



NICHOLAS COCCHI
SHERIFF

THE COMMONWEALTH OF MASSACHUSETTS

SHERIFF OF HAMPDEN COUNTY
627 RANDALL ROAD
LUDLOW, MA 01056

TEL: (413) 547-8000
FAX: (413) 589-1851

March 14, 2024

Representative Michael S. Day
House Chair, Joint Committee on the Judiciary
24 Beacon Street, Room 136
Boston, MA 02133

Dear Chairperson Day,

I am writing a letter in accordance with Chapter 28, line item 8910-1000, of the Acts of 2023, which directs me to submit a report to the Executive Office of Public Safety and Security, the Joint Committee on the Judiciary, the Joint Committee on Public Safety and Homeland Security and the House and Senate Committees on Ways and Means that shall include: (i) a comprehensive quantitative analysis of the impact that the program has on participating inmates as compared to non-participating inmates, including their disciplinary record while in custody, their recidivism rates after release and their employment rate after release; (ii) information on the demographics of participants; (iii) information on the customers of the program, including whether they are a public entity, a private business or a nonprofit; and (iv) the compensation rates for participants.

The Hampden County Sheriff's Department Prison Industries plays a critical role in the rehabilitation of those in our care and custody, and I am very proud of the work being done here. Please do not hesitate to reach out to me should you have any questions or require any additional information.

Sincerely,

Nicholas Cocchi
Sheriff

HAMPDEN COUNTY PRISON INDUSTRIES RETAINED REVENUE

Report Submitted to

**Executive Office of Public Safety and Security
Joint Committee on the Judiciary
Joint Committee on Public Safety and Homeland Security
House and Senate Committees on Ways and Means**

**By
Hampden County Sheriff Nicholas Cocchi**

NARRATIVE

The Hampden County Sheriff's Office York Street Industries (YSI) program was established in 1986, as a public / private venture. A unique and groundbreaking partnership spearheaded by Supreme Court Justice Warren Burger, the Private Industry Council, the Chamber of Commerce and the Hampden County Sheriff's Office (HCSO) was led by then Sheriff Michael J. Ashe, Jr. Special legislation to allow the pilot conception to proceed was signed by then Governor Michael S. Dukakis, allowing commercial sales in both the government and business sectors. From there, private funding was needed, as there was no provision included for public funding. This comprehensive program had a strategic, two-fold mission. First, the program was designed to offer inmate workers an educational, realistic work experience and basic life skills. Second, it was structured to operate as a small business enterprise to financially support staffing and jail necessities. From humble beginnings, this vocational program has grown to be a national model and leader within the corrections industry. Since its inception, YSI has been self-sustaining and has grown to become profitable. In Fiscal Year 2023 (FY23), the program has once again generated close to \$3 million in total revenue. Most notably, this innovative approach has changed lives while securing thousands of jobs and improving overall quality of life for our transitioning citizens.

York Street Industries began with manufacturing desk chairs and other office furniture, marketing them to municipal and public agencies. Today, this speculative undertaking has progressed into a multi-faceted, revenue-generating business that has created employment and other economic development opportunities. YSI has earned state and national recognition, as evidenced by the following examples:

- o The Associated Industries of Massachusetts (AIM), a longtime business advocacy group whose mission is to promote economic opportunities, innovation and entrepreneurship for the betterment of businesses and citizens of MA recognized York Street Industries during their 100th Anniversary Celebration. AIM noted that YSI has made a unique impact on the economy in our region and the well-being of those who live here. The other organizations honored with the Hampden County Sheriff's Office's YSI were Yankee Candle and the MassMutual Center.

- YSI was also honored by the White House for extraordinary work to facilitate employment opportunities for individuals formerly involved in the justice system. The award highlighted empowerment and helped our country meet the many challenges of the twenty-first century.
- Additionally, YSI was acknowledged as a Massachusetts Gateway Cities Innovation Award recipient. This distinction is for finding solutions to the Commonwealth's most pressing issues or ambitious visions that reflect optimism for their communities.

YORK STREET INDUSTRIES

1. Goods and Services -

The multitude of goods produced by our industries program requires hands-on knowledge and the ability to teach offenders the skills necessary to produce quality products in a timely fashion. Since 2010, close to 3,000 offenders received vocational and educational training prior to returning to our local communities.

