



**Massachusetts Department of Correction
Correctional Industries
Program Participation and Recidivism**

**An Analysis on Incarcerated Persons
Released in 2017**

Massachusetts Department of Correction Research Report

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Executive Summary

The purpose of this study was to discuss Massachusetts Department of Correction (MADOC) incarcerated persons' participation in Correctional Industries (CI), focusing on the areas of program participation and hours worked, compensation, employment, and disciplinary reports. Recidivism rates¹, based on a three-year follow-up of MADOC incarcerated persons released during 2017 who participated in CI, are analyzed to see if reductions in recidivism were observed.² Regression analysis was performed to identify differences between the participants and non-participants based on key demographics.

Key Findings

- Incarcerated persons who participated in the programs for less than six months had the highest recidivism rate of 31%, which was reduced to 24% among incarcerated persons whose involvement in the programs ranged from six months to less than a year, and further reduced to 11% among incarcerated persons who stayed with the programs for one or more years.
- Working in the CI programs for one or more years is associated with the reduced number of disciplinary reports (D-reports).
- Incarcerated persons who worked for two or more years made an average of \$4,670. In contrast, incarcerated persons involved with the programs for less than six months made only \$127.
- Given the association found between participation in the CI programs and the lower number of D-reports and the lower rate of recidivism, CI appeared to have a positive influence on the lives of program participants if they stayed with the programs for at least six months, and especially for one or more years.

Introduction

Incarcerated persons returning to the community after a period of incarceration typically face several difficult challenges upon release. Securing employment is one of the most important and difficult tasks for a formerly incarcerated person to achieve (James, 2015). By obtaining a job that provides a living wage post-release, formerly incarcerated individuals are able to support themselves, build pro-social bonds and add structure to their lives that may help them desist from criminal behavior (Minnesota Department of Corrections, 2011). However, those who seek employment after release

¹ The recidivism rate is calculated by dividing the number of incarcerated persons reconvicted by the number of incarcerated persons in the release cohort.

² Because MADOC employees are not permitted to contact incarcerated persons after release due to DOC internal practices, follow-up data on incarcerated person employment after release is not included in this report.

are commonly rejected due to their criminal history, and may lack the necessary education, work experience, or skills needed to maintain a long-term job (Evans and Koenig, 2011).

A growing body of research is beginning to show the impact of prison industry programming on the lives of those formerly incarcerated. Many of these programs can provide incarcerated persons with a necessary level of training and work experience prior to release. Industry programs have not only been shown to increase employment across many states and demographics but have also been able to show significant reductions in recidivism, some examples even show economic benefits to the state. In turn, those savings can be reinvested into continued programming.

Results derived from an evaluation of the state of Washington's Correctional Industries (CI) program found that CI program participants displayed statistically lower rates of recidivism, quicker employment times from release, and higher earnings by the end of the study's follow up period (Evans & Koenig, 2011). Similarly promising results were produced in an evaluation of Minnesota's EMPLOY program. 76% of incarcerated persons who participated in this program secured meaningful employment within the first-year post-release and worked, on average, 400 more hours, earning up to \$5,000 more than comparison groups. Not only did participants in this program have lower reconviction rates for new crimes, but they also showed a 17% less likely chance of reincarceration due to technical violations (Minnesota Department of Corrections, 2011). Likewise, recently released incarcerated persons in Iowa's private sector prison industry programs were also more likely to succeed in transitioning into their respective communities. 80% of individuals who participated in this type of programming obtained employment in the first quarter post-release, while only 60% of the control group--those who did not participate in prison industry programming--obtained employment in the same time frame. By the end of the follow up period, which ranged between just under two years to four and one-half years depending on an incarcerated person's release date, only 11% of those who participated in programming were unable to find meaningful employment. Of those who did participate and subsequently found employment, nearly half maintained their first job one year post-release and earned between \$4,381 and \$5,620 more than the comparison group by the end of the follow-up period. In terms of reconviction, between 95.5% and 95.6% of participants of prison industry programming had not been reconvicted by the end of the follow up period (Smith *et al.*, 2006; Prell, 2006).

Taking a slightly different approach, California's self-supporting program titled the California Prison Industry Authority (CALPIA) aims to achieve similar goals of lowering recidivism while providing integral work experience for the formerly incarcerated person. This program has been optimized to provide the state more funding while providing a variety of goods and services that are sold in the private sector. CALPIA manages up to 57 manufacturing, service, and consumable factories across 25 California DOC facilities. Between 2012 and 2013, CALPIA sold \$180.2 million in products and services. Purchases and sales combined gave CALPIA a total economic impact of \$375.4 million, a labor income impact of \$92.6 million and an employment impact of 1,913 jobs. As to recidivism, an evaluation which tracked releasing incarcerated persons for a period of over three-years, CALPIA participants experienced reincarceration between 26% to 38% less often than other released California incarcerated persons who did not participate in such programming. Furthermore, those who

participated in CALPIA *and* the Career Technical Education Program between FY 2007-08 and 2010-11 had a recidivism rate of 7.13% (Harris and Goldman, 2014).

Correctional Industries at the Massachusetts Department of Correction

The mission of Correctional Industries (CI) at the MADOC is to instill a positive work ethic in incarcerated persons by providing training and skills for a successful reentry into the community through work opportunities. With the acquired skills of on-the-job training and work ethics gained through CI, releasing incarcerated persons have a greater chance of being gainfully employed and succeeding after their release, thus reducing the possibility of recidivism.

MADOC CI employs over 400 incarcerated persons at eight institutions (See Appendix). Eligibility for CI is determined by a Classification Board. MADOC CI served 550 state agencies and 1,200 non-state customers from July 1, 2019 to June 30, 2022. Its certification programs are made available to all eligible incarcerated individuals. On average, CI program participants are paid an hourly stipend rate of \$1.10, ranging from \$0.50 to \$1.75 an hour.

Methodology

The analysis herein is based on the 2017 release to the community cohort and examines recidivism rates over a three-year follow-up period. The cohort includes criminally sentenced incarcerated persons released to the community via parole or expiration of sentence. Areas examined include the number of program participants, the length of their participation, the amount of compensation, the difference in the number of disciplinary reports between program participants and non-participants, participants' demographics, and ultimately the relation between participation in the CI programs and recidivism. The data used in the analyses were derived from MADOC's Inmate Management System (IMS).

