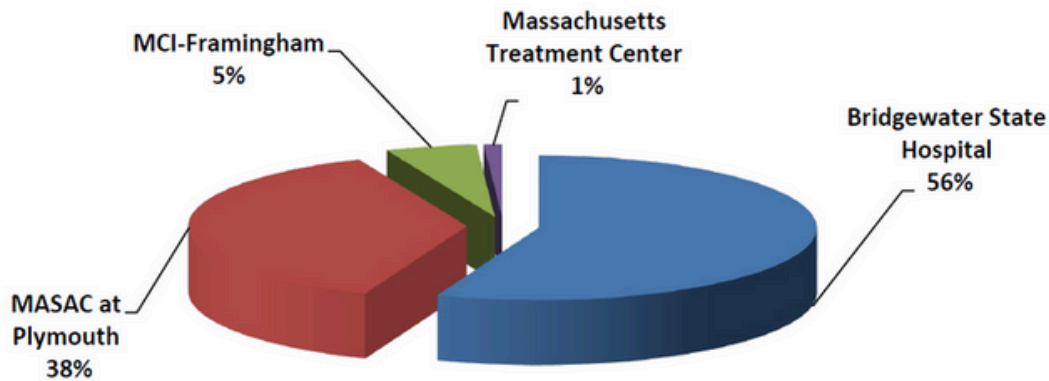
		Governing Offense	Male	Female	Total
Violent Offenses		Person	498	36	534
		Sex	195	2	197
Non-Violent Offenses		Drug	377	24	401
		Property	69	13	82
		Other	242	17	259
Total			1,381	92	1,473

The most common governing offense type for male criminally sentenced new court commitments was person (36%), followed by drug (27%). Among females, person offenses were the most common (39%), followed by drug offenses (26%) as well. Property offenses were the least common, accounting for 6% of all governing offenses for criminally sentenced new court commitments, 5% of the male governing offenses and 14% of the female governing offenses.



POPULATION CHARTS & STATISTICS

MA DOC 2023 Jurisdiction New Court Commitments: Civil Commitments by Institution



MA DOC 2023 Jurisdiction New Court Commitments: Civil Commitments by Institution

Institution	Female	Male	Unknown	Total
MASAC at Plymouth	0	576	0	576
Bridgewater State Hospital	0	854	0	854
MCI-Framingham	81	0	0	81
Massachusetts Treatment Center	0	16	0	16
Total	81	1,446	0	1,527

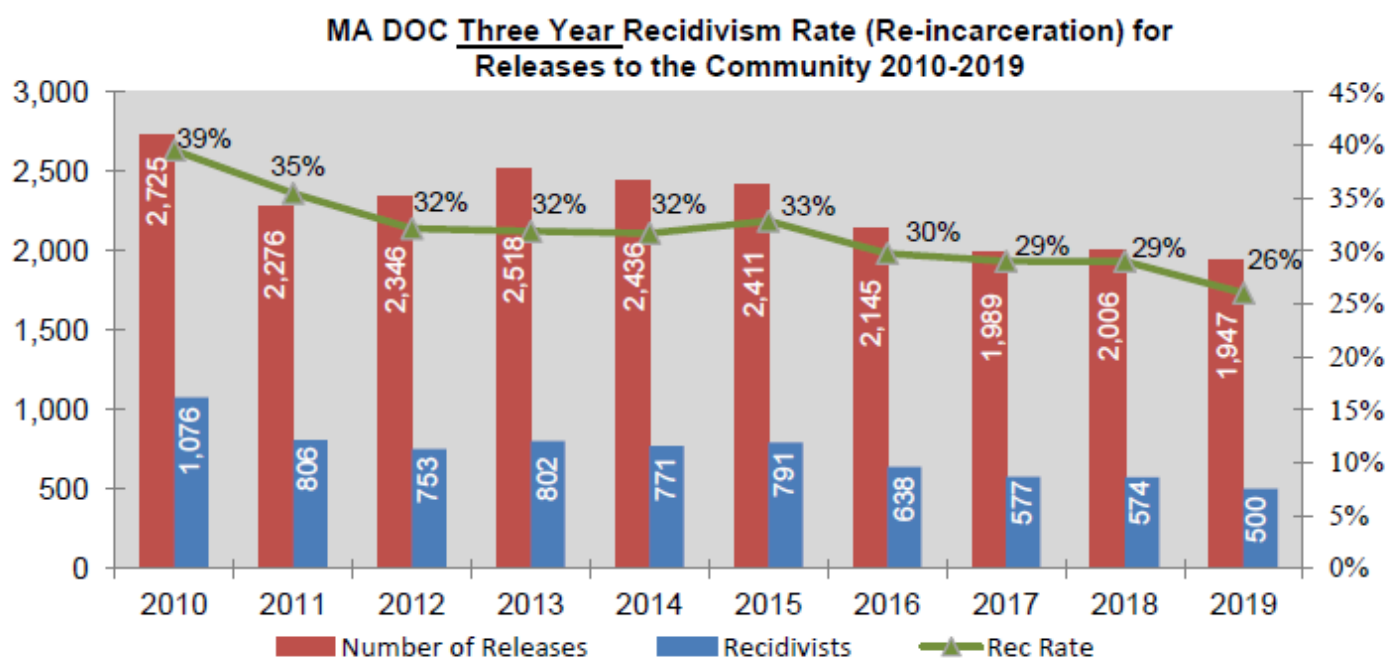
Civil commitments to the MA DOC are generally broken into three groups: “Mental Health Commitments”, “Alcohol and Substance Abuse Commitments” (i.e., Section 35’s), and “Sexually Dangerous Person Commitments.” Female civil commitments are housed at MCI-Framingham. Male civil commitments are housed in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