- We manufacture and sell uniforms to the Hampden County Sheriff's Office, including the Main Institution, Women's Correctional Center, Stonybrook Stabilization and Treatment Center (SSTC), Western Massachusetts Recovery and Wellness Center, the Massachusetts Department of Youth Services (DYS), and the Plymouth County Correctional Center.
- YSI supplies pillows, mattresses, laundry bags, shower curtains, hygiene kits, commissary bags, and signs to our own institutions, as well as to Plymouth and Worcester Counties.
- YSI systematically replaces aged and worn out furniture throughout our entire agency.
- YSI has seen significant growth in screen printing and embroidery sales to many non-profit agencies and schools, as well as to the Hampden County Sheriff's Office.
- We have provided re-upholstery sales to STCC, Holyoke Community College (HCC), University of Massachusetts (UMASS), Western New England University (WNEU), Boston University (BU) and Springfield Public Schools.

2. Culinary Arts -

Our Culinary Arts Program is committed to providing high-quality culinary and hospitality skills training, allowing for participants to earn nationally-recognized certificates such as ServSafe and OSHA 10. Additionally, our participants get real world experience working in one of our three restaurants and catering businesses.

- **Stonybrook Grille** is located within the walls of our Main Institution in Ludlow and serves both staff and guests, along with making bread and pastries for several community service agencies and community events across Hampden County.
- **701 Grille** is located within our Western Massachusetts Regional Women's Correctional Center (WMRWCC). This program duplicates the program we have at the main facility in Ludlow.
- **Olde Armory Grille** is located in Springfield Technology Park at One Federal Street in Springfield. This is our flagship restaurant and allows offenders classified to be in the community to serve the general public in a fast-paced environment in real world conditions. This restaurant allows our Employment Team to showcase our participants' talents for local establishments, enhancing and growing employment opportunities. Along with our in-custody restaurant staff, we have a Transitional Work Program that brings back released offenders at minimum wage. These assessed post-release offenders are given the opportunity to hone their skills to better prepare them for a transition to full-time employment in the community. They will continue to receive support and training with our Employment Team to overcome the hurdles that life may present after release.

In-house business has come back after several waves of COVID, and we have grown our catering area and our "Grab & Go" model on campus at Springfield Technical Community College for students and faculty.

Additionally, participants in our Culinary Arts Program are given the opportunity to attend a college accredited course in conjunction with Holyoke Community College (HCC). These students will spend eight weeks at our minimum security facility learning the basics of hospitality management and then travel to HCC for the next eight weeks to integrate into the college system. Upon completion, graduates may apply to the college or be job developed into the food service industry.

3. Vocational Shops –

Vocational shops include Graphics, Welding, Building Trades, Custodial Maintenance and our new Arborist program. Each vocational shop gives employment-based training while producing finished goods for sale which help to defray the cost of the program. Every vocational sector offers a real world experience to the trainees by meeting deadline pressures, quality control and production management to meet customer expectations.

- *Graphics Arts and Printing Technology*

- Our Graphics Program trains workers that have been referred by caseworkers and introduces them to all aspects of the graphic arts industry. Under supervision and with guidance, they help meet the demanding production needs of the Sheriff's Office, as well as develop and advance their knowledge and skills in graphic arts and printing technology. Additionally, participants learn everyday job skills and responsibilities, including efficient production, quality control, scheduling, troubleshooting and time management. Training also focuses on the following areas: shop safety, desktop publishing, direct-to-plate imaging, variable data files, digital printing, offset printing, booklet making and finishing techniques.
- The primary focus of graphics training is to give the students a basic understanding of the fast-paced and very technical graphic arts industry. This hands-on experience working in the shop helps to generate a level of interest and work ethic that will benefit them in the job market. In addition to providing industry training in a realistic working atmosphere, the Graphics Program generates income for the Hampden County Sheriff's Office.
- Some examples of this shop's products are: The Correctional Officer's Pocket Planners, The Correctional Post Newsletter (Quarterly), Updated Inmate Handbooks (Annually), Employee Handbooks, all forms and booklets, as well as many other printing projects.

Graphics handles all the in-house printing including for AISS, PRC, WMRWCC, WMRWC and SSTC and provides printing services for state and local government agencies, and non-profit organizations. We produce about 3 million impressions per year for in-house and outside work, resulting in huge cost savings for our agency. The Graphic Arts and Printing Technology Department is working with the Standards Department to continually monitor and eliminate outdated and duplicated forms for additional cost-cutting measures to the Hampden County Sheriff's Office.