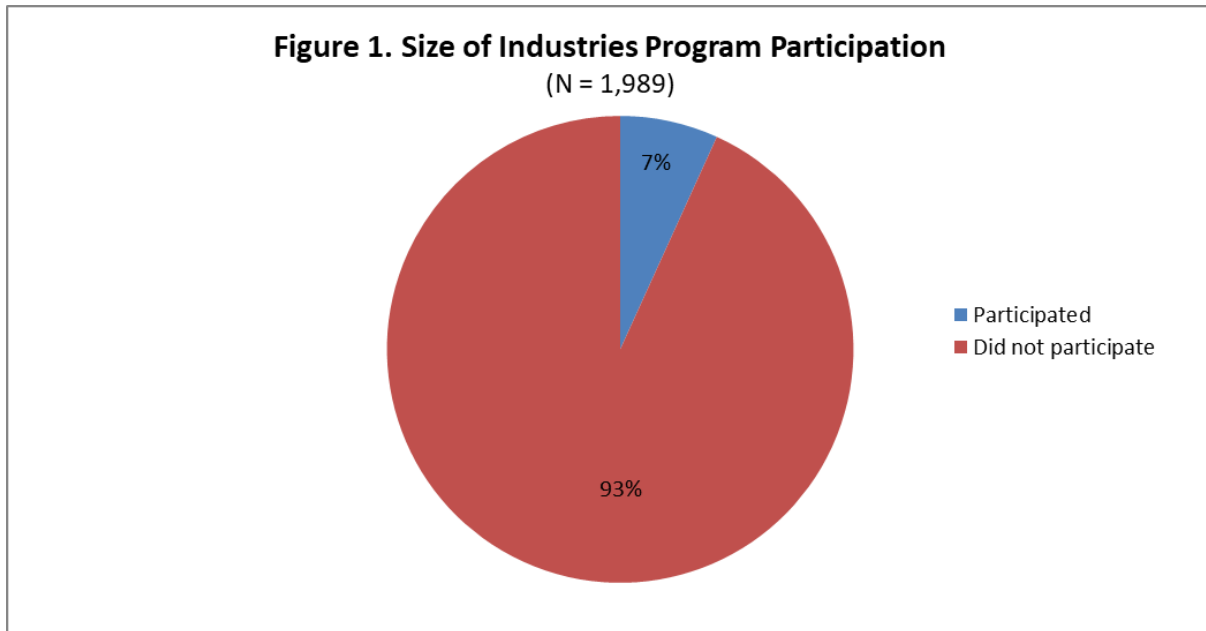
Recidivism data was gathered from the MADOC's IMS and the Massachusetts Board of Probation (BOP). Data was derived from the information available at the time of collection and is subject to change. The criminal activity of incarcerated persons released to the community during 2017 was tracked through the Massachusetts Criminal Justice Information System (CJIS) to determine any re-incarceration within three years of the incarcerated person's release to the community.

An incarcerated person can be re-incarcerated in one of the following ways: technical violation of parole; violation of parole with a new offense; new court commitment to a Massachusetts county, state, or federal facility; technical violation of probation; or probation violation with a new offense. The recidivism rate is calculated by dividing the number of re-incarcerations by the number of releases in a given category.

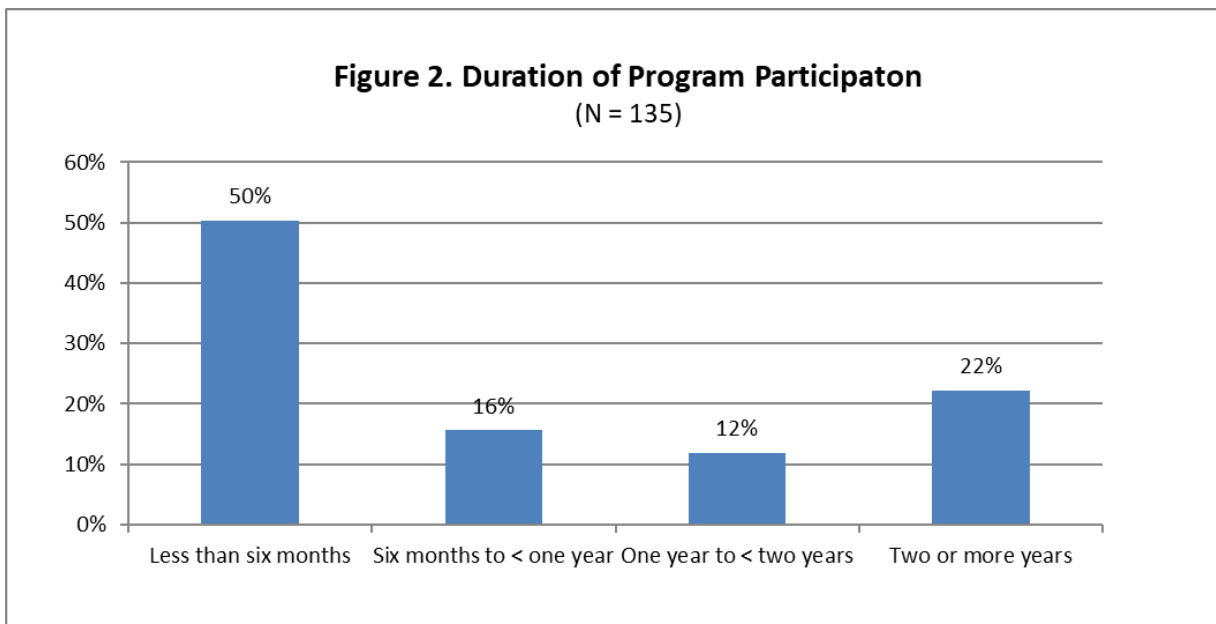
Program Participation, Hours Worked and Payment Received

The data showed that, of the 1,989 incarcerated persons released in 2017, only a small portion of those incarcerated persons (7%) were enrolled in CI programs at some time during their

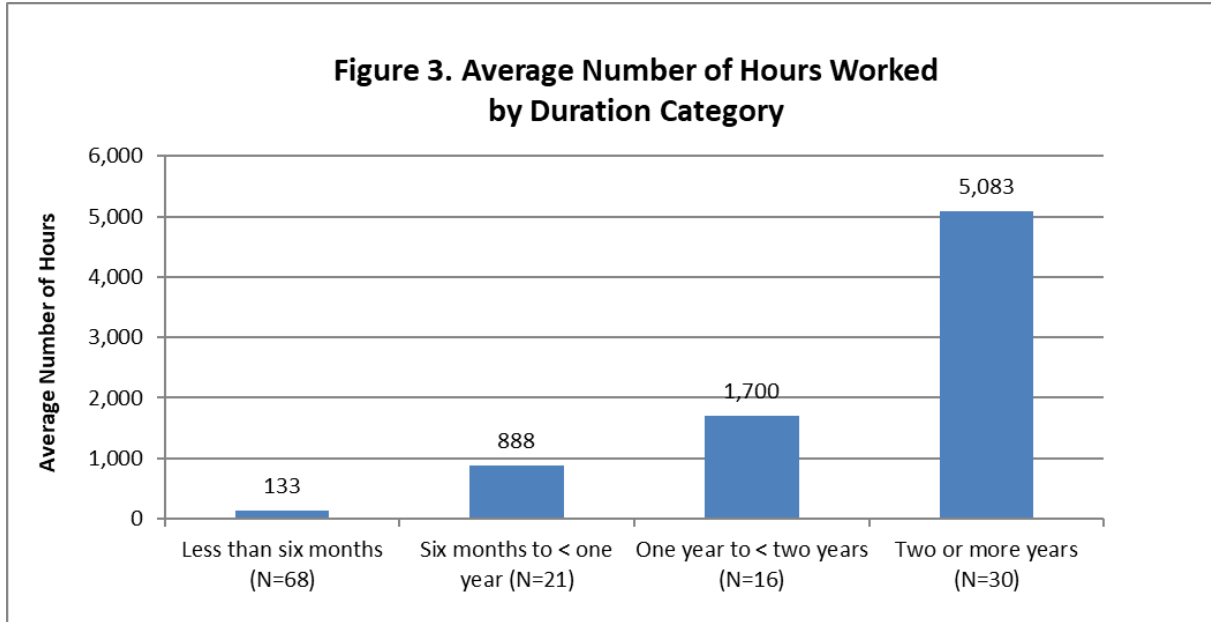
incarceration. The overwhelming majority of these incarcerated persons did not participate in CI programs (Figure 1).



