



Special Commission on Correctional Consolidation and Collaboration

DCAMM Commissioner Adam Baacke

October 17, 2025

July 8, 2025



DIVISION OF
CAPITAL ASSET
MANAGEMENT &
MAINTENANCE

DCAMM's Mission

**We are stewards of the Commonwealth's assets.
We care for the people of our state and the future of our planet**

Facilities Planning

We work with state agencies to create and manage forward-thinking, sustainable buildings to meet the needs of the Commonwealth's citizens and help achieve a zero-carbon future.

Project Delivery

We are partners with fellow agencies to help them meet their strategic needs with fiscally responsible building and real estate solutions.

Property Management

We support the growth of the Commonwealth's economy and actively engage with private sector partners to make it easier to do business with the Commonwealth.

Real Estate Services

Access & Opportunity

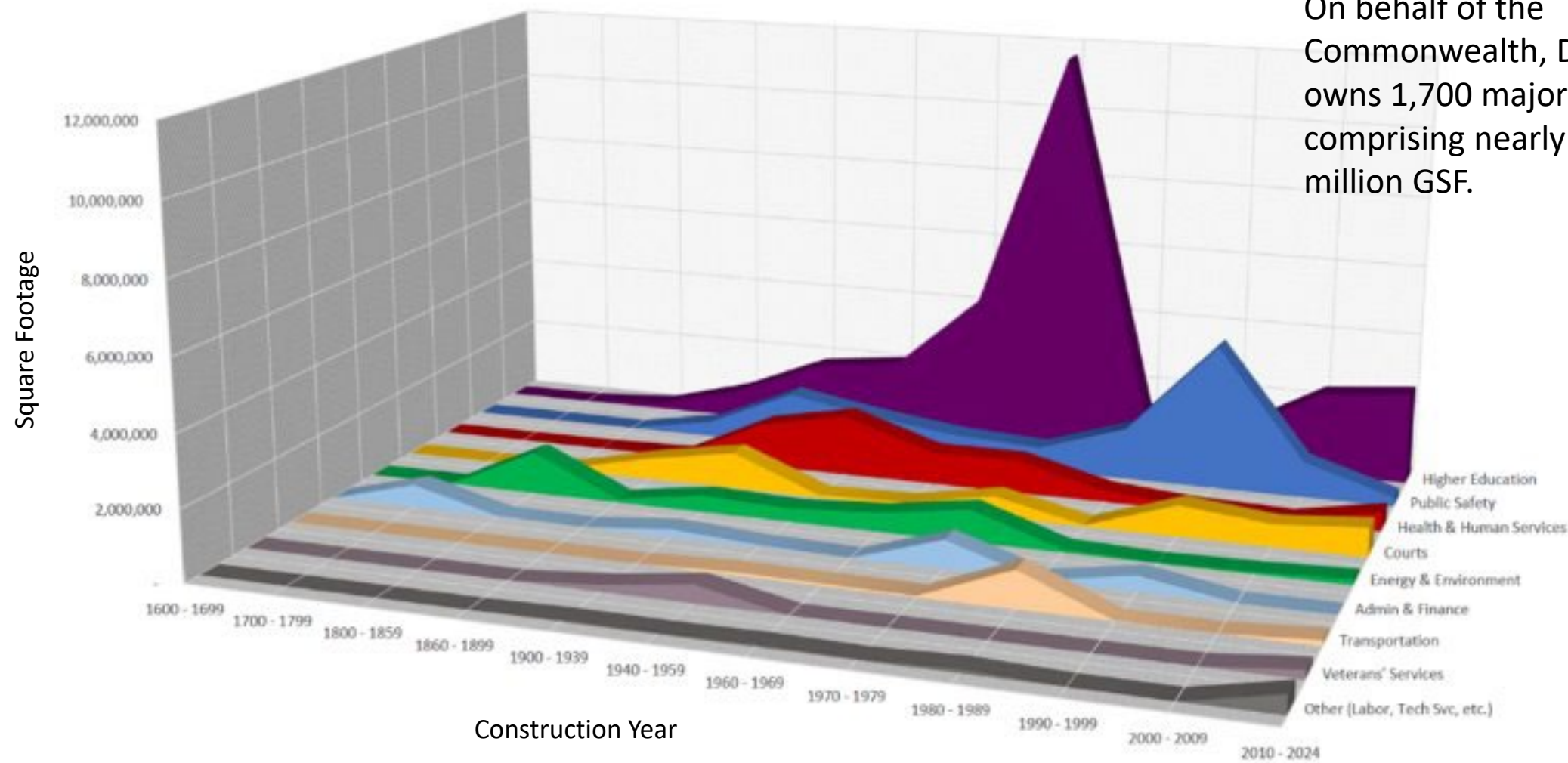
We work to expand access, opportunity and equity to create more inclusive services, planning and outcomes for all the citizens of the Commonwealth.

