Massachusetts Department of Correction
Correctional Industries
Program Participation and Recidivism
An Analysis on Incarcerated Individuals Released in 2020

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Maura T. Healey, Governor
Gina K. Kwon, Secretary of Public Safety and Security

Massachusetts Department of Correction Correctional Industries Program Participation and Recidivism, An Analysis on Incarcerated Individuals Released in 2020

COMMONWEALTH OF MASSACHUSETTS

Maura T. Healey, Governor

Kimberley Driscoll, Lieutenant Governor

EXECUTIVE OFFICE OF PUBLIC SAFETY AND SECURITY

Gina K. Kwon, Secretary

MASSACHUSETTS DEPARTMENT OF CORRECTION

Shawn P. Jenkins, Commissioner

Hollie Matthews, Acting Executive Director, Strategic Planning and Research

PREPARED BY

Hollie Matthews, Acting Executive Director, Strategic Planning and Research
Jiqiang Rong, Statistician, Research and Planning Division
Benjamin Desrochers, Program Evaluation Manger, Research and Planning Division

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Massachusetts Department of Correction Correctional Industries Program Participation and Recidivism, An Analysis on Incarcerated Individuals Released in 2020

Executive Summary

The purpose of this study was to discuss the Massachusetts Department of Correction (MADOC) incarcerated individuals' participation in Correctional Industries (CI). This report focuses on the areas of program participation and hours worked, compensation, employment, and disciplinary reports. Recidivism rates[1], based on a three-year follow-up of MADOC incarcerated individuals released during 2020 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

- Of incarcerated individuals released in 2020, 137 individuals participated in the CI program.
- Incarcerated individuals who worked for two or more years made an average of $8,014.
- Participation in the CI programs is associated with the reduced total number of disciplinary reports (D-reports) and average number of D-reports per year.[3]
- The incarcerated individuals who did not participate in the programs had a higher recidivism rate of 28%, which was reduced to 20% among incarcerated individuals involved in the programs disregarding how long they stayed with the programs.

Introduction

Incarcerated individuals 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 individual 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 are often rejected due to their criminal history, and may lack the necessary education, work experience, or skills needed to maintain a long-term job, and may be barred from receiving occupational licensing depending on state law (Evans and Koenig, 2011; Wang and Bertman, 2022; Sibilla, 2020). A recent publication by the U.S. Justice Department found that one third of a cohort (n = 73,500) of incarcerated individuals released from federal prisons in 2010 did not find employment throughout the entire sixteen quarter follow up period. These findings highlight the difficulties that formerly incarcerated individuals face when searching for employment in the community (Carson *et al*, 2021).

Research shows the impact of prison industry programming on the lives of those formerly incarcerated. Many of these programs can provide incarcerated individuals with a necessary level of training and work

[1] The recidivism rate is calculated by dividing the number of incarcerated individuals reincarcerated by the number of incarcerated individuals in the release cohort.
[2] Pursuant to its own internal practices, MADOC employees are not permitted to contact incarcerated individuals after release, therefore the follow-up data on incarcerated individual's employment after releases is not included in this report.
[3] D-reports used in this analysis include all closed guilty and plead guilty discipline reports that were sanctioned and occurred before the release date of an incarcerated individual.

experience prior to release. Industry programs have been shown to increase employment across many states and demographics and have also been able to show significant reductions in recidivism, in addition to the more direct economic benefits to the state. In turn, those savings can be reinvested into continued programming (Evans and Koenig, 2011; Harris and Goldman, 2014; Prell, 2006)

Results derived from an evaluation of the state of Washington's 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 individuals 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 individuals 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 individual'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 for 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*)*.

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 ex-incarcerated individual. 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 (Harris and Goldman, 2014). 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. CALPIA participants experienced reincarceration between 26% and 38% less often in the three years post-release than other released California incarcerated individuals 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). A more recent evaluation continues to show significantly lower rates of rearrest and reconviction for CALPIA participants when compared to control groups (Hess and Turner, 2021)

Correctional Industries at the Massachusetts Department of Correction

The mission of Correctional Industries (CI) at the MADOC is to foster a positive work ethic in incarcerated individuals 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 ethic gained through CI, incarcerated individuals have a greater chance of being gainfully employed and succeeding after their release, thus reducing the possibility of recidivism.

MADOC CI employs approximately 340 incarcerated individuals at six institutions (See Appendix). Over the past year (January 1, 2025 – December 31, 2025), CI served approximately 334 state agencies (including their associated agencies) and 429 non-state customers. In accordance with policy, participation in the CI program is voluntary for incarcerated individuals. Eligibility to work in this program is contingent upon an individual's request and the completion of initial clearances by the Classification Board. The Tablet Program continues to enable incarcerated users to build upon their training in manufacturing processes. CI program participants are paid an average hourly stipend rate of $1.49, ranging from $0.51 to $2.46 an hour.