- Welding Program

- New in FY23, YSI has partnered with the Local 63 Sheet Metal Union and a local community college to offer *American Welding Society* (AWS) curriculum training and certification. The instructors are certified triner in all welding topics – ARC, TIG, MIG, GMAW and plasma cutting – and well-connected with the union. After twelve weeks of hands-on and classroom training, participants can attain their AWS certification by passing the required tests.
- Grant funding in the form of a Skills Capital Grant was used to purchase and install new equipment. The Welding Shop was also outfitted with a new ventilation system to meet requirements. Additionally, our new certificate program was further developed in conjunction with our Education Department, a local community college, and the Local 63 Sheet Metal Union located in Springfield. This program provides participants with industry-recognized credentials which are valuable to securing livable-wage employment upon release.
- The Welding Program provides training and experience in ARC, MIG and TIG welding, as well as torch and plasma cutting and fabrication. Additionally, our welding solutions play an important role in supporting the facility’s infrastructure.
- The Welding Program supports the daily operations of the Hampden County Sheriff’s Office. Welders are on-call for maintenance or security improvements on an as-needed basis. Projects in support of the Hampden County Sheriff’s Office include: fabricating 15 mechanical gates for HCSO horse stalls, construction of new floor-to-ceiling armory for Law Enforcement Division and proper storage of weaponry, refurbishment and fabrication on four holding cells at SSTC, to name a few. The program also continues to support the kitchens at the Main Institution and the WMRWCC with their repair needs by welding any broken machinery and utensils (e.g. bread dough maker, large hot water Sterno, kitchen carts, etc.) allowing them to feed the inmate population.
- **Suicide Prevention:** The Welding Program has played an essential role in the HCSO’s suicide prevention project by retrofitting close to 2,500 beds, adding a layer of safety for our inmate population. In the community, our Welding Program also helped retrofit seven cell beds at the East Longmeadow Police Department to make them safer for detainees. Along with these noted projects, the program continues to fabricate and/or repair handcuff security boxes for the towers, storage cabinets, fitness equipment, doors in restrictive housing units,

security gates, and even HCSO vehicles. Cumulatively, these small projects add up to substantial cost savings to the Sheriff's Office.

- Equally important, the Welding Program also provides its students with the tools needed for success in the welding trades. We allow our participants the opportunity to develop and improve upon their job and life skills, in an effort to prepare them for greater employability and reduced recidivism.
- Building Trades
 - The Building Trades Program employs six to ten inmate workers daily. This program is a combination learning and production environment where we advance inmates' technical skills and knowledge while meeting the demands of various departments within the Hampden County Sheriff's Office. This shop functions as a simulated job site where short production timelines give inmate employees a realistic work experience. Our Occupational Safety and Health Administration 10 (OSHA 10) construction safety training course has grown in popularity. Program enrollment has been shifted from vocational exploration to production-oriented teaching, allowing us to keep participants interested in pursuing a career in the building trades and provide them the skills for entry-level employment.
 - OSHA 10, Custodial Training, and HAZMAT Certifications:
 - ✓ 278 students completed OSHA
 - ✓ 61 completions for Custodial Maintenance
 - ✓ 49 completed HAZMAT Training
 - Examples of projects completed:
 - ✓ Over 250 Adirondack chairs, many donated to local charitable fundraising events
 - ✓ Picnic tables
 - ✓ Bookshelves
 - ✓ Repaired gates, stables and fencing at neighboring Lupa Zoo in Ludlow
 - ✓ Horse barns and other horse-related items
 - ✓ Obstacles for horse and K9 training
 - ✓ Dog houses constructed with repurposed scrap wood for K9 unit
 - ✓ Prepared plywood for wall pads for local public schools
 - ✓ Plaques for Sheriff's Office use
 - ✓ Refurbished furniture
 - ✓ Storage sheds

8910-1000 Hampden Prison Industries Retained Revenue Report

- ✓ Refurbished and repaired wooden furniture across the HCSO
- ✓ Began donating wood shavings from our shop to the Mounted Unit for use in the stables

- Arborist Apprenticeship Program
 - The Arborist Apprenticeship Program (AAP) is designed to develop members of our minimum security population into job-ready Tree Care Specialist candidates, using a combination of technical knowledge, hand-on training and industry-specific job readiness preparation.

 - The program was awarded a **Skills Capital Grant** in the amount of **\$272,869**. Together with our Education Department and our partners at STCC, UMASS, and the City of Springfield, this program offers industry-recognized certification to enhance the participants' employment opportunities upon release.

 - The classroom consists of eight Tree Care Industry Association (TCIA) modules, OSHA 10 General Industry, and CPR/First Aid. Again, this program will provide hands-on training with all applicable equipment, with an emphasis on safety.

 - Notable projects from FY23 include: cutting a hiking trail around Venture Pond in Springfield, removal of dead/damaged trees at the Massachusetts State Police Academy in New Braintree, assisting US Forestry Service in creation of a tree nursery in Springfield's Forest Park (>1,000 oak trees planted), pruning project in Memorial Park for Town of Ludlow, and various projects to maintain HCSO facilities, including tree felling, chipping, and log bucking.