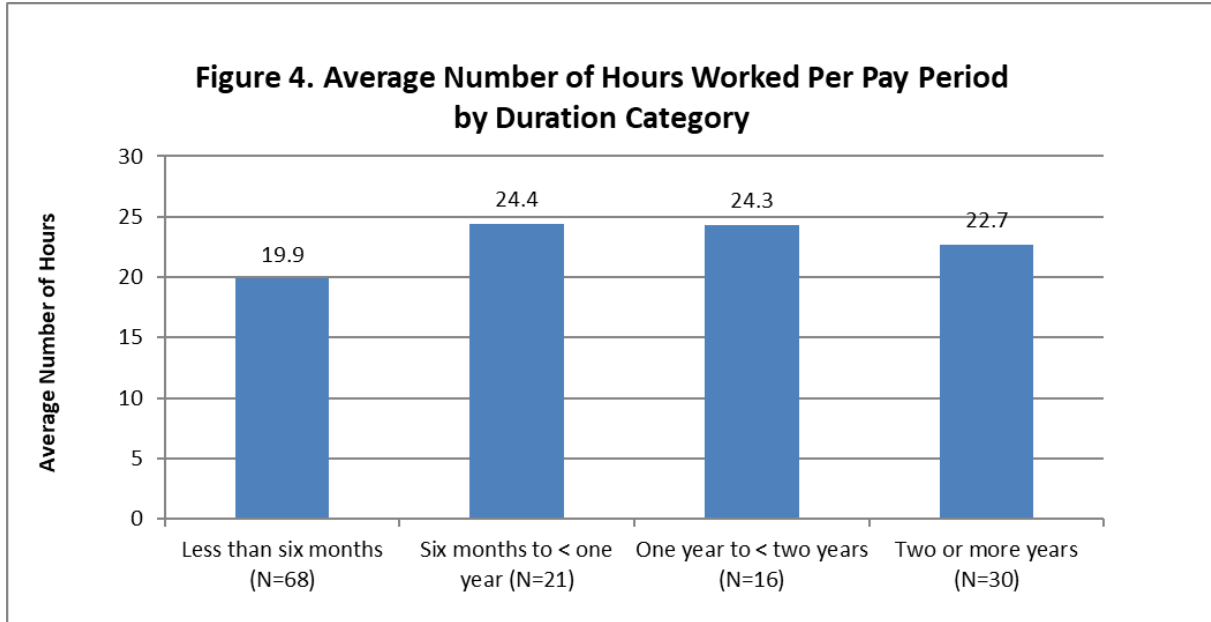
Incarcerated persons who participated in the CI programs were enrolled in the programs for an average of 462 days, measured from the first day of their first payroll week to the last day of their final payroll week before release. However, one-half of the program participants (50%) participated in the programs for less than six months and another sixteen percent (16%) participated in the programs for six months to less than one year, resulting in two-thirds of participants remaining in the programs for less than 365 days (Figure 2).



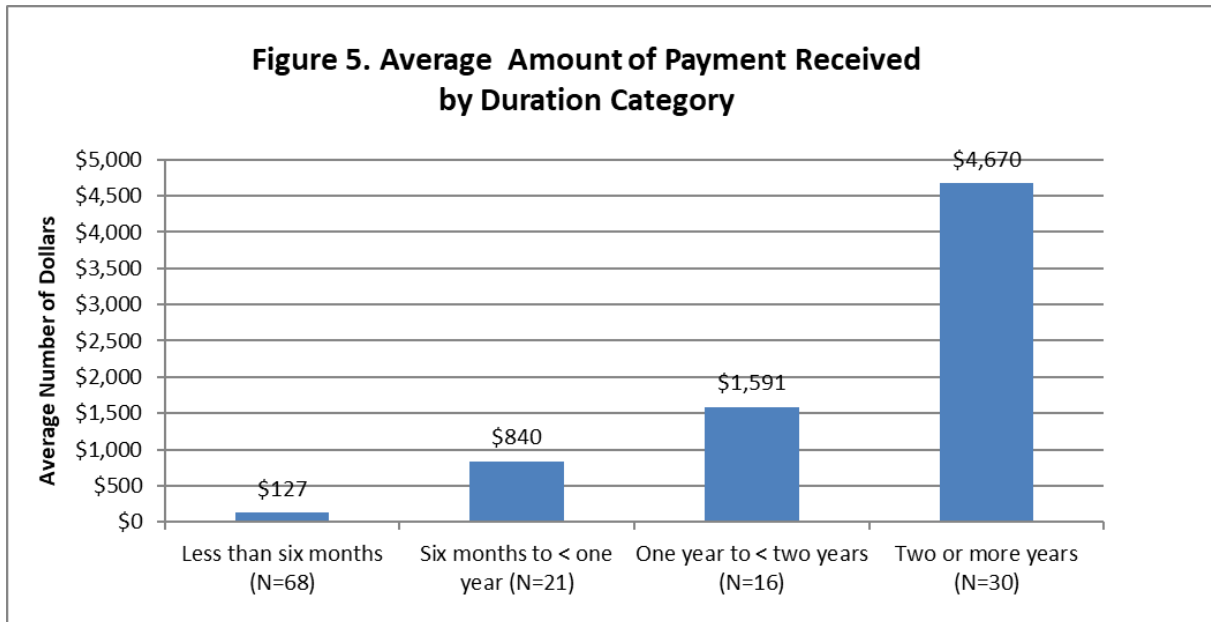
Payroll data confirmed that incarcerated persons who remained with the industries programs longer naturally worked more hours than those who did not participate in the program as long. As shown in Figure 3, incarcerated persons who participated in the programs for less than six months worked, on average, 133 hours while incarcerated persons who joined the programs for two or more years worked an average of 5,083 hours each, or 38 times more hours than their counterparts with the shortest participation history.



When examining the average time worked per pay period, large differences across categories of participation duration were reduced substantially. On average, incarcerated persons who were involved in the programs for two or more years worked about three hours more per pay period than the incarcerated persons who participated in the programs for less than six months. The incarcerated persons who were in the middle of the two duration categories worked about four hours more than the shortest duration group and one-and-a-half hours more than the longest duration group. The number of hours worked in a given pay period does not follow the duration line strictly, as the two middle categories worked more hours than the highest duration category. One possible reason for the difference is that incarcerated persons participating in the CI programs with projected release dates often work fewer hours due to the attendance of additional preparation programs designed to contribute to the incarcerated person’s successful release (Figure 4).