Methodology

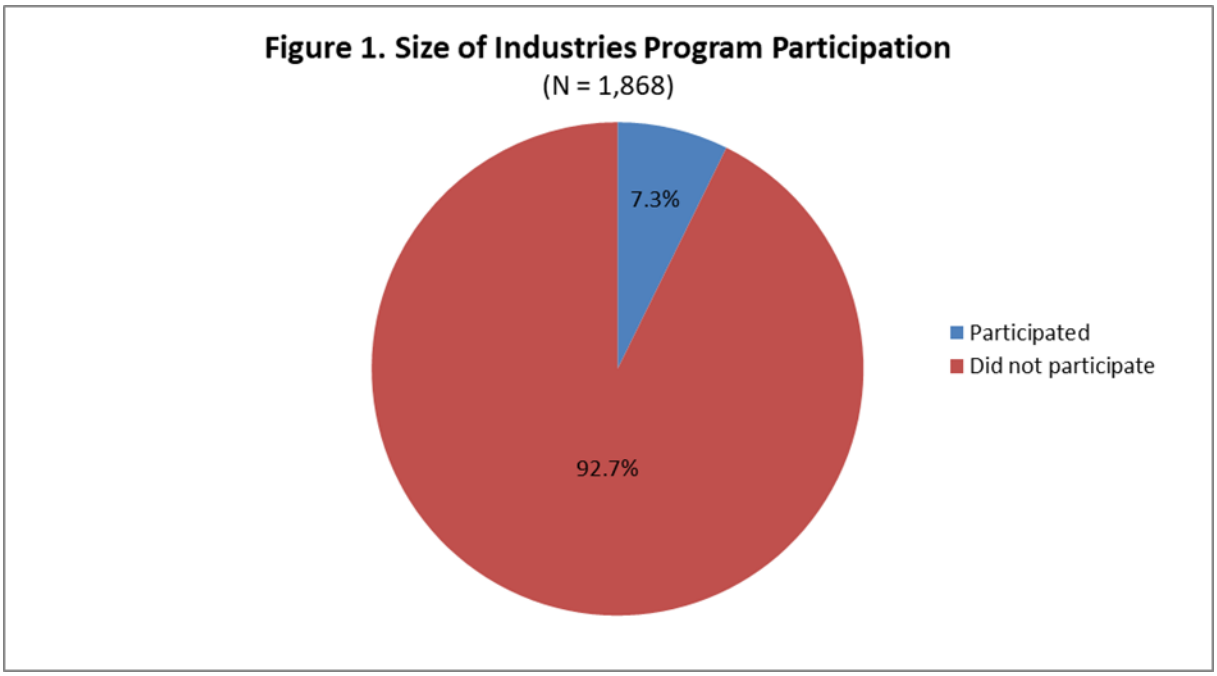
The analysis herein is based on the 2020 release to the community cohort and examines recidivism rates over a three-year follow-up period. The cohort includes criminally sentenced incarcerated individuals released to the community via parole or expiration of sentence. Areas examined include the number 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, Massachusetts Parole Board's SPIRIT Database, 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 individuals released to the community during 2020 was tracked through the Massachusetts Criminal Justice Information System (CJIS) to determine any re-incarceration within three years of the incarcerated individual's release to the community.

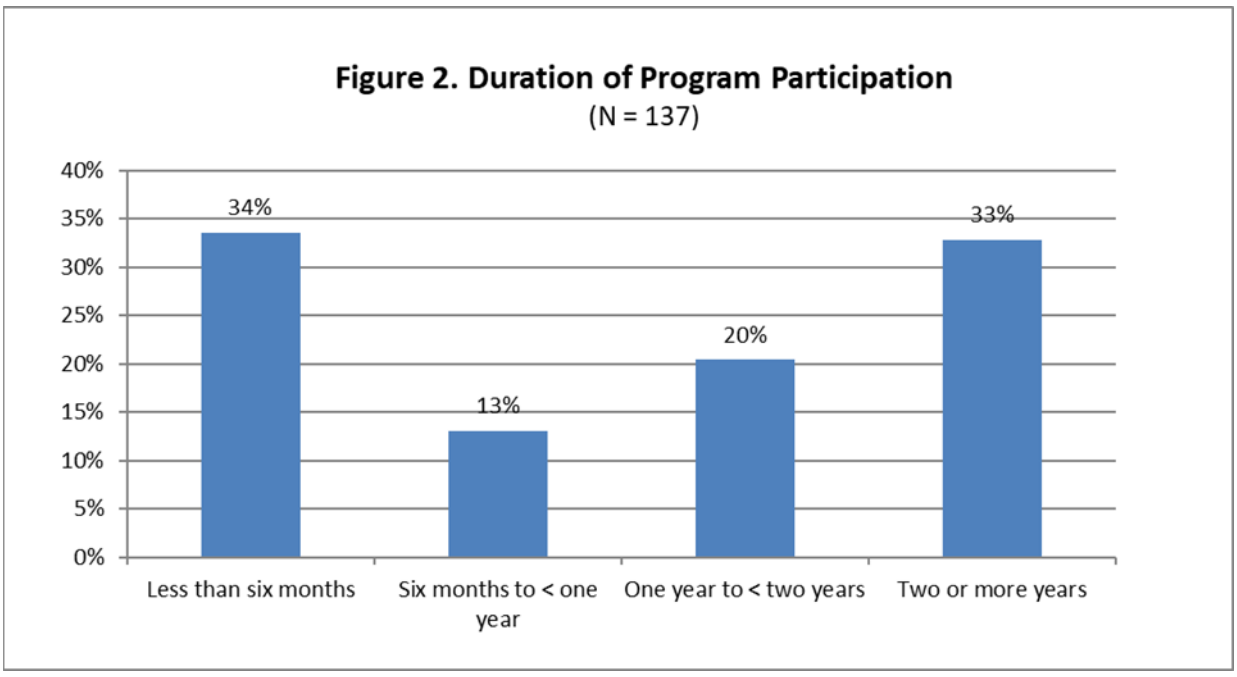
An incarcerated individual can be re-incarcerated in one of the following ways: technical violation of parole; violation of parole with a new offense; new court commitment to a Massachusetts county, state, or federal facility; technical violation of probation; or probation violation with a new offense. 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