On June 30th, York Street Industries finished the fiscal year with revenue in the amount of **\$2,972,723.47**. This figure is based on contributions from a multitude of departments outlined in the contents of this report.

In FY23, YSI has been able to sustain its existing businesses (Stonybrook Grille, 701 Grille, and the Olde Armory Grille) as well as explore other opportunities for growth, particularly in the area of manufacturing, to recapture transitional work leading to direct hires of the YSI participants at local businesses.

- Created in 2022, the **Honorary Sheriff's Workforce Initiative** and the **Hampden County Honorary Sheriff's Charitable Foundation** continued to operate as 501(c)(3) entities, supporting at-risk individuals in the Hampden County region of western Massachusetts. Participants, including the currently incarcerated, the recently incarcerated, homeless and jobless individuals, and individuals of limited financial means, are provided job training, work experience and work opportunities. In addition, the two Honorary Sheriff's programs are designed to conduct such other activities and programs as may be carried out by a corporation organized under Massachusetts General Laws, Chapter 180 and described in Section 501(c)(3) of the Internal Revenue Code.

EMPLOYMENT SERVICES

The HCSO has developed an extensive employment model to focus on job readiness, placement and retention through a gradual, supervised and supportive four phase program. Our employment services program continues to provide assistance in a number of ways as we transition out of the pandemic. Outlined below are the ways in which we seek to assist our population as we adapt to changes in the local job market.

- **Phase One:** Offenders are enrolled in various educational and vocational programs. They also create individual Employment Portfolios which include identification credentials that are necessary for obtaining employment and housing such as: Social Security card, birth certificate, Massachusetts ID, resumé, job applications and any awards or certificates they have received.
- **Phase Two:** This phase covers interview techniques, computer skills, networking skills, and mock interviews.
- **Phase Three:** This phase includes assessment, job search and job matching. Employment staff will work one-on-one with individuals to develop short- and long-term goals, including educational training to increase employment opportunities and increased wage potential.
- **Phase Four:** In this phase, we emphasize job retention through targeted triage to support both employer and employee. This is achieved by on-going communication and job site visits, which build and strengthen established relationships with employers and employees. Participants also complete a financial literacy course which covers personal budgeting, banking, credit report proficiency, and certain Department of Revenue issues that may have developed during their incarceration.

As noted throughout, the Hampden County Sheriff's Office offers a wide range of vocational and skills training in culinary arts, construction, painting, landscaping, welding, custodial maintenance, graphics and the repair and re-upholstery of office furniture. Certificate programs are offered in OSHA 10 (general industry and construction), ServSafe, Blueprint Reading, and our new *American Welding Society* training and certification program.

These training efforts are crucial to developing skill sets for the offenders to utilize upon release. The Employment Team networks with local employers to market the vocational and industries programs, thus increasing employability for those who have participated, and ultimately resulting in a decrease in recidivism.

As noted earlier, our Employment Team plays a vital role in the operation of the Olde Armory Grille Restaurant, a café in Springfield Technology Park, which offers offenders real life work experience and puts on display their talent and skill sets for local businesses looking to hire. Collaborations have been established community entities such as STCC, HCC, MassHire / Hampden County Workforce Board, the Springfield Housing Authority, and others offering training and education to our participants. In FY23, our business model adapted to the changes in the community and its location. With the departure of many of the businesses at Tech Park, we began to offer more catering and delivery services and expanded to provide Grab and Go products to STCC students and faculty.

Touching upon our previous mention of the **Charitable Foundation and Workforce Initiative**, these non-profits were formed and designed to help female and male transitioning ex-offenders in conjunction with habitually unemployed homeless individuals and disenfranchised workers across Hampden County. This initiative is establishing a track record of employment and the eventual transition to a permanent position with partnered local businesses, while providing immediate financial payment to the participant. The program is funded by various grants with a focus on helping the Hampden County community and Commonwealth at no cost to the taxpayer. The Initiative operates primarily out of the All Inclusive Support Services (AISS) building located in the Mason Square section of Springfield and has linked with MassHire for additional services to be provided to the participants. While based out of AISS, it is evolving and expanding in scope of work and locations to better reach participants and help them become job-ready.