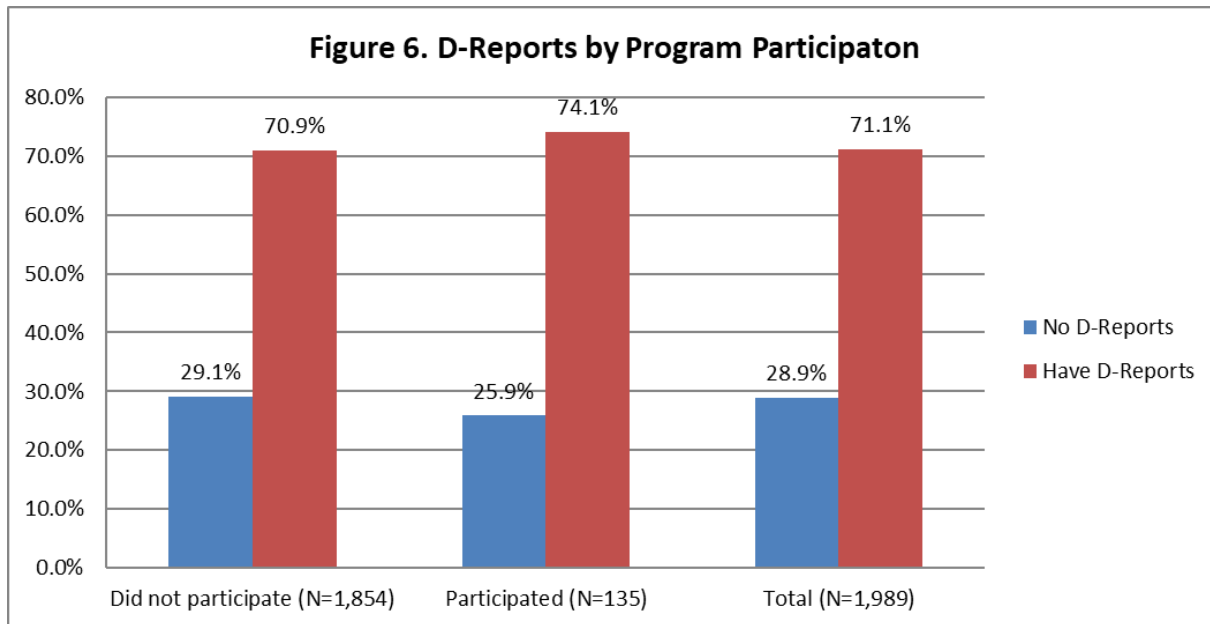


By the same token, incarcerated persons who were with the CI programs longer earned more money than the shorter duration counterparts. As shown in Figure 5, incarcerated persons who worked for two or more years earned an average of \$4,670. In contrast, incarcerated persons involved with the programs for less than six months earned only \$127. For incarcerated persons that fell in the two middle categories, the total average payment they received also fell between the two ends of the spectrum. On average, CI program participants were paid an hourly rate of \$0.94, ranging from \$0.40 to \$1.36 an hour.



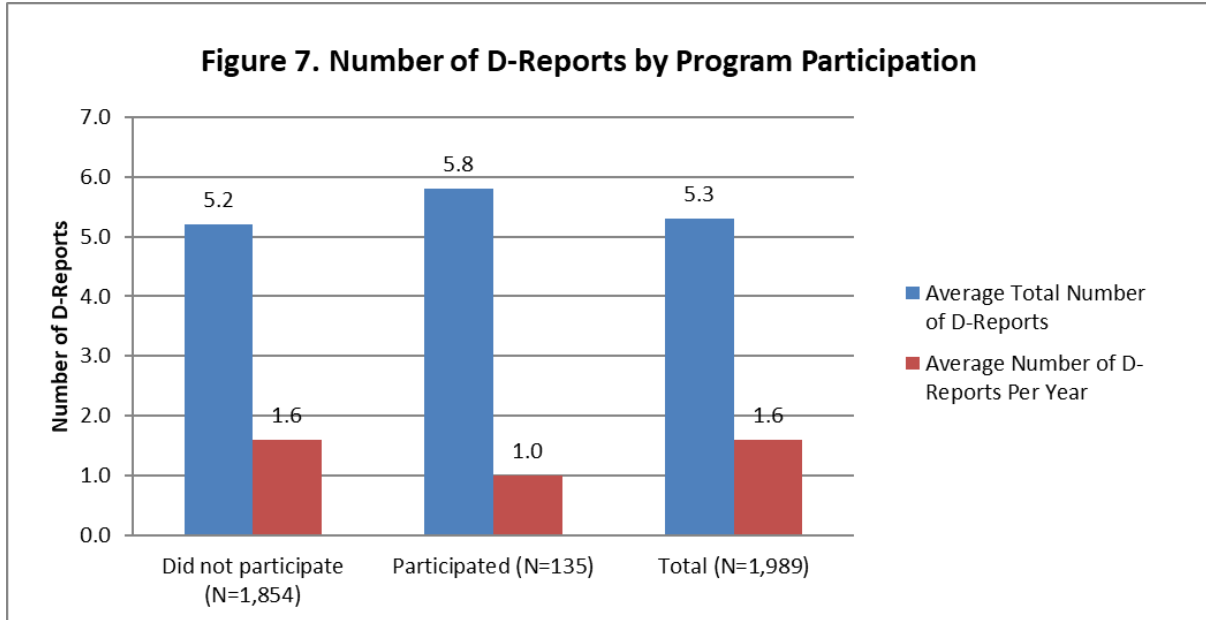
Program Participation and Its Association with Disciplinary Reports (D-reports)

Of the incarcerated persons released in 2017, about 71% had at least one D-report during the time they were incarcerated before release. A higher percentage of incarcerated persons who took part in the CI programs (75%) received at least one D-report than the incarcerated persons who did not participate in the programs (71%). The difference, however, is not statistically significant at the 95% confidence level³ (Figure 6).