Contractor Services



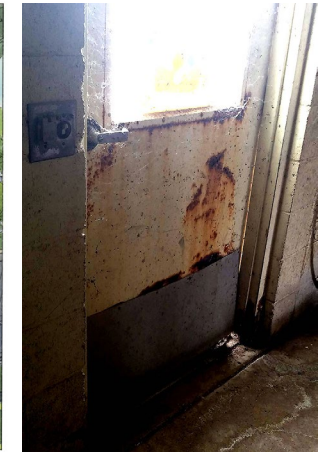
DCAMM Portfolio

On behalf of the Commonwealth, DCAMM owns 1,700 major buildings comprising nearly 61 million GSF.



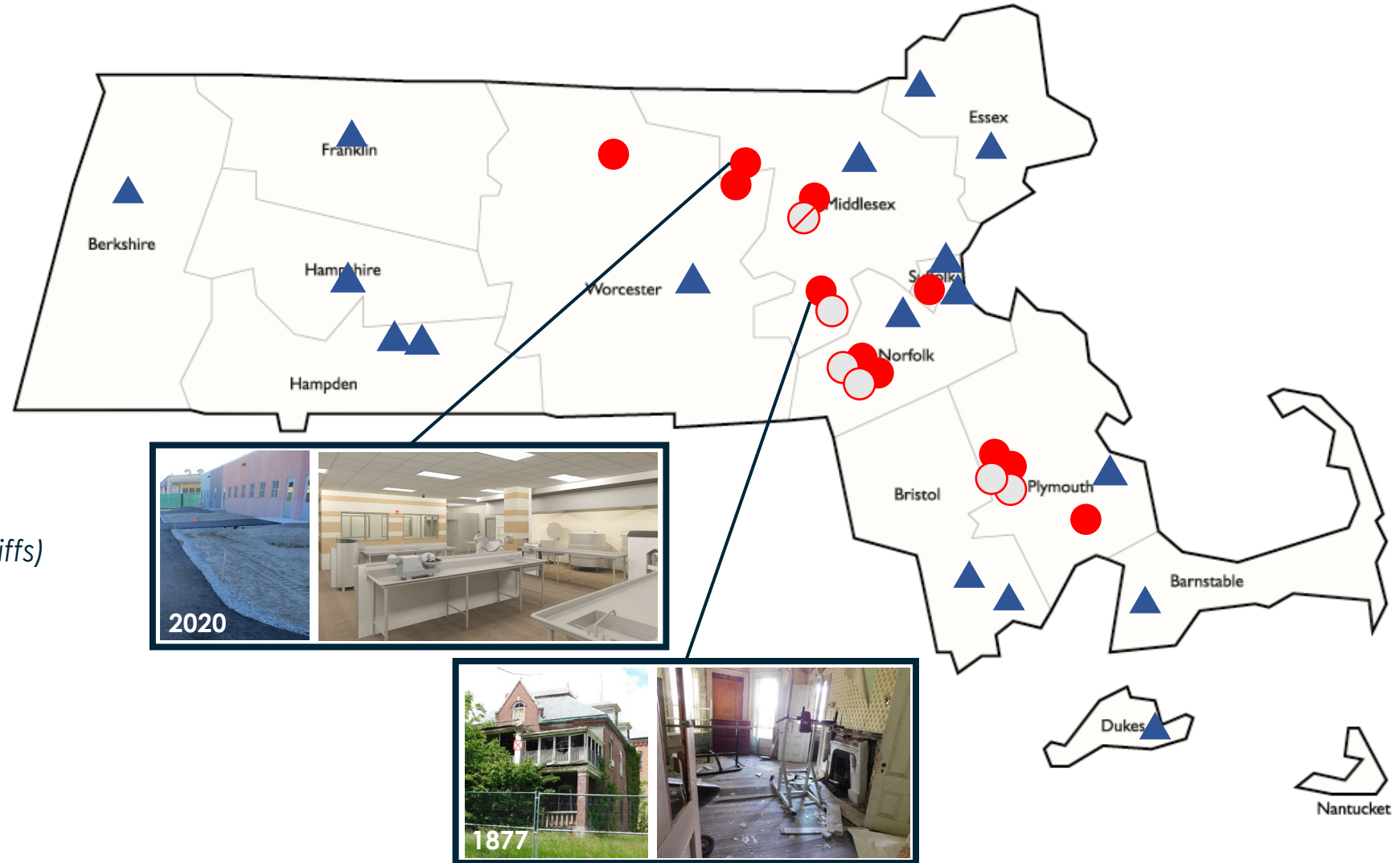
Interconnected Agency and Administration Priorities

- Executive Order 594 and associated legislation create a mandate to decarbonize state buildings by 2050
- Capital investment that addresses significant backlogs of deferred maintenance at Commonwealth facilities is prioritized
- Several executive orders and the Affordable Homes Act encourage DCAMM to make surplus state land and buildings available for housing production