- **Charitable Foundation mission:**

Charitable Foundation: (1) fundraise for and support the Hampden County Honorary Deputy Sheriffs' Association in its mission of developing community awareness of the criminal justice system through participation and sponsorship of any activity which has a civic or charitable objective and will have a positive impact on the community, (2) fundraise for and support community-based, charitable initiatives to benefit vulnerable and at-risk populations, including

8910-1000 Hampden Prison Industries Retained Revenue Report

the homeless, incarcerated, recently incarcerated, jobless, and those of limited financial means, (3) support or promote organizations who engage in (1) and (2) above, provided that, in each case, such organization is considered tax exempt within the meaning of Section 501(c)(3) of the Internal Revenue Code, and (4) to conduct such other activities and programs as may be carried out by a corporation organized under Massachusetts General Laws, Chapter 180 and described in Section 501(c)(3) of the Internal Revenue Code.

- **Workforce Initiative mission**

(1) support at-risk individuals in Hampden County, Massachusetts, especially those who are currently incarcerated, the recently incarcerated, homeless individuals, jobless individuals, and individuals of limited financial means by providing work opportunities, work experience and job training, and (2) to conduct such other activities and programs as may be carried out by a corporation organized under Massachusetts General Laws, Chapter 180 and described in Section 501(c)(3) of the Internal Revenue Code.

SECTION I

Comprehensive quantitative analysis of the impact of the program has on participating inmates as compared to non-participating inmates, including their disciplinary record while in custody, their recidivism rates after release and their employment rate after release.

Impact on Participants:



Evidence Drives Excellence
HCSO Research Team

PROGRAM IMPACT SHEET

York Street Industries (YSI) 3/5/24

A factory inside the correctional facility with inmates as the workers, the program produces quality goods, principally for schools, correctional facilities and other governmental agencies. Work includes screen printing, embroidering, sewing, upholstery, woodworking, and chair manufacturing / repair. The program provides skills to enable individuals to obtain and maintain employment upon release, a prerequisite for success in the community after incarceration.

The Hampden County Sheriff's Office (HCSO) operates on the premise that productive engagement during incarceration drives positive outcomes such as good institutional adjustment and low recidivism rates. Over calendar years 2022 & 2023, robust program engagement occurred at all sites of HCSO. While aggressive disciplinary incidents did occur, such events were far less frequent than routine program moves. Further, few of the York Street Industries participants engaged in serious disruptive behavior.

The ratio of routine program moves to fight / assault incidents was **333:1** for all four in-custody sites (Research Department Incident tracking, 2024). The average Sentenced Inmate participated in **7 programs** while the average Pretrial Detainee participated in **5 programs** (mass.gov Cross Tracking, 2024).

333 routine program moves for every fight or assault at all sites

Specifically at the Main Institution, there was an average of **4.25 fights** per week in 2023; **4 fights** per week in 2022. By contrast, **656 program moves** per week occurred in 2023; **541 program moves** per week in 2022. Program moves include only scans into programs building, therefore omitting additional services such as in-pod programs, health services, visits, and recreation at the gym (POWS scans, Lauzon 2023).

Among YSI's **94** actual starts / program continuations in 2023, just **8 men / 8.5%** committed the most serious institutional infractions: Fighting, Assault on Inmate, or Assault on Staff. This data point comes from Incident Participant Study (Ortiz-Vega, 2024), Trax Query (Van Wright, 2024), and Crosstab (Lauzon, 2024).

91.5% of YSI participants did not engage in a fight or assault in 2023

HCSO's recidivism metrics are overall highly positive (low) on a state and national scale. Specific to Reincarceration, the most serious rate, our "Report Card" shows lower than MA's very good rates on 12 out of 12 measures for recent cohorts at 1-, 2-, and 3-year post-release (query model). The most recent HCSO rates include:

16.6% Reincarcerated at 1-year post-release

20.5% Reincarcerated at 2-years post-release

25.8% Reincarcerated at 3-years post-release

8910-1000 Hampden Prison Industries Retained Revenue Report

By contrast, statewide measures for the same time period were: **20.8%**, **25.4%**, and **31.3%** (mass.gov, 2024). National reincarceration figures, though less timely, were higher at last report: 1-year 19.9% and 3-year 38.6% (2-year rate unavailable nationally).

Among the 360 program activations in YSI across 2017-2021, 310 persons were in release cohorts tracked for recidivism (reincarceration). Within this monitored group (310), there was a Risk / Need Score of **4.8** (medium) on a scale of 0–8, similar to the risk / need score of **4.6** for HCSO's sentenced releases in 2021 (on the same scale). It should be noted that YSI participants inherently tend towards longer stays, which means that courts have determined their cases to be more serious in nature.