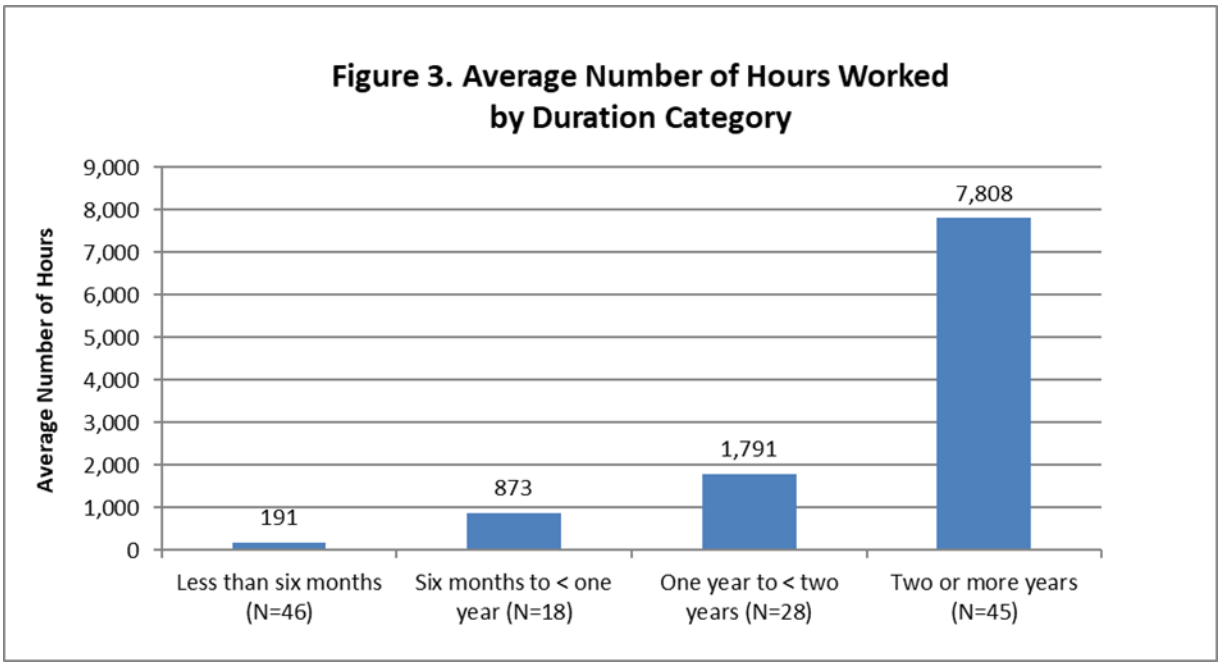
Of the 1,868 incarcerated individuals released in 2020, 7.3% were enrolled in CI programs at some time during their incarceration (Figure 1).



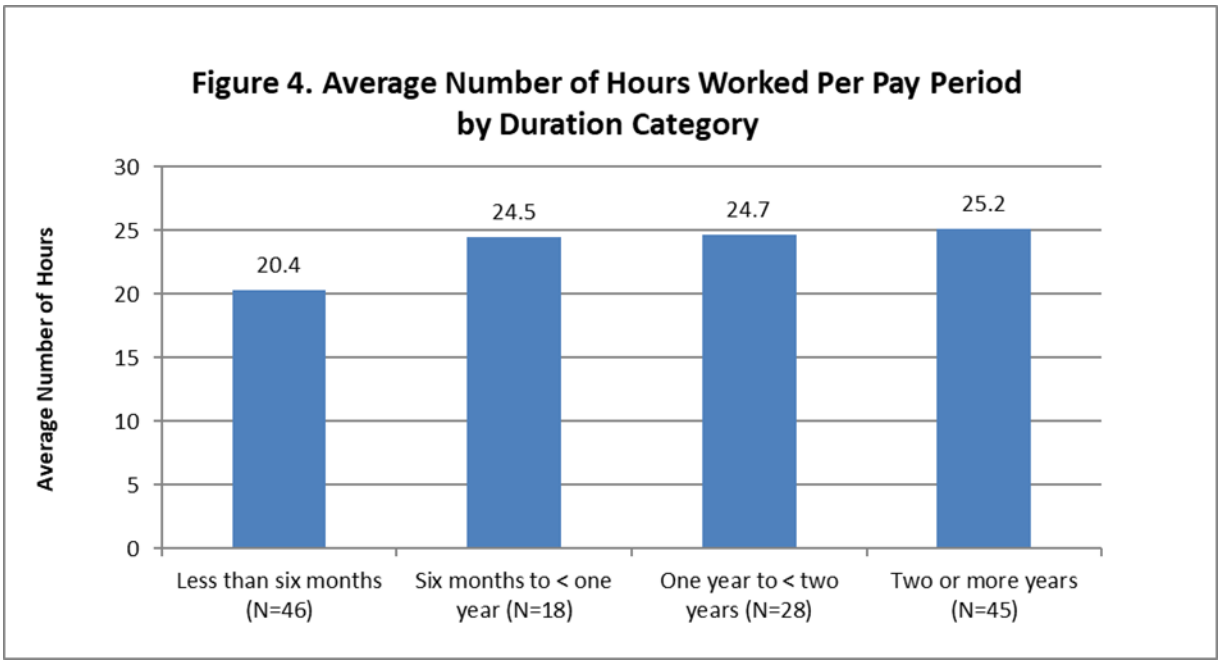
Incarcerated individuals who participated in the CI programs were enrolled in the programs for an average of 625 days, measured from the first day of their first payroll week to the last day of their final payroll week before release. However, about one-third of the program participants (34%) took part in the programs for less than six months and another thirteen percent (13%) participated in the programs for six months to less than one year, resulting in about one-half of participants remaining in the programs for less than 365 days (Figure 2).