- In 2023, there were 1,527 civil new court commitments, representing 41% of the overall 3,705 admissions.
- The majority (56%) of civil commitments in 2023 were mental health commitments admitted to Bridgewater State Hospital. This is 17 percentage points higher than the 39% in 2022. However, there were 854 civil commitments to BSH in 2023. This is less than a 1% increase from the 849 of the previous year.
- The number of Section 35’s decreased significantly from 1,259 during 2022 to 576 during 2023, a 54% decrease. Commitments to MASAC at Plymouth are limited to 90 days in length.
- Females represented a little over 5% of the civil commitments during 2023, 3 percentage points higher than the female civil commitments during 2022.

POPULATION CHARTS & STATISTICS

MA DOC Three Year Recidivism Rate (Re-incarceration) for Releases to the Community 2010-2019

A recidivist is defined as any criminally sentenced incarcerated individual released to the community via expiration of sentence/ parole from MA DOC jurisdiction during 2019 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 incarcerated individual who recidivates due to a technical violation of parole or probation is re-incarcerated for violating the terms of the conditions set forth regarding a 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 2010.



DOC Strategic Plan

Goals and 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.

Goal One

Maintain and enhance prison safety and security for the public, staff and Incarcerated Individuals

Goal Two

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

Goal Three

Collaborate with external stakeholders to achieve mutual goals and objectives

Goal Four

Maximize efficiency through process improvements

Goal Five

Achieve work force excellence and implement succession planning strategies

Goal Six

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



DOC Strategic Plan

Goal One

Maintain and enhance prison safety and security for the public, staff and Incarcerated Individuals

- The Office of Investigative Services established the Correctional Intelligence Initiative Program (CIIP.) The program's goal is to enhance communication between agencies by establishing a network where information can be shared across the state. Multiple agencies and municipalities have joined in the effort to support their investigations.
- The Policy Development and Compliance Unit (PDCU) worked with Department stakeholders to formulate policies and operating procedures for the roll out of the Body Worn Camera (BWC) program statewide. The BWC policy was approved on 9/26/23.
- In 2023, the Special Operations Division helped to successfully roll out Body Worn Cameras at Souza Baranowski Correctional Center, MCI-Shirley, MCI Framingham and Old Colony Correctional Center. BWC footage has been incorporated into the Use of Force review process.
- In 2023, The Division of Resource Management began the roll-out of the Alertus Emergency Notification system at all facilities.
- Grant awards were received, via EOPSS' Office of Grants & Research, for federal funds from the Department of Justice's Prison Rape Elimination Act (\$133,231 from Bureau of Justice Assistance) as well as for the Violence Against Women Act (\$80,360,000 from Office on Violence Against Women).