Outcomes for YSI participants indicate that York Street participants fared about as well as their HCSO counterparts and better than the most recent statewide reincarceration rates. Specifically, for YSI participants versus their counterparts statewide, there was

4.8 point reduction one year out

5.9 point reduction two years out

2.1 point reduction three years out

YSI participants exhibited overall very good recidivism outcomes in the most recent three years:

16.0% Reincarcerated at 1-year post-release

19.5% Reincarcerated at 2-years post-release

29.2% Reincarcerated at 3-years post-release

For further statistical context, please reach out to sally.johnsonvanwright@hcsd.state.ma.us or nicole.harrington@hcsd.state.ma.us or maureen.lauzon@hcsd.state.ma.us or go to <https://hcsoma.org/public-information/research/> or <https://www.mass.gov/info-details/cross-tracking-system-state-county-correctional-populations>

EMPLOYMENT RATE INFORMATION

- Since its inception, the HCSO Employment Team has connected individuals to more than **11,300** job placements.
- Averaging approximately **25** new employers annually, the HCSO's employment database currently lists well over **500** employers and vendors that we have partnered with over the years.
- During FY23, **235** individuals transitioned to employment using the Employment Team's services.
- Significantly, we also added **34** new employers to our database (9 more than our yearly average).

SECTION II

Information on the participants.

Industries Participants in Fiscal Year 2023:

Potential candidates for the Prison Industries program (PI) must earn the opportunity to enroll. This is achieved through prior work performance evaluations within facility jobs, program participation and overall assessment. Once in the Prison Industries program, participants are required to remain incident- and discipline-free.

○ *Inside the Facility:*

- We utilize our programs to prepare offenders for reintegration into society by giving them the tools and real life experiences while incarcerated to get and maintain employment in the community.
- Prison Industries becomes a tool to reward good behavior. Offenders that want to learn and do the right things can excel, earn money, and gain the knowledge to become more employable when released.
- Prison Industries is also a tool used to change disruptive behavior. By allowing individuals the opportunity to become part of a team and learn to work together, we can slowly break the cycle of negative behavior. After working within the industries program, these individuals become less of a problem in the living units and more employable upon release.

○ *Outside the Facility:*

- While taking a comprehensive review of the needs of each individual, we use treatment, education, vocations, industries and employment to help ex-offenders get and maintain employment within the community. If an individual has a setback when released, we offer support through our community-based team at our All-Inclusive Support Services program (AISS) located within the community of Springfield. Here, we offer support for a number of reentry needs such as substance abuse treatment, housing, child support and employment services. These services are available to any ex-offender no matter how long they have been released.

- Our Employment Team assists in employment placement and also with job retention. This support is critical for the offender and the employer. In this endeavor, we are positioned to anticipate problems and avoid potential termination of employment.

SECTION III

Information on the customers of the program, including whether they are a public entity, a private business or a nonprofit.

Community Restitution Crews

Products and services sold by York Street Industries are chosen carefully as not to take business away from local vendors. Competing vendors for most products that are produced are located outside the continental USA. Vocational training is the number one concern of our industries program and customers are selected based on several criteria.

1. **Public Agencies** – We believe offenders should give back to the community that they came from and in teaching offenders to take pride in a job well done and establishing a good work ethic is paramount in maintaining employment on the outside. Our offenders come from the local community, so when we rebuild a park or baseball field they are giving back to the community and an offender can take pride in the fact that his or her child maybe using that park once finished.
2. **Nonprofit** – Like public agencies, nonprofit agencies are committed to helping our community. Helping to produce goods and services for nonprofits allows offenders the ability to develop skill sets that will enhance their opportunities for long term employment upon release. Ultimately, this contributes to reducing recidivism rates and strengthening the community and families they return to.
3. **Private Businesses** – Our partnership with private business is essential to the success of our Prison Industries program. Our model is a two-fold approach of teaching skills and generating revenue. We teach offenders essential soft skills in our industries program such as punctuality, time management, quality control, teamwork, communication, listening, and taking pride in a job well done, to name a few. Together with our business partners we get to take these skills to the next level and teach offenders specific skills needed to gain sustainable employment. Some examples of these skills include basic construction, welding, sewing, packaging, tool usage, quality control, shipping, receiving, inventory control, machine and tool operation, OSHA 10, ServSafe, production deadlines, and safety. Upon completion of the industries program, offenders have secured employment in

construction trades, food service, manufacturing, and customer service, to name a few. In some cases, we are able to place a worker in a job while still in higher security as a result of their acquired vocational skills. We maintain contact with these individuals to support them and ensure they meet all requirements to maintain employment in the community.

Reentry planning begins on day one of incarceration at each of our facilities. A holistic approach to vocational, education, employment readiness training - as well as and short- and long-term goal defining - begins immediately. These integrated assessments and individual release plans prepare people for returning to the community by working in partnership with hundreds of community resources to establish a solid platform to create the highest possible impact for ex-offenders, their families and our neighborhoods.