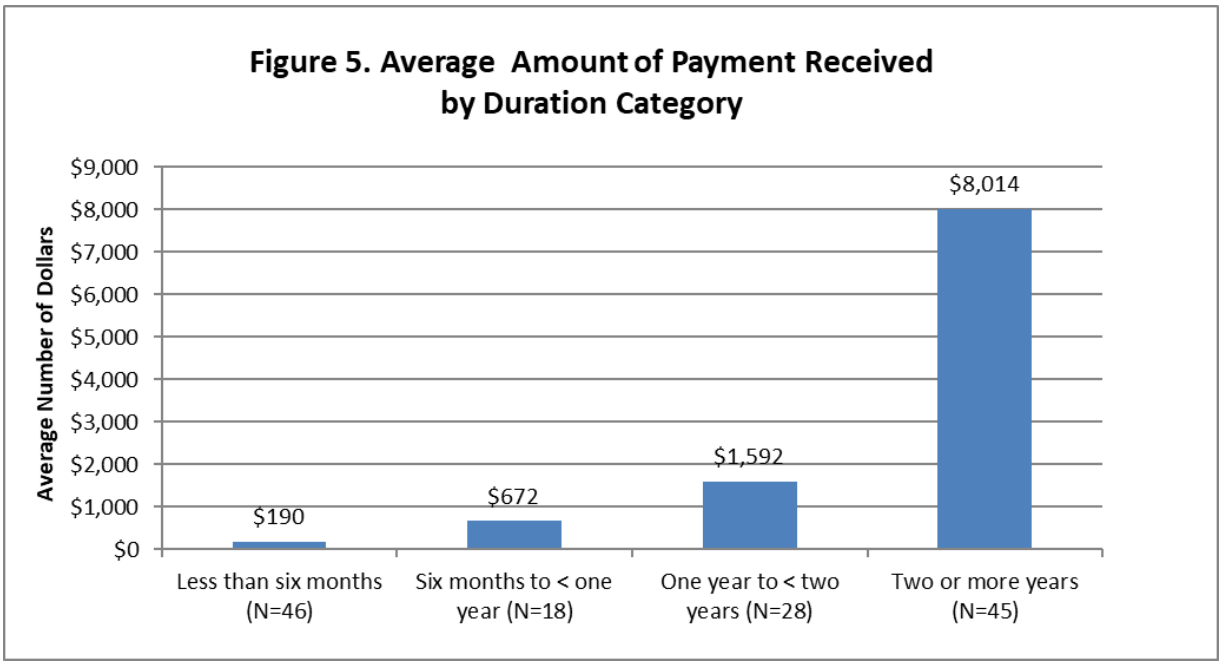
Payroll data confirmed that incarcerated individuals who remained with the CI program longer naturally worked more hours than those who did not participate in the program as long. As shown in Figure 3, incarcerated individuals who participated in the programs for less than six months worked, on average, 191 hours while incarcerated individuals who joined the programs for two or more years worked an average of 7,808 hours each, or 41 times more hours than their counterparts with the shortest participation history.



When examining the average time worked per pay period, the large differences across categories of participation duration were reduced substantially. On average, incarcerated individuals who were involved in the programs for two or more years worked about five hours more per pay period than the incarcerated individuals who participated in the programs for less than six months. Incarcerated individuals who were in the two middle duration categories worked about four hours more than the shortest duration group and a half hour less than the longest duration group. The average number of hours worked in each pay period appeared to grow along the duration timeline. Incarcerated individuals who stayed with the programs longer worked slightly more hours in each pay period than their shorter duration counterparts. (Figure 4).