DOC Strategic Plan

Goal Two

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

- Boston Pre-Release Center continued their partnership with the Future Hope Pre-Apprenticeship Program, with a second incarcerated individual successfully completing the program in March of 2023.
- The Victim Services Unit rolled out a victim-centered Family Violence Education Group and Piloted a Victim Impact Program at MCI-Norfolk, while working closely with Spectrum to roll out Victim Impact Programming across multiple facilities.
- MCI Concord participated in Medications for Opioid Use Disorders (MOUD) Programing. Patients were discharged with a prescription for suboxone along with a medically assisted treatment (MAT) appointment scheduled upon release, if indicated.
- On November 6, 2023, Boston Pre-Release Center's The Heart-to-Heart Program, a volunteer facilitated program organized through the Catholic Chaplain based on Marshall Rosenberg's Non-Violent communication, began the first cycle open to all incarcerated individuals.



DOC Strategic Plan

Goal Three

Collaborate with external stakeholders to achieve mutual goals and objectives

- Souza Baranowski Correctional Center's (SBCC) volunteer run program, Speak Up, graduated the first set of incarcerated individuals since the program began. Incarcerated individuals were issued certificates for their completion.
- The DOC's Division of Staff Development partnered with Boulder Crest to bring the "Struggle Well Initiative" to the agency. In collaboration, Boulder Crest personnel have joined to create Strategic and Operational Plans to effectively saturate and institutionalize the Struggle Well philosophy and training transversely within the organization. This will be accomplished through weekly in-service and catalog courses. The objective is to be a catalyst of healthy personal, professional, and organizational change, while providing the proper follow-up departmental actions to influence a true cultural shift as it concerns mental wellness. The overall philosophy is to integrate Posttraumatic Growth into training, communications, and departmental processes. We can commence to proactively address anxiety, depression, aggression, suicide, and create healthy correctional professionals that aim to thrive in support of their communities.
- New England Culinary Arts Training (NECAT), in partnership with Tech Goes Home provides each releasing incarcerated individual, who participated in the culinary arts program, with a Chromebook upon release at Northeast Correctional Center.



DOC Strategic Plan

Goal Four

Maximize efficiency
through process improvements

- MCI Cedar Junction officially closed on June 16, 2023. Beginning on May 18, 2022 at Souza Baranowski Correctional Center (SBCC), and April 4, 2022 at all other male facilities, the MA DOC transitioned away from the use of restrictive housing to a Behavioral Adjustment Unit (BAU) model of intervention.
- The high-level mid-year review exercise, conducted by Administrative Services, has evolved into an ongoing process as opposed to an annual process. More consistent reviews are occurring to better lay out the potential for transferring funds and identifying any surplus or deficiencies. The approach to facility and division allocations has also evolved from an annual exercise to an ongoing process on the budget side.
- Massachusetts Correctional Industries' signature Optical Shop, at NCCI Gardner, produced over two hundred fifty thousand pairs of glasses annually and took on the workload of the Oklahoma DOC, transitioning the work seamlessly. In addition, MassCor's Plate Shop, at MCI-Norfolk, entered year two of their contract with the Vermont RMV to manufacture their motorcycle license plates. New equipment was ordered for the Plate Shop to handle this.
- The Research & Data Analytics Team led the collaboration with EOPSS, Sheriffs' offices and Parole to create live dashboards statewide, that are available to the public, with a focus on the correctional population and recidivism.



DOC Strategic Plan

Goal Five

Achieve work force excellence and implement succession planning strategies

- Prison Rape Elimination Act (PREA) provided education and onboarding, through the Office of Investigative Services, on Department of Justice (DOJ) standards that promote a zero tolerance culture and the resources available under PREA, to new PREA Compliance Managers.
- The Special Operations Division organized training sessions for end-users and administrators on Body Worn Cameras (BWCs). These sessions were designed to provide staff and administrators with the essential skills required to effectively utilize BWCs and navigate the online platform for operational success.
- The Human Resources Division created an internal tracking system of candidates to streamline and simplify the recruitment and hiring process for security positions.