Our Community Restitution work crews have saved cities and towns across Hampden County millions of dollars and performed over a million hours of labor, often completing tasks left unresolved by others. For example, the city of Springfield alone has seen a savings of over \$11 million.

FY23 Community Restitution Projects:

Our Community Restitution crews perform weekly street and park clean-ups within Hampden County. Partnerships with the cities of Springfield, Holyoke and Chicopee yield community service projects that are outlined below, saving the cities annually and contributing to our community's quality of life.

Through our unique partnership with the **Springfield Parks Department**, the HCSO's Community Restitution program provides vocational training and workplace skills in the construction field. Utilizing a city-owned saw mill and tree dump, we are able to salvage usable wooden boards for reuse. The project has spawned a "Green" business and vocational training opportunity. The boards are brought from the community to our Building Trades shop where students learned to measure, cut and assemble Adirondack chairs. The local demand for these chairs is so great that we have been increasing our efforts on this production. Gradually, we began building sheds that are constructed in the same manner as a residential home to teach carpentry skills. This recycling program represents a unique synergy between our outside work crews and our shops within the Main Institution and helped earn the designation of Springfield as the *fourth greenest city in America*.

Additionally, the work of our Community Restitution crews has benefited the following communities with the following projects:

CITY OF SPRINGFIELD:

1. Municipal Golf Courses (Franconia and Veterans) – painted building exteriors, refurbished locker rooms, restrooms and installed epoxy floor
2. Forest Park – painted Trolley Barn interior and exterior, installed new floors, installed new drywall and epoxy floor in the Monkey House of Forest Park Zoo, refinished and stained deck at Barney Carriage House
3. City Hall – extensive restoration and painting of mayor’s office, city hall chambers and various conference rooms
4. Fire Department – sanded and refinished floors at several Springfield fire stations

TOWN OF LUDLOW:

1. Ludlow High School – graffiti-removal project at LHS stadium, including power washing of bleachers, pruned/cleaned up the track and field area
2. Town Hall – built new office area for HR Department, including framing walls, installing insulation, hanging drywall, installing drop ceilings, new doors and a fresh paint

TOWN OF SOUTHWICK:

1. Southwick Police Department – transformed garage area into staff exercise area, including painting interior up to 16’ ceilings, removal of partition wall, and drywall repair
2. Baseball Fields – painted hundreds of feet of chain linked fence around little league and softball fields

TOWN OF MONSON:

1. Department of Public Works – painted exterior of six bay garage and adjacent office building
2. Dog Pound – painted interior of 4,000 square foot building, converted into offices

COMMONWEALTH OF MASSACHUSETTS:

1. Mass State Police Academy – painted Police Academy dorm rooms, offices, restrooms. Such projects for MSPA are completed as-needed approximately every few months.

NON-PROFIT ORGANIZATIONS:

1. Spring of Hope Church – installed new epoxy floors
2. Central City Boxing and Barbell – painted 20-foot interior walls and ceilings to facilitate transition from flower warehouse to a gym for at-risk youths - alternative price quote to the non-profit for this work was more than \$40,000
3. Community Gardens Springfield – completed bi-weekly landscaping services to three community gardens located on Beaumont, Mill and Alderman Streets
4. Dress for Success Western Mass – provided moving services and labor to help the organization move to its new location in Springfield

1. Quality of Life

Graffiti removal, Neighborhood Landscaping & Clean-ups, baseball fields, terraces.

2. Upholstery

The trend for re-upholstering office furniture for local businesses has grown significantly this past year for YSI, with the community back in full-swing after the COVID pandemic.

PAST PROJECTS:

The seat re-upholstery of auditoriums has financially saved our Commonwealth hundreds of thousands of dollars. These work incentive projects include schools and colleges with seating from 400 to as large as 1,500. Boston University, University of Massachusetts, Springfield Public Schools, Springfield Technical Community College, Taunton Public Schools, Fall River Public schools among others, are samples of the expansive scope of work. Each auditorium job can save a school from \$100,000 to \$500,000 and this can mean the difference between bringing an auditorium back to life and up to fire code or students sitting in ripped torn seating with exposed foam and metal.