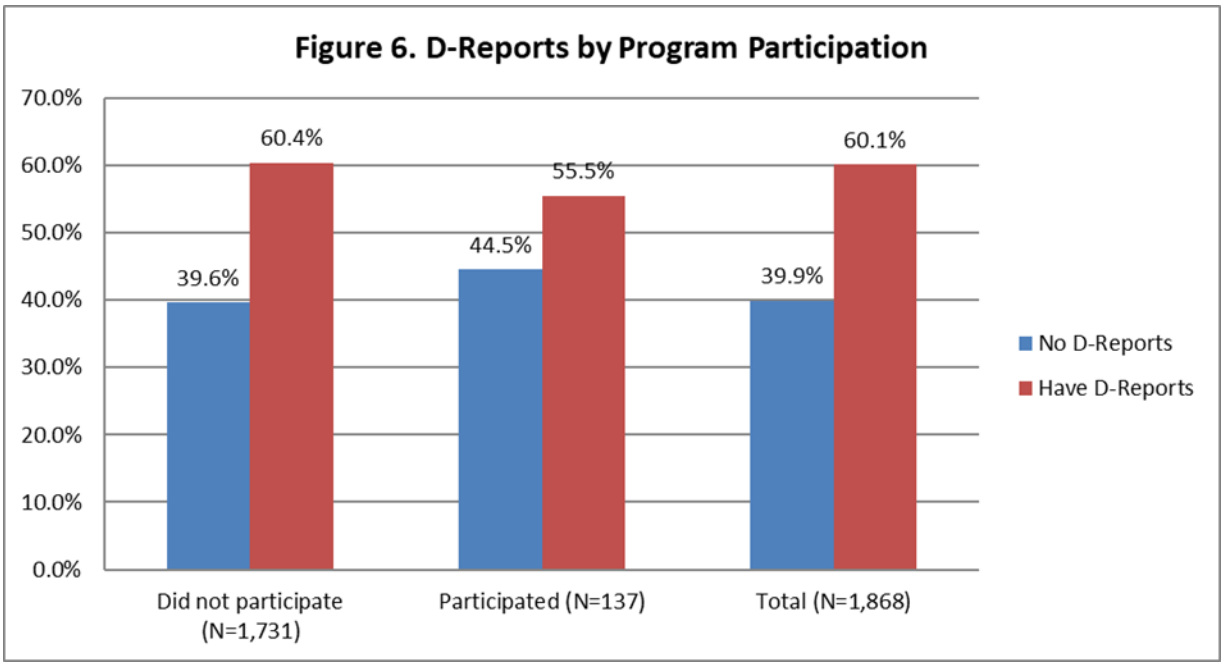


By the same token, incarcerated individuals who participated in the CI programs for a longer period earned more money than those who participated for a shorter duration. As shown in Figure 5, incarcerated individuals who worked for two or more years made an average of $8,014. In contrast, incarcerated individuals involved with the programs for less than six months earned only $190. For incarcerated individuals that fell in the two middle categories, the total average payment they received also fell between the two ends of the spectrum. On average, individuals released during 2020 who participated in the CI program were paid an hourly rate of $0.96 an hour.



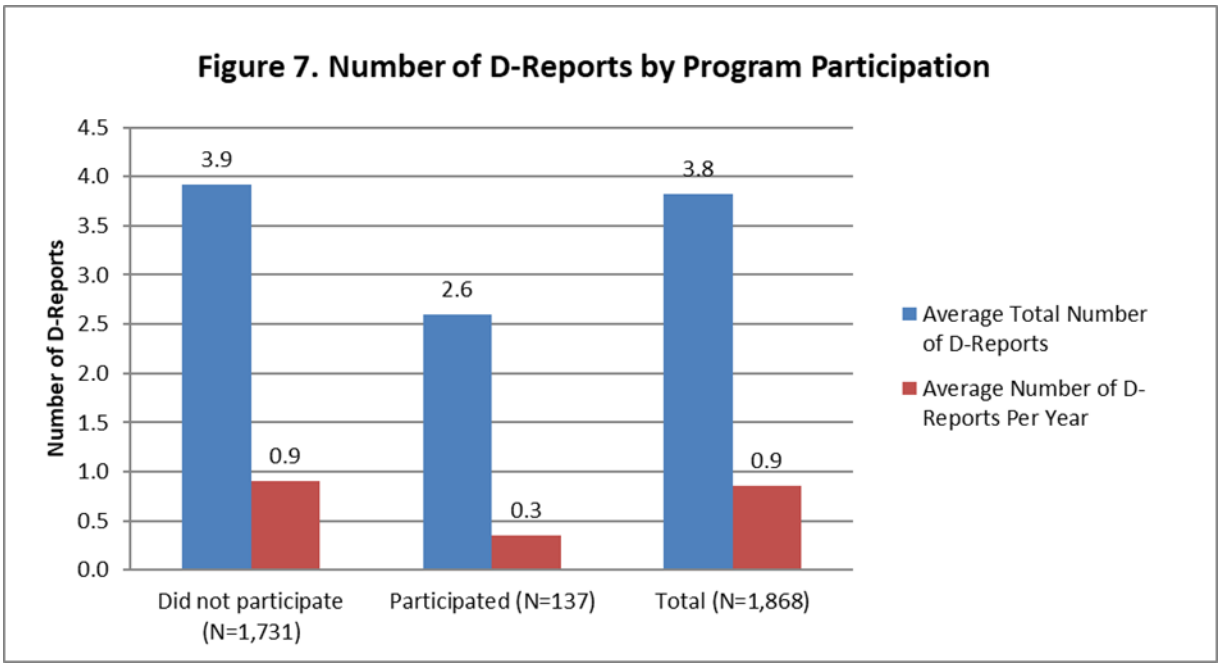
Program Participation and Its Association with Disciplinary Reports (D-reports)