DOC Strategic Plan

Goal Six

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

- The Health Services Division and the American Foundation for Suicide Prevention joined together and coordinated Walks for Suicide at all Department of Correction facilities. This event gave the opportunity for staff and incarcerated individuals to remember those who may have passed from suicide and discuss the importance of suicide prevention. The Health Services Division is planning on this being an annual event held throughout the Massachusetts Department of Correction.
- In April, a “Restorative Justice Self-Improvement” group began at Northeastern Correctional Center. This is an incarcerated individual run program granting incarcerated individuals an opportunity to teach and participate.
- In 2023, Support Services encouraged staff to look out for Department Wellness activities, and participate in those that interest them, in an effort to make sure all employees are aware of the availability and value of the Employee Assistance Unit.
- Partnerships with Suffolk and Northeastern Universities was awarded a National Institute of Justice research grant through the Department of Justice for over \$960,000 to study “Climate, Culture and Correction Officer Wellness.”



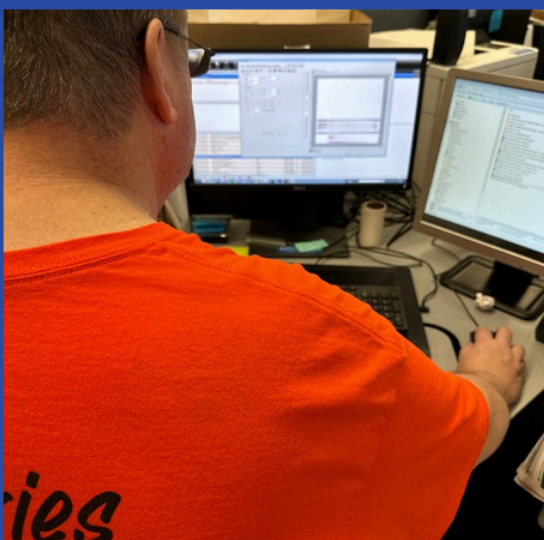
Massachusetts Correctional Industries



The mission of Massachusetts Correctional Industries is to offer diverse, self-sustaining programs that are beneficial to offenders and economical for the Commonwealth. Participants are provided with 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, and better positioning offenders for success in the workforce and community upon reentry.

Correctional Industries can employ up to four hundred seventy-five (475) incarcerated workers among their fifteen (15) shops within seven (7) institutions. Certification programs are continuously made available to all eligible incarcerated workers. The population within our prisons has been down 50% over the past 5 years. (Between January 1, 2023 and December 31, 2023, the total number of incarcerated individuals in our institutions averaged around 6500 with only 15% of those being eligible to participate in Industries programs if they so choose.)

MassCor shops continue to encounter supply chain challenges such as difficulty procuring raw materials, significant increases in pricing of these materials and long lead times receiving these materials, once ordered.



Dealing with these issues has continued to be a challenge as we don't want to impact our delivery times on finished projects or the price offered to our customers. By continuously looking at alternate approaches to manufacturing and keeping a close watch on our spending, MassCor was able to maintain self-sustainability over the past year.

During this reporting year, MassCor's incarcerated workforce averaged around three hundred sixty (360) workers. This number tends to fluctuate due to uncontrollable factors while our goal remains to employ the maximum number of incarcerated individuals consistent with optimal program resources and effective use of program capital.

Massachusetts Correctional Industries



MassCor continues to support the successful achievement of the Massachusetts Department of Correction's strategic goals:

- Maintain and enhance prison safety and security for the public, staff, and incarcerated individuals.
- Effectively prepare incarcerated individuals 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.

Location

of Participants

NCCI Gardner	53
MCI-Shirley Medium	61
MCI-Concord	11
MCI-Framingham	12
MCI-Norfolk	166
Old Colony Correctional Center	21
Mass. Treatment Center	14
<u>Grand Total</u>	338



MassCor continues to work with the Education division and other divisions to identify new opportunities for Industries programs that incarcerated individuals can participate in and to create pathways to these opportunities. This is a priority for MassCor and will continue to be a major focus in years to come.

Massachusetts Correctional Industries



Revenues for Fiscal Year 2023 totaled \$19,477,036, as compared to \$17,356,176 for Fiscal Year 2022.