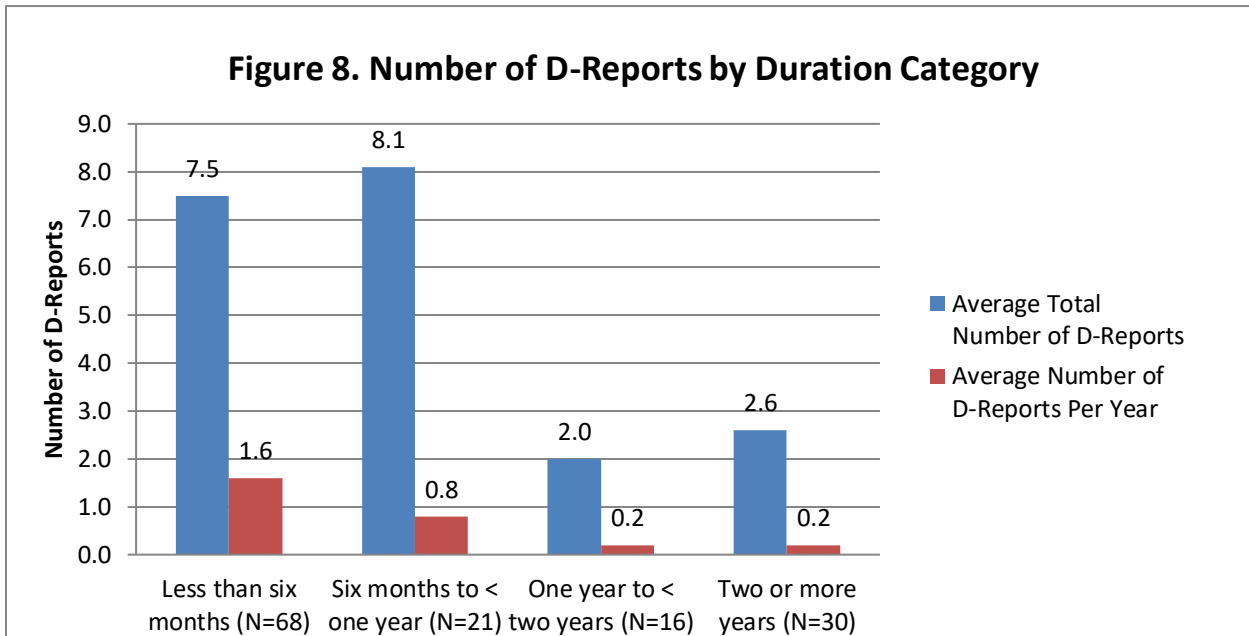


On average, incarcerated persons who participated in the CI programs received 5.8 D-reports during the time they were incarcerated before their release in 2017, higher than the 5.2 D-reports received by the non-program participants. Since the total number of D-reports tends to grow with the length of incarceration, the average number of D-reports received per year revealed that program participants received 1 D-report per year, lower than 1.6 D-reports that non-program participants received per year. Therefore, participation in the CI programs appears to reduce the number of D-reports that an incarcerated person received on a yearly basis (Figure 7).

³ Statistical significance refers to whether any differences observed between groups being studied are “real” or due to chance. In most sciences, results yielding a p-value of .05 or 95% confidence level are on the borderline of statistical significance. At this level or higher, we would conclude that the differences observed between groups are not due to chance.

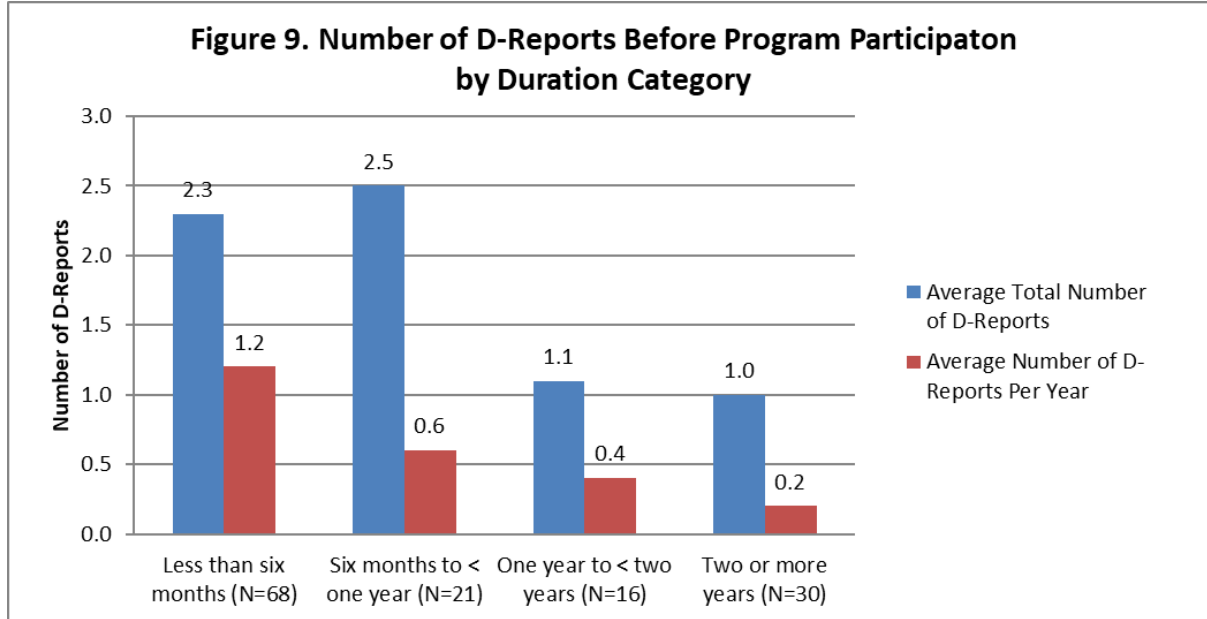


Across the durations of program participation, incarcerated persons in the two longest duration categories had lower total numbers of D-reports than the two lower duration groups. They also had the lower average number of D-reports per year than the two lower duration groups, indicating that working in the CI programs for one or more years is associated with the reduced number of D-reports (Figure 8).

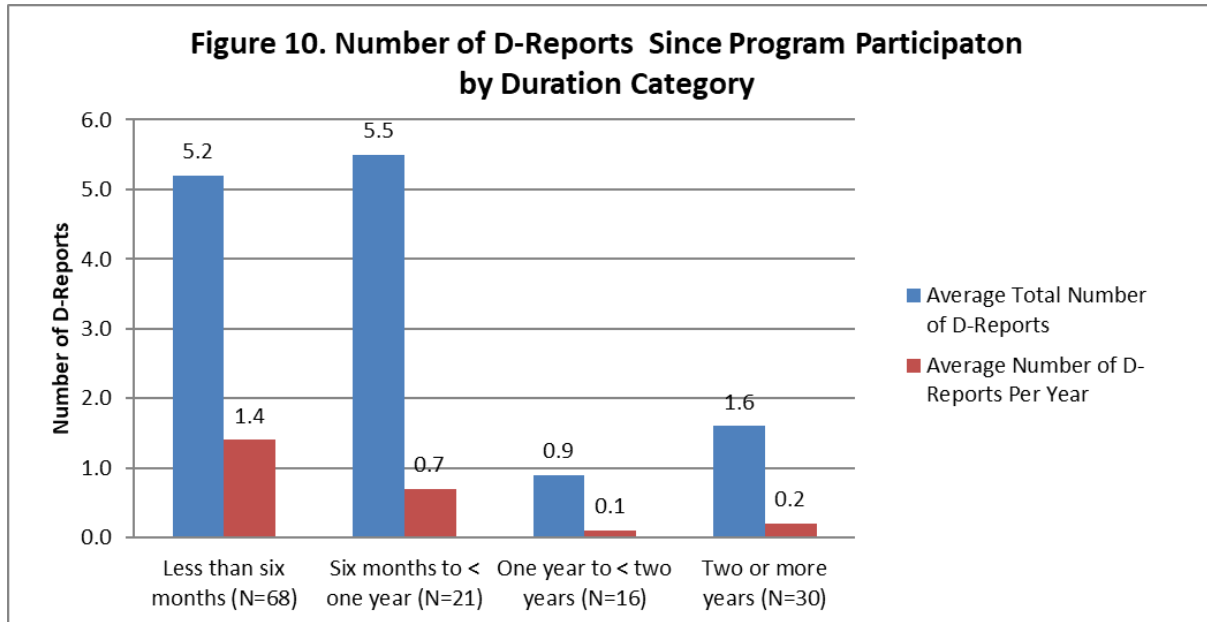


The number of D-reports reported in Figure 8 covers the entire time in which an incarcerated person was incarcerated. Figures 9 and 10 look at these numbers in two separate time periods: the time before program participation, and the time since program participation before release. As shown in Figure 9, incarcerated persons in the two shortest participation groups had a higher total number of

D-reports (2.3 and 2.5) before they joined the CI programs compared with about 1.1 and 1.0 D-reports for the two longer duration groups. By the same token, they also had higher numbers of D-reports per year than incarcerated persons in the two longest participation groups. However, none of the differences shown here are statistically significant at the 95% confidence level (Figure 9).