Of the incarcerated individuals released in 2020, about 60.1% had at least one D-report during the time they were incarcerated before release. The percentage went down to 55.5% among program participants, lower than the 60.4% of incarcerated individuals who did not take part in the CI programs. The difference, however, is not statistically significant at the 95% confidence level[4] (Figure 6).

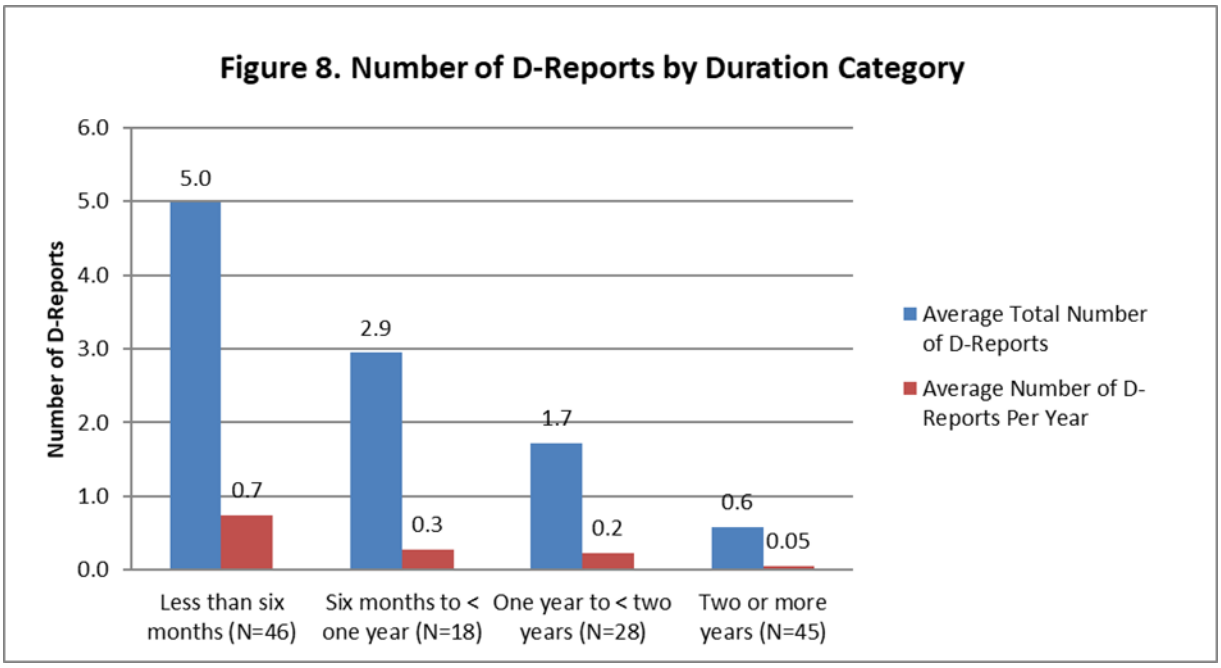


On average, incarcerated individuals who participated in the CI programs received 2.6 D-reports during the time they were incarcerated before their release in 2020, lower than the 3.9 D-reports received by the non-program participants. Since the total number of D-reports tends to grow with the length of incarceration, the average number of D-reports received per year revealed that program participants received 0.3 D-reports per year, lower than 0.9 D-reports that non-program participants received per year. Participation in the CI programs reduced the number of D-reports that an incarcerated individual received in total and on a yearly basis (Figure 7).