MassCor Industries' Shops:

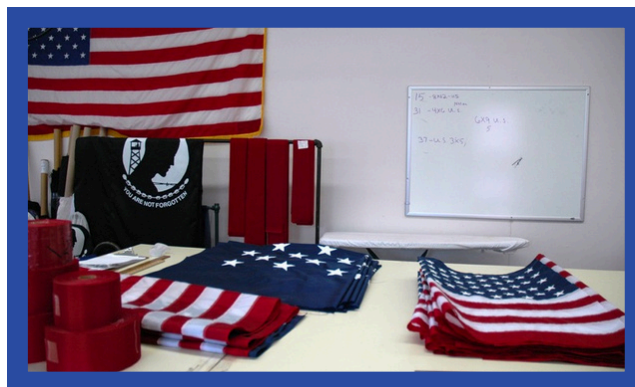
Along with acquiring on-the-job training and a strong work ethic, incarcerated individuals choosing to participate in the Correctional Industries program in one of our shops, gain the added benefit of having a greater chance of obtaining meaningful employment and being successful after their release.

MassCor Industries' priority is the safety and security of the public, staff and incarcerated individuals. Over the past year, MassCor continued to invest in its shops by adding new equipment and upgrading and repairing existing equipment as needed. These new machines have additional improved safety features and increased functionality which have helped to increase productivity.

MassCor Flag/Embroidery Shop at MCI Framingham:

MCI Framingham is home to MassCor's Flag and Embroidery shops. Incarcerated individuals working in the Flag Shop manufacture hand-sewn United States, Commonwealth of Massachusetts, and POW/MIA flags, as well as custom flags. In the process, they learn and develop basic to advanced sewing skills.

The Flag Shop fulfills orders for private customers as well as public entities including Veteran Services, the State House, cemeteries, cities and towns, housing authorities, police and fire departments and other state agencies. 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.



Massachusetts Correctional Industries



Over the past several years, the Flag Shop has experienced a significant increase in demand for cemetery flags, especially around Memorial Day, Flag Day, Fourth of July and Veterans' Day, as these are displayed at many remembrance sites throughout the state and show support for our Veterans.

The Embroidery Shop produces a variety of embroidered designs and logos, both standard and custom, applying them to caps, jackets, sweaters, tee shirts and other articles of clothing and accessories. Incarcerated workers in this shop learn digitized design and manufacturing, in addition to basic and advanced sewing skills. These skills are useful for a variety of employment opportunities within the state.



MassCor Industries at MCI-Norfolk:

MCI-Norfolk, MassCor's largest operation, offers incarcerated individuals the opportunity to work in a wide range of manufacturing settings within seven (7) distinct shops.

Incarcerated 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 used by the DOC are manufactured here as well. The Clothing Shop also stepped up to assist the Flag Shop at MCI-Framingham with manufacturing cemetery flags, alleviating the backlog they were experiencing.

Over the past year, six (6) new JUKI sewing machines and two (2) new elastic machines were added to this shop. In addition, we added a line to hem and stitch cemetery flag panels to support our cemetery flag needs.

MassCor's Auto Plate shop is now located in MCI-Norfolk (utilizing the space previously used for our Janitorial shop production) after being fully transitioned from MCI-Cedar Junction (which was shut down). This shop is a staple of the industries program, fulfilling all Massachusetts Registry of Motor Vehicles requirements, including the actual manufacturing of license plates. This move was completed in ten (10) months with absolutely no disruption of our service to the RMV. This is a significant accomplishment!

Massachusetts Correctional Industries



MassCor Industries at MCI-Norfolk:

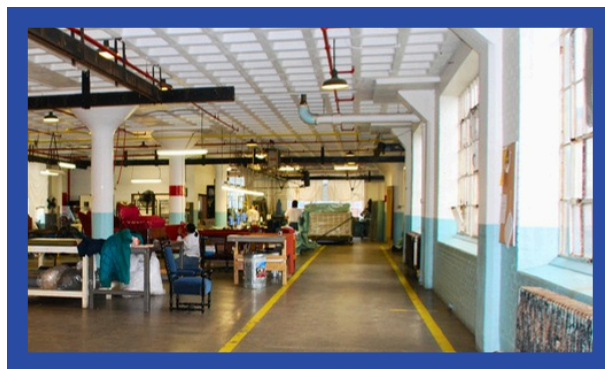
The Mattress Shop produces a variety of mattresses used in shelters, colleges and universities, jails and prisons, local police and fire departments and nursing homes. When necessary, this shop also produces emergency mattresses. Production capabilities in this shop and product quality have improved over the past year due in large part to the upgraded sewing machines and new border machines which were added last year. We also recently added a new mattress made with Fibrix polyester approved materials which provides for a more rigid mattress.