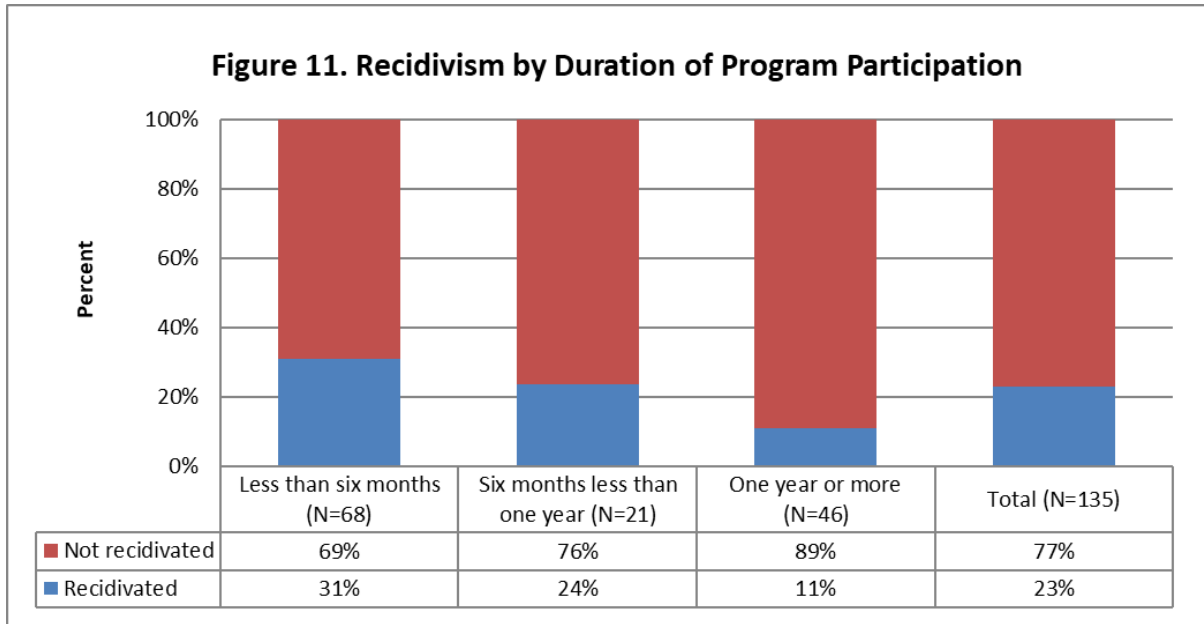
Compared with the number of D-reports that incarcerated persons received before they joined the CI programs, participation in the programs appeared to reduce the number of D-reports received. Both the average number of D-reports and the average number of D-reports per year decreased for incarcerated persons in the two longest duration categories than incarcerated persons in the two shorter duration groups. It further confirms that participation in the CI program for one or more years was associated with the reduced number of D-reports in total and per year (Figure 10).



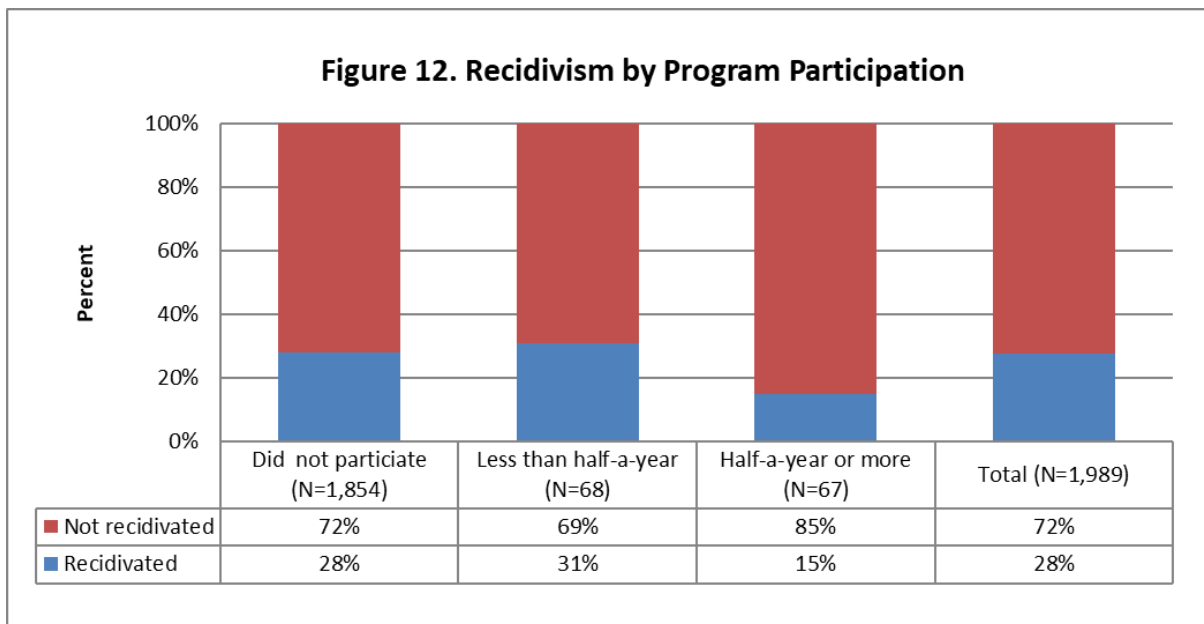
In summary, participation in the CI programs does not necessarily lower the number of D-reports that incarcerated persons received. However, staying with the programs for one or more years is associated with a reduced number of D-reports both in total and per year.

Program Participation and Its Association with Recidivism

A look into the relation between the length of program participation and recidivism reveals a decreasing rate of recidivism correlating with a longer period of program participation. The incarcerated persons who participated in the programs for less than six months had the highest recidivism rate of 31%, which was reduced to 24% among incarcerated persons whose involvement in the programs ranged from six months to less than a year and further reduced to 11% among incarcerated persons who stayed with the programs for one or more years. In other words, as the length of program participation increased, the rate of recidivism decreased (Figure 11).



Combining the above three length categories into two categories along the six-month line and comparing the data with that of non-participating incarcerated persons reveal that enrollment in the programs alone had no effect on reducing overall recidivism. Compared with the recidivism rate of the large majority of incarcerated persons who were not enrolled in the programs (28%), the rate of recidivism was higher among incarcerated persons who participated in the programs for less than six months (31%). A substantial drop to 15% in the rate of recidivism is associated only with incarcerated persons who had participated in the programs for six months or more before release. It suggests that as incarcerated persons stayed with a CI program for a longer duration, their probability to recidivate within three years after release was reduced (Figure 12).



Program Participants vs. Non-Participants

An investigation revealed that the key demographics of incarcerated persons participating in the programs were statistically different from the same demographics of those incarcerated persons not participating in the programs in terms of gender, governing offense category, age at release, general risk score, and time served in prison. There was no statistical difference among participating and non-participating incarcerated persons in relation to the demographics of race, mandatory sentence, release institution security level, and post-release supervision.