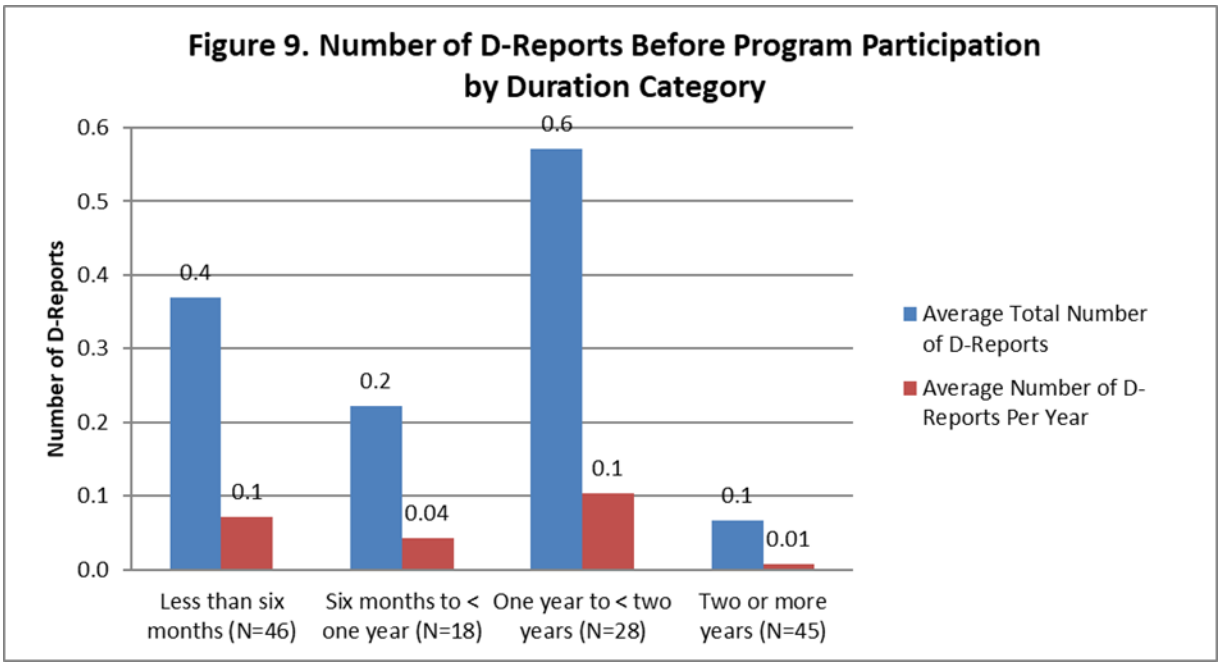
[4] Statistical significance refers to whether any differences observed between groups being studied are "real" or due to chance. In most sciences, results yielding a p-value of .05 or 95% confidence level are on the borderline of statistical significance. At this level or higher, we would conclude that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



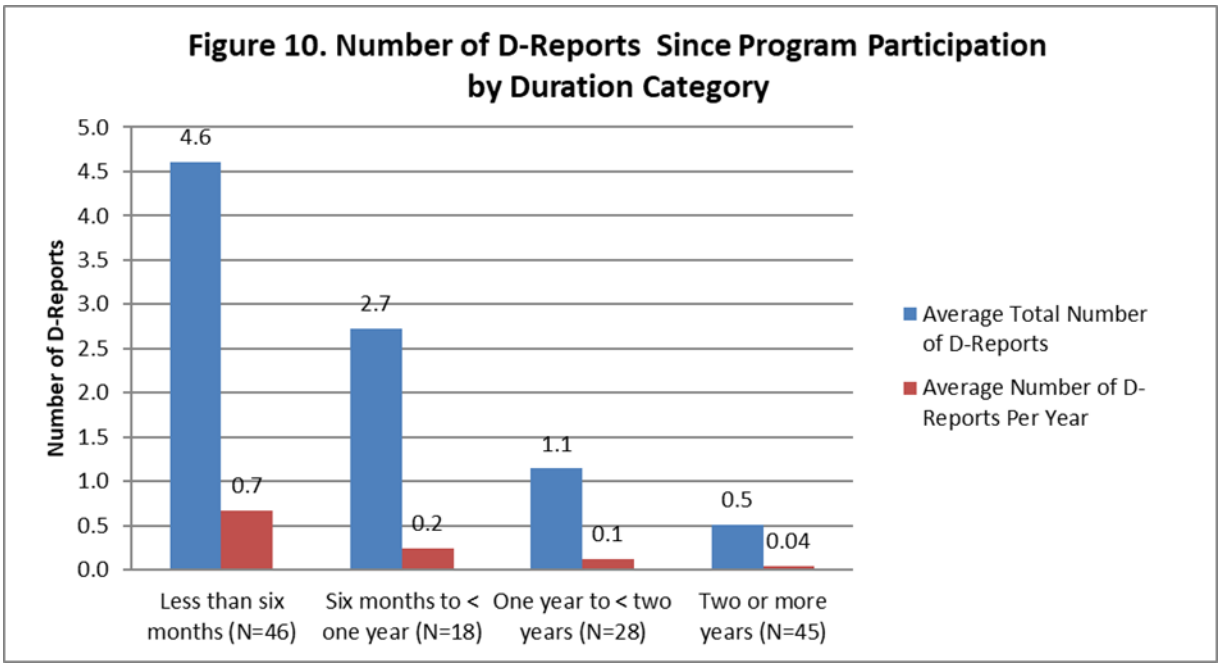
Across the durations of program participation, incarcerated individuals in the longer duration categories had lower total numbers of D-reports than the shorter duration groups. They also had the lower average number of D-reports per year than the lower duration groups, indicating that working in the CI programs longer is associated with the reduced number of D-reports in total and on a yearly basis (Figure 8).



The number of D-reports reported in Figure 8 covers the entire time in which an individual 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, the total number of D-reports and the number of D-reports per year appeared to move randomly across participation duration category, suggesting that incarcerated individuals were not more or less likely to violate rules that resulted in a D-report before they participated in CI programs, disregarding how long they stayed with the programs later. The only exception is the longest duration group. Those individuals who participated in programs for two or more years had lower number of D-reports in total and on a yearly basis than the other three groups before they joined the programs.