The Norfolk Upholstery Shop continues with auditorium reupholstery projects for Massachusetts middle and high schools. We have found our “sweet spot” in this area as we truly excel in this type of project, our prices are competitive, and our customers are extremely pleased with the results. In addition, we continue to work on upholstery projects for casinos within the state as well as hospitals, libraries and churches.

The Upholstery Shop continues to provide quality upholstering of sofas, chairs and other furniture pieces to both public entities and private customers.

MCI-Norfolk’s Furniture Assembly Shop assembles a variety of items, most commonly, office chairs, from a number of outstanding furniture providers and office cubicle structures for both internal and external customers.

Our fully equipped Metal Shop creates custom-fabricated metal products, such as benches, trash receptacles and picnic tables, built upon provided specifications. The Metal Shop’s customer base includes cities, towns and state agencies, housing authorities, DPWs, libraries, and jails and prisons. The Metal Shop also manufactures products required in our institutions and makes modifications to existing fixtures on an as-needed basis.





Massachusetts Correctional Industries



MassCor Industries at MCI-Norfolk:

We recently added powder coating (using a Slocum Powder Coating System) which we are still working on perfecting, to ultimately perform powder coating in-house rather than sending such services out to a third party. This is a great educational opportunity as this is a valuable transferable skill for incarcerated individuals upon their release. New machinery was purchased to allow for better quality and increased job production.

One (1) Memoli ETM76 pipe bender, six (6) new Dynasty 280 TIG welders, and one (1) HAAS TMP-Z CNC machine were added to this shop. While these new machines and equipment increase capacity and improve quality and production of metal products, this equipment was added with worker safety as the priority. We also added a Mastercam Software license and instructor training to supply proper job language for the new HAAS CNC, required to operate new equipment



Our Binder Shop provides products integral to the MassCor product line and provides employees with supplies to fulfill their office needs such as vinyl binders and padfolios, in many different styles, sizes and colors. These can be embossed with standard and custom designs. Many of these products are available in our showroom so that we can support many of our law enforcement agencies and fire services agencies.





Massachusetts Correctional Industries



MassCor Print Shop at Old Colony Correctional Center:

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

Upgrades to this shop include upgrading old equipment, installing a new server for file storage and backing up incarcerated workers' PCs, installing UPS battery backup and purchasing a new Xerox Iridesse Production Press which adds capacity and opportunity to this shop.

The Validation Shop is now housed in the Print Shop at Old Colony Correctional Center as well. Validation stickers are the registration stickers found in the upper right corner of Massachusetts license plates. This operation produces over 25 million stickers annually. A new perforation machine was installed to improve safety and ultimately increase capacity.

MassCor Wood and Metal Finishing Shops at MCI-Concord:

MassCor has two shops located at MCI Concord – a wood shop and a metal finishing shop. The Wood Shop is smaller than its counterpart in Shirley and helps to relieve some of Shirley's workload by taking on overflow orders that otherwise would not be completed on time, such as wooden picnic tables ordered each year by DCR (Department of Conservation and Recreation). The Wood shop did an outstanding job manufacturing picnic tables required by DCR for this year and our internal drivers ensured on-time delivery.

The Metal Finishing Shop continues to provide painting/finishing services for metal products coming out of our Norfolk Metal Shop requiring such services. In addition, this shop handles the manufacturing of metal legs for and assembly of picnic tables.

MassCor Wood Shop and Sewing Shop at MCI-Shirley:

MassCor's Wood Shop at MCI Shirley offers participating incarcerated individuals the opportunity to work in a highly productive wood manufacturing plant where they are trained on current, state-of-the-art equipment including CNC (Computer Numerical Control) machines and laser engraving equipment. This equipment has improved the quality of work and increased productivity while providing the opportunity to manufacture a wide range of specialized, custom-built products such as desks, chairs, and other custom items from a wide variety of wood types.