DOC + SHERIFFS' PORTFOLIO

- › **36 Correctional Centers**
(19* DOC + 17 Sheriffs)
- › **720+ Buildings**
(520 DOC + 200+ Sheriffs)
- › **10,200,000 GSF**
(5.6M DOC + 4.6M Sheriffs)
- › **Average Building Age: 50+ years**
(51.1 years DOC + 52.3 years Sheriffs)



*12 with current occupancy; DOC also provides some services at the Shattuck Hospital and Central HQ that are not included in this data

Facilities Needs in the DOC and Sheriffs Portfolios

- **Program:** many of the facilities were built 40+ years ago, before the ADA was passed, before the internet, and before current best practices that focus on rehabilitation and medical/mental health care
- **Deferred Maintenance:** the age of the facilities, poor quality quick construction practices during the “tough on crime” era, and a prolonged period of delayed maintenance and repair tasks, has led to a decline in asset condition and increased risk of infrastructure failures
- **Decarbonization:** DOC and Sheriffs facilities were designed with fossil fuel-based systems. To meet executive and legislative mandates, these systems need to be replaced with carbon-free alternatives

Additional Observations

- Incarcerated population has decreased as a result of criminal justice reform.
 - Sheriffs: 2025 population is 61% of 2017 population
 - DOC: 2025 population is 66% of 2017 population
- Classification creates capacity challenges.
- The incarcerated population is aging.
 - Most DOC and Sheriffs facilities were designed before passage of the ADA
- Substance Use Disorder and Mental Health Challenges are increasing
 - Medical & mental health facilities are outdated and do not align with contemporary care models.
 - Health care facility construction carries a high cost/SF.
- Current best practice focuses on rehabilitation and preparation for reentry to reduce recidivism.
 - Most facilities lack desired program space for education and job skills training.
- Construction in a correctional setting is expensive.
 - Materials requirements
 - Security protocols for construction labor

Summary Statistics

	DOC	Sheriffs	Total	Notes
Total Gross Square Footage	5.6M	4.6M	10.2M	<i>Approx. 1/6th of DCAMM portfolio</i>
Operational Capacity (beds)	8,003	11,226	19,229	<i>Does not include 5 dormant DOC facilities</i>
Population (Sept. 2025)	5,701	7,397	13,098	
Occupancy	71%	66%	68%	
Replacement Value	\$5.5B	\$5B	\$10.5B	
Average Age of Buildings	51.1 years	52.3 years		
Condition	Below Avg	Fair		
Estimated Deferred Maintenance Backlog	\$710M	\$283M	\$993M	
Estimated Cost for Decarbonization	\$1.42B	\$900M	\$2.32B	<i>DOC estimate does not include MCI Concord</i>
2026-2030 CIP Investments	\$271.5M	\$295M	\$566.5M	
Program Improvements	\$140.2M	\$210M	\$360.2M	
Deferred Maintenance	\$95.3M	\$52.4M	\$147.7M	
Decarbonization	\$36M	\$32.6M	\$68.6M	

Why Do Deferred Maintenance Costs Continue to Rise Despite Investments?

- Construction costs have risen >40% since the pandemic
- All building infrastructure components have a “useful life.” In the absence of adequate preventative maintenance, new elements age into the DM calculation every year
- Two forms of investment are needed
 - “catch up” to address the backlog
 - “keep up” preventative maintenance to avoid increasing the backlog
- \$30-50M in annual investment is needed to keep up with corrections deferred maintenance in addition to addressing the \$1B backlog.
- Current CIP investments are just under \$30M annually



Investment Approach for DOC

- Approximately \$10M in deferred maintenance funding is allocated to DOC annually that they program for priority projects and critical repairs
- Other capital priorities are coordinated through EOPSS as part of CIP development
- Active major capital investments include projects at MCI-Framingham, MCI-Gardner, and MCI-Norfolk
- Additional larger active deferred maintenance investments include:
 - HVAC work at MCI-Gardner
 - Electrical upgrades at MCI-Norfolk
 - ADA upgrades to notification systems
 - Roof replacement work at DOC headquarters in Milford
- A campus-scale decarbonization project is in design at Bridgewater



Investment Approach for Sheriffs

- Five-years of funding for deferred maintenance and critical repairs allocated to each sheriff
 - Formula based on facility conditions, populations, and campus square footage
 - Sheriffs can plan and prioritize projects as well as have control of resources to respond to emergencies
 - FY26-30 allocations range from \$1.3M to \$3.8M
- Major Capital Project Program
 - Funding applications for larger capital projects are due at the end of the year
 - DCAMM has provided mini-grants to help sheriffs study and scope projects
 - Most projects are expected to address deferred maintenance
- Active major capital projects are underway in Worcester, Essex, and Dukes Counties
- Larger legacy deferred maintenance projects are underway in Bristol, Hampden, Plymouth, Berkshire, and Essex Counties
- A major energy efficiency project is underway in Suffolk County