Incarcerated persons who worked half a year or more were more likely to be in the violent (person and sex offenses) as opposed to non-violent (drug, property, and other offenses) crime category than incarcerated persons who did not participate in the programs. They were also more likely to be males than females when compared with incarcerated persons from the non-participation group, appeared to be older than non-participants at the time of release, had a lower recidivism risk score, and served longer time in prison (Figure 13).

Variable Name	Category	Not Worked	Worked Less Than Half-a-Year	Worked Half-a-Year or More	Count
Gender **	Male	92.3%	3.7%	3.7%	1,533
	Female	96.3%	2.4%	1.3%	456
Race	White	94.1%	2.9%	3.0%	972
	Black	91.2%	5.6%	3.1%	479
	Hispanic	93.5%	2.5%	4.1%	489
	Other	91.8%	2.0%	6.1%	49
Mandatory	Yes	92.0%	4.6%	3.4%	474
	No	93.6%	3.0%	3.4%	1,515
Governing Offense Category **	Non_violent	95.4%	3.2%	1.5%	1,102
	Violent	90.5%	3.7%	5.7%	887
Release Institution Security Level	Maximum	92.9%	4.1%	3.0%	266
	Medium	93.8%	2.9%	3.3%	984
	Minimum	92.9%	4.2%	2.9%	450
	Pre-Release/ELMO	92.0%	3.1%	4.8%	289
Post-release Supervision	No supervision	94.1%	3.5%	2.4%	830
	Parole & Probation	90.2%	4.3%	5.5%	163
	Parole Only	90.2%	3.6%	6.2%	225
	Probation Only	93.8%	3.1%	3.1%	771
Age at Release **	Mean Age	37.4	35.5	45.3	1,989
General Recidivism Risk Score **	Mean Risk Score	6.53	7.01	4.28	1,800
Time Served **	Mean Number of Days	1,205	1,544	3,352	1,989

* denotes p < .05, ** denotes p < .01

Given the demographic differences among the three categories of program involvement recognized above, these differences could influence the association between the longer enrollment time in the CI programs and the lower rate of recidivism shown in Figure 12. To examine whether such an association sustains when controlling for the influences of these variables, a logistic regression analysis was performed.

Logistic Regression Model

The ten predictor variables in the logistic regression analysis included seven binary variables and three continuous variables. The binary variables were program participation, gender, race, mandatory sentence, governing offense category, release institution security level, and post-release supervision. The continuous variables were age at release, general risk score, and time served.

- Program participation was measured using two binary indicators of whether an incarcerated person worked for less than six months (3.4%) or for six months or more (3.4%); incarcerated persons who did not participate in the programs served as the reference group (93.2%).
- Gender was measured using a binary indicator of whether an incarcerated person was male (77.1%); females served as the reference group (22.9%).
- Race was measured using three binary indicators of Black (24.1%), Hispanic (24.5%) and other races (2.5%). White was the reference group (48.9%).
- Mandatory sentence was measured using a binary indicator of whether the Massachusetts General Law statute for an incarcerated person's governing offense contains a mandatory restriction (23.8%); those not having a governing offense containing a mandatory restriction served as the reference group (76.2%).
- Governing offense category was measured using a binary indicator of whether an incarcerated person committed a violent governing offense (44.6%); non-violent governing offense served as the reference group (55.4%).
- Release institution security level was measured using three binary indicators: medium security level (49.5%), minimum security level (22.6%), and pre-release/Electronic Monitoring (ELMO) (14.5%); maximum security level served as the reference group (13.4%).
- Post-release supervision was measured using three binary indicators of whether an incarcerated person was placed under post-release supervision of parole and probation (8.2%), parole only (11.3%) or probation only (38.8%); no post-release supervision served as the reference group (41.7%).
- Age at release was a continuous variable that measured the age of an incarcerated person at the time of release. Incarcerated persons in this study had an average age of 37.6 when they were released from prison, ranging from age 19 to 86.
- General risk score, another continuous variable, was a measure of incarcerated persons' recidivism risk based on the COMPAS Risk Assessment⁴. On average, incarcerated persons under analysis had a risk score of 6.5, ranging from a score of 1, the lowest risk, to a score of 10, the highest risk score.
- Time served was a continuous variable that measured the number of days an incarcerated person stayed in the MADOC custody plus jail credits received prior to sentencing. Incarcerated persons

⁴ COMPAS: Correctional Offender Management Profiling for Alternative Sanctions is an automated risk/needs assessment tool utilized to inform the development of an incarcerated person's personalized program plan. COMPAS has been normed and validated to the Massachusetts Department of Correction population.

released in 2017 served an average of 1,289 days prior to their release, ranging from 2 to 15,996 days.

A simple logistic regression model that tested the impact of CI work participation on recidivism confirmed the findings shown in Figure 12. Compared with the incarcerated persons who did not take part in the CI programs, participation in the programs for six months or more would reduce the odds of recidivism by a factor of 0.454 while involvement in the program for less than six months produced no effect on lowering the rate of recidivism (Figure 14).

Figure 14. Impact of Program Participation on Three-Year Recidivism (N=1,898)			
Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Worked Less Six Months	0.145	1.155	0.589
Worked Six Months Or More *	-0.79	0.454	0.023

* denotes p < .05

Such impact of program participation on recidivism remained largely intact when other predictor variables were introduced into the model. Enrollment in the programs for less than six months had no effect on reducing recidivism and instead would increase the odds of recidivism by a factor of 1.083 when compared with incarcerated persons who did not take part in the programs. Conversely, participation in the programs for six months or more could reduce the odds of recidivism by a factor of 0.814. However, neither effect is statistically significant (Figure 15).

Figure 15. Impact of Correctional Industries Programs on Three-Year Recidivism (N=1,800)			
Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Worked Less Than Six Months	0.080	1.083	0.783
Worked Six Months Or More	-0.205	0.814	0.591
Gender	0.365	1.440	0.052
Race: Black	0.181	1.198	0.199
Race: Hispanic	-0.266	0.767	0.079
Race: Other	-0.140	0.870	0.745
Mandatory *	-0.451	0.637	0.006
Offense Category	-0.182	0.834	0.189
Release Security Level: Medium	-0.307	0.735	0.053
Release Security Level: Minimum *	-0.594	0.552	0.003
Release Security Level: Pre-release/ELMO **	-1.051	0.350	<.001
Supervision: Parole & Probation **	1.060	2.885	<.001
Supervision: Parole Only **	0.946	2.576	<.001
Supervision: Probation Only **	0.708	2.029	<.001
General Recidivism Risk Score **	0.185	1.203	<.001
Time Served	0.000	1.000	0.122
Age at Release	-0.009	0.991	0.139

* denotes p < .05, ** denotes p <.01

On the other hand, statistically significant impacts on recidivism were found with post-release supervision, general recidivism risk score, release institution security level, and mandatory sentence. Compared with incarcerated persons with no post-release supervision, supervision by parole and

probation, parole only, and probation only would increase the odds of recidivism by a factor of 2.885, 2.576 and 2.029 respectively. As the risk score increased from low to high, the odds of recidivism increased by a factor of 1.203. In contrast, compared with incarcerated persons released from maximum security institutions, incarcerated persons released from minimum and pre-release/ELMO security institutions would decrease the odds of recidivism by a factor of 0.552 and 0.350 correspondingly. Furthermore, compared with released incarcerated persons whose governing offense contained no mandatory restrictions, mandatory restrictions would decrease the odds of recidivism by a factor of 0.637.