Massachusetts Correctional Industries



Incarcerated workers also learn Mastercam software which is one of the most widely used software offerings in the CNC industry.

The Wood Shop fulfills the needs of fire and police departments, municipal town halls, state agencies, libraries, colleges, parks and recreation departments, schools, selectmen's offices and housing authorities.

MassCor's Sewing Shop, also located within MCI Shirley, continues to manufacture flagship products such as sheets, towels and socks for DOC use. In addition, manufacturing cemetery flags was added as a function of the Sewing Shop. This shop, in conjunction with the wood shop, developed a strong process to complete a high volume of cemetery flags within a short time, thereby supporting the Flag Shop's overflow. In 2023, this shop processed over one hundred twenty-nine thousand (129,000) panels to support our cemetery flag needs.



Our Laser Engraving program is now located at Shirley (Medium) Wood Shop. This shop creates a wide variety of options from engraved cutting boards, memorial bricks and retirement plaques to holiday decorations and gifts.

MassCor Optical Shop at NCCI-Gardner:

MassCor's Optical Shop, located at NCCI Gardner, is our signature shop, producing more than two hundred fifty thousand (250K) pairs of eyeglasses annually. This shop also took on the optical workload of the Oklahoma DOC and transitioned this work seamlessly.

This shop is a highly profitable, full-scale optical laboratory that utilizes the most current technology and equipment. Incarcerated workers in this shop produce a wide variety of eyewear and services for many providers throughout Massachusetts. Incarcerated individuals working at this site learn skills such as lens grinding and polishing as well as assembling eyeglasses for a wide variety of consumers within the Commonwealth.

Massachusetts Correctional Industries



A full optical lab upgrade is currently underway. We have purchased two (2) new lens edgers from MEI, one of the world leaders in optical equipment, as well as other optical machinery including a blocker and surfacing machine from Satisloh. This upgrade is scheduled to be completed in Spring of 2024.

Despite some early challenges, MassCor's Optical Shop was able to maintain ample inventory based on supplier relationships.

Industrial Instructors at the NCCI Gardner Optical Shop facilitate the process to recertify incarcerated individuals in the American Board of Optometry, a nationally recognized organization.



This enables incarcerated individuals to show these valuable qualifications and a strong work history to potential employers upon their release. New machinery was added to this shop in order to improve safety, streamline the process and cut down on manufacturing time, thereby increasing production.

In our old Optical Lab, 30% of our older equipment was upgraded. Four (4) Coburn polishers, two (2) wax blockers, seven (7) EX edgers and one (1) generator were added.

MassCor Silkscreen and Sign Shops at Massachusetts Treatment Center:

The Massachusetts Treatment Center (MTC) houses our Silkscreen Shop and our Sign Shop. Incarcerated individuals 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, parking lots and other recreational areas.

Workers in the Silkscreen Shop produce high-quality custom decals for a variety of uses and silk-screened clothing. Creating decals for cornhole boards has become quite popular. Over the past year, we have purchased two (2) new flash heater machines which are more energy-efficient and produce better results.

Massachusetts Correctional Industries



MassCor Showroom:

The MassCor Showroom, located at Milford headquarters, continues to use the Point of Sale (POS) system which streamlines showroom sales so that revenue is recognized sooner.

The Showroom carries both DOC work-related and non-work-related apparel that DOC employees can purchase as well as a wide assortment of items manufactured in our Industries shops. Many of the apparel items carried here such as shirts, jackets, caps and seasonal items are embroidered in our Embroidery Shop in Framingham.