Compared with the number of D-reports that incarcerated individuals received before they joined the CI programs, participation in the programs reduced the number of D-reports received. Both the total number of D-reports and the number of D-reports per year decreased as the length of participation increased from the lowest duration group to the highest duration group in a linear way. The longer an individual stayed with the programs the less likely they would violate rules and regulations and receive a D-report. (Figure 10).

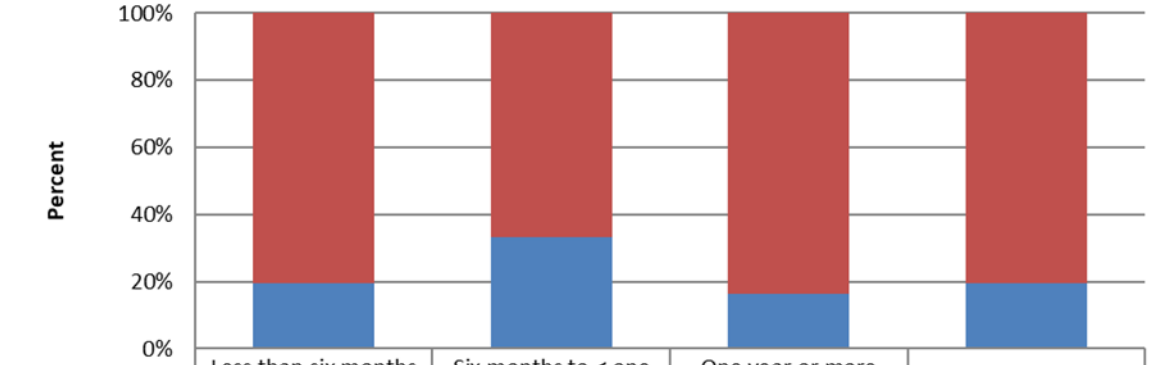


In summary, participation in the CI programs lowered the number of D-reports that incarcerated individuals received. Staying with the programs longer was associated with a reduced number of D-reports both in total and per year.

Program Participation and Its Association with Recidivism

A look into the relation between the length of program participation and recidivism reveals little difference between the rate of recidivism and program participation duration. The incarcerated individuals who participated in the programs ranging from six months to less than one year had the highest recidivism rate of 33%, which was reduced to 20% among incarcerated individuals who stayed with the programs for less than six months and to 16% for incarcerated individuals who were involved in the programs for one or more years. However, the differences were not statistically significant at the 95% confidence level and hence duration of program participation had little impact on the rate of recidivism (Figure 11).

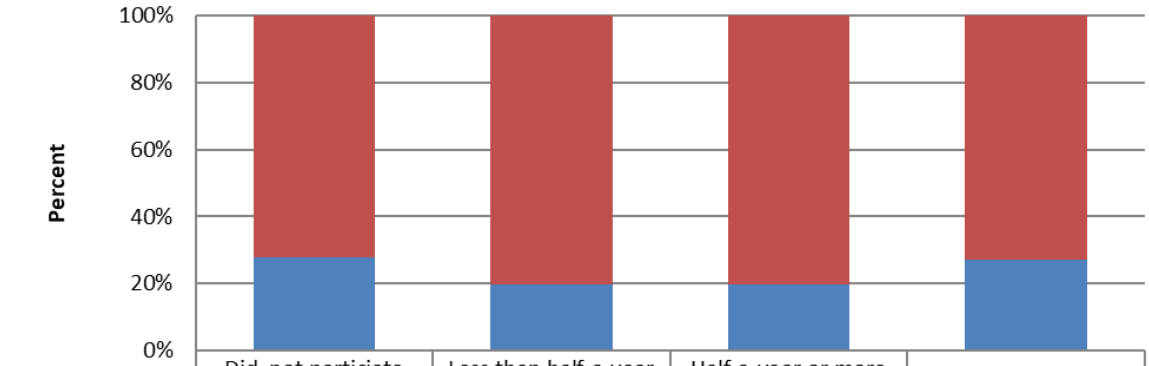
Figure 11. Recidivism by Duration of Program Participation



	Less than six months (N=46)	Six months to < one year (N=18)	One year or more (N=73)	Total (N=137)
Not recidivated	80%	67%	84%	80%
Recidivated	20%	33%	16%	20%

Combining the above three length categories into two categories along the six-month line and comparing the data with that of non-participating individuals reveals that enrollment in the programs was associated with reduced rate of recidivism. Compared with the recidivism rate (28%) of incarcerated individuals who were not enrolled in the programs, the rate of recidivism was lower among incarcerated individuals who participated in the programs for less than six months (20%), and for six or more months (20%). Program participation was associated with lower rate of recidivism disregarding whether an individual took part in the programs for less than six months or for six or more months (Figure 12).

Figure 12. Recidivism by Program Participation



	Did not particiate (N=1,731)	Less than half-a-year (N=46)	Half-a-year or more (N=91)	Total (N=1,868)
Not recidivated	72%	80%	80%	73%
Recidivated	28%	20%	20%	27%

Program Participants vs. Non-Participants

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

Incarcerated individuals who participated in the CI programs were more likely to be in the violent (person and sex offenses) as opposed to non-violent (drug, property, and