Gender, race, governing offence, time served and age at release appeared to have no statistically significant impacts on the rate of recidivism.

Summary

Less than 10% of incarcerated persons released in 2017 participated in CI programs. On average, they were enrolled in the programs for 462 days, with one-half in the programs for less than six months. Incarcerated persons who stayed with the programs longer worked more hours and made more money during the time they were with the programs than the incarcerated persons who were not with the programs as long. On the other hand, they worked approximately as many hours per pay period as their shorter-participating counterparts.

Participation in the CI programs for one or more years was associated with a reduced number of D-reports. Such an association was found with both the total number of D-reports and the average number of D-reports per year that an incarcerated person received during the time they were enrolled in the programs before release. Alternatively, participation in the programs for less than one year showed no effect on reducing the number of D-reports.

By the same token, participation in the CI programs for six months or more was associated with a lower rate of recidivism though such an association did not pass statistical testing when controlled for the influences of other predictor variables. It suggests that participation in the CI programs could potentially lower the rate of recidivism, but more studies need to be done to confirm such a conclusion statistically. Our analyses on the 2015, 2016, and 2017 release cohorts revealed that other variables, such as general recidivism risk score (2015, 2016, 2017), age at release (2015), post-release supervision (2016, 2017), release institution security level (2016, 2017) and mandatory sentence (2016, 2017) had stronger influences on the rate of recidivism than participation in a CI program.

In short, given the association found between participation in the CI programs and the lower number of D-reports and the lower rate of recidivism, CI appeared to have a positive influence on the lives of program participants if they stayed with the programs for at least six months, and preferably for one or more years based on this analysis and two or more years based on the analytical results from 2015 and 2016 release cohorts.

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Appendix

Massachusetts Correctional Industries Programs

FACILITY NAME	CORRECTIONAL INDUSTRIALS PROGRAM SPECIFICATION
NORTH CENTRAL CORRECTIONAL INSTITUTION (NCCI-GARDNER):	<p>The Optical Shop is a full-scale eyewear laboratory providing services to many providers throughout Massachusetts. It utilizes the most current technology and equipment to produce a variety of eyewear and services. The incarcerated persons currently working at this site grind, polish, and assemble eyeglasses for a number of customers. The industrial instructors at NCCI-Gardner are facilitating the process of testing incarcerated persons working in the Optical Shop to gain a certification from the American Board of Optometry, a nationally recognized organization. The test is designed to reveal the competency in the optical field and their overall knowledge. The individual taking this exam will be provided a certification from the American Board of Opticianry (ABO). This in turn, will allow the incarcerated person to show qualifications and a work history to potential employers.</p>
MCI SHIRLEY:	<p>MCI Shirley offers a sew shop to incarcerated persons who are interested in learning how to sew by producing sheets, towels, T-shirts and socks which are all manufactured at the facility. Incarcerated persons learn valuable skills that are related to the various employment opportunities in the sewing industry within the state; MCI Shirley also offers a woodshop program where incarcerated persons learn to build various types of wood furniture consisting of, but not limited to, desks, lockers, bookcases, kitchen cabinets, outdoor furniture, and credenzas. Participating incarcerated persons are trained on current, state-of-the-art equipment including CNC (Computer Numerical Control) machines. A laser engraving site was also added to this location where incarcerated persons design and create such items as memorial plaques, wooden cutting boards, signs and coasters. Incarcerated persons learn the latest technology for software design and machine work.</p>
MCI CONCORD:	<p>The MCI Concord Wood Shop, MADOC's secondary wood shop, absorbs the overflow from the MCI Shirley Wood Shop, enabling wood orders to be completed in a more timely manner. A laser engraving</p>

site was also added to this location where incarcerated persons design and manufacture such items as memorial and retirement plaques. Skills are being taught to incarcerated persons, utilizing the latest technology for software design and machine work. They learn valuable skills that are related to various employment opportunities in the community. MassCor made a large investment in this shop with the safety of its workers as our priority. Other positive results of this investment are improved quality and shortened lead time.

**NORTHEAST
CORRECTIONAL
CENTER:**

Northeast Correctional Center is home to MADOC's metal finishing operations that was modified and upgraded to utilize incarcerated persons in the pre-release phase of their sentence. The metal finishing operation was transitioned from MCI Norfolk due to many challenges with aging infrastructure in MCI Norfolk. This transition was critical to keep our products moving forward. Built inside an old body shop, this location strives to deliver a quality product in a timely fashion.

MCI FRAMINGHAM:

MCI Framingham currently manufactures United States, Commonwealth of Massachusetts, POW/MIA, and custom flags, laundry bags and belt pouches. The incarcerated persons learn valuable skills that are related to the various employment opportunities in the sewing industry within the state. MCI Framingham's Embroidery Shop can embroider caps, jackets, T-shirts, and many other items.

MCI NORFOLK:

MCI Norfolk has incarcerated persons working in a wide range of manufacturing settings. This operation houses a Clothing Shop where fabric is cut from rolls and sewn to create garments used in a number of areas throughout the Commonwealth. Blankets used throughout the MADOC are manufactured here as well; 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; the Janitorial shop provides a limited line of products designed for institutional use, specifically, body wash, hand soap, and floor finishing products. A portion of the line was discontinued due to new direction received from the Ombudsman. The Metal operation manufactures custom-fabricated metal furniture and provides institutional repairs and upgrades according to provided specifications; the Upholstery Shop produces quality upholstered furniture such as chairs and sofas to both public entities such as libraries, hospitals, nursing homes, and private customers as well. Major reupholstery projects include several high school auditoriums and reupholstering seats for our very own Boston Red Sox at Fenway

Park; the Binder Shop produces products integral to the MassCor product line and employee office needs such as vinyl binders and padfolios, and lastly, the Furniture Assembly Shop assembles various furniture items, most commonly, office chairs, from a number of outstanding furniture providers.

MCI CEDAR JUNCTION:

MCI Cedar Junction is home to the License Plate Shop where incarcerated persons produce license plates in accordance with requirements set forth by the Registry of Motor Vehicles.

**MASSACHUSETTS
TREATMENT CENTER:**

The Massachusetts Treatment Center houses the Silkscreen and Sign shops. Incarcerated persons working in the Sign Shop manufacture a variety of standard street signs that are used on many roadways within the Commonwealth in addition to wall-mounted signs for indoor and outdoor use, and signs posted at parks, beaches and other recreational areas; incarcerated persons in the Silkscreen Shop produce high-quality custom decals for a variety of uses such as cornhole boards as well as silk-screened clothing.

**OLD COLONY
CORRECTIONAL
CENTER:**

Printing is the trade being taught at Old Colony Correctional Center's state-of-the-art Printing Plant. Incarcerated persons working in the print shop are able to use the latest technology to produce a quality product and therefore also gain valuable skills which are easily transferable to private industry. Products offered vary from letterhead to continuous forms, city and town reports, and business cards. There is also a Validation Shop that produces Registry of Motor Vehicle stickers and decals.