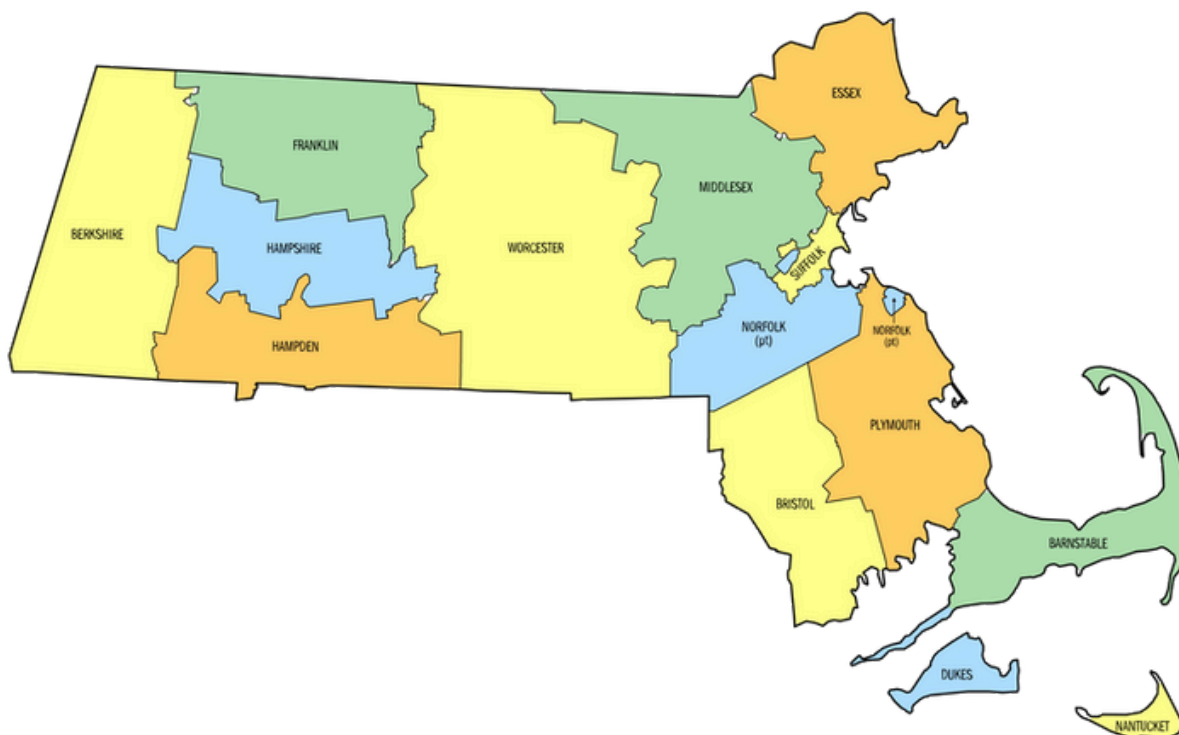
Other items found in the Showroom include flags from our Flag Shop, cutting boards from our Wood Shop, fire pits from our Metal Shop, and seasonal and holiday-themed items. We continue to expand product lines, keeping up with current trends. The Showroom is a highlight of Milford Headquarters for people working in the building and visitors coming in.



County Audit Report

Pursuant to M.G.L. 127, Sections 1A and 1B, the Commissioner of Correction is responsible for conducting bi-annual inspection 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 inspection 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 incarcerated individuals 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.





County Audit Report

Barnstable County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	48	0	0	1	0

Berkshire County Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	46	0	0	2	0

Bristol County House of Correction Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	38	8	0	2	0



County Audit Report

Bristol County - Ash Street Jail Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	39	7	0	2	0

Dukes County Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	41	3	0	2	2

Essex County House of Correction Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	44	3	0	2	0



County Audit Report

Essex County Pre-Release Center Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	44	3	0	2	0

Essex County Women in Transition Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	45	1	1	2	0

Franklin County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	46	0	3	0	0



County Audit Report

Hampden County House of Correction Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	47	0	0	1	0

Hampden County WMRWC Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	47	0	0	1	0

Hampden County Women's Center Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	47	0	0	1	0



County Audit Report

Hampshire County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	46	3	0	0	0

Middlesex County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	48	1	0	0	0

Norfolk County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	44	4	0	1	0



County Audit Report

Plymouth County Cycle 3 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
49	47	0	0	2	0

Suffolk County House of Correction Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	42	4	0	2	0

Suffolk County Jail Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	44	2	0	2	0



County Audit Report

Worcester County Cycle 2 Final

Number of Standards	Number Compliant	Number Non-Compliant	Number Non-Compliant With Waiver	Number Not Applicable	Number Non-Compliant Off-Cycle
48	45	1	0	2	0