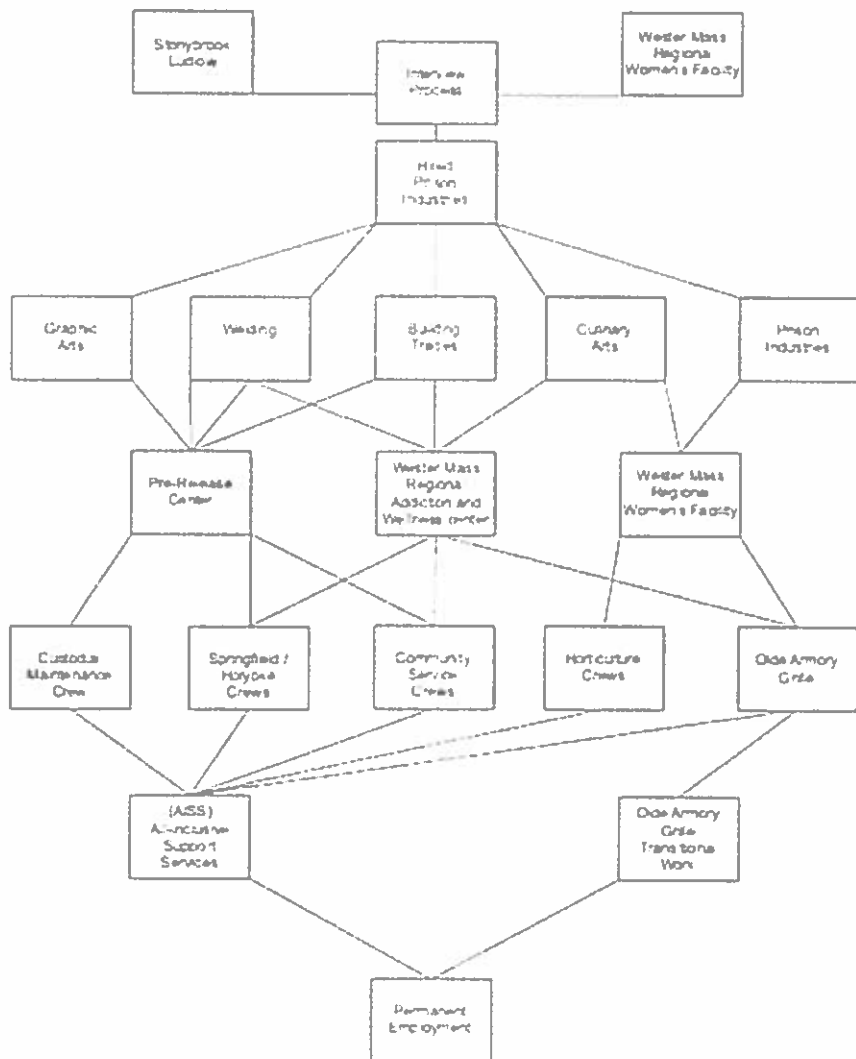
- a. Another aspect of the re-upholstery program is the complete restoration of furniture. Thanks to our carpentry, welding and upholstery teams, all pieces are new again. To our despair, we are so busy that we have had to reject potential business.
 - b. Prison Industries has assisted numbers cities and towns across the Commonwealth including Palmer, Ludlow, Holland, Wilbraham, Longmeadow, East Longmeadow, East Otis, Chicopee, Russell, Westfield, West Springfield, Hampden, Monson, Taunton, Fall River, Cohasset and towns on Cape Cod.
- Entrepreneurial: The **Workforce Initiative** will be looking to develop the entrepreneurial potential in its participants.

For some, the dream of continuing their vocation into their own business became a reality. One participant had opened his own restaurant in downtown Springfield and was doing very well for several years. Unfortunately, the impact of the COVID pandemic was too much and he was forced to close his restaurant. However, he did not give up on his dream of success. He reconnected with our Employment Team and soon found employment at the Marriott Hotel in Springfield.

SECTION IV

Compensation Rates for Participants:

The compensation rate for Prison Industries begins at \$0.50 per hour and ranges up through the Massachusetts minimum wage of \$15.00. The rate of pay is dependent upon worker classification status and work site.



A vital component of the Prison Industries system is addressing the varied needs of our inmate population as the whole person and not just to punish them for their offenses. We also actively look to eliminate impediments to health care, rehabilitation, education and employment. York Street Industries plays a vital role by helping to change prior criminal behaviors which helps to facilitate a successful

8910-1000 Hampden Prison Industries Retained Revenue Report

transition back to family and community. Our participants' recidivism numbers are significantly lower compared to the national average, validating the efficiencies of our strategic reentry model. There are struggles, but this holistic philosophy has changed thousands of lives, provided pathways, and built a firm foundation for our released citizens, their families and ultimately the quality of life within our communities.

Now more than ever, our Sheriff's Office is at a place where we believe we can continue to thrive and create measurable change by increasing our retained revenue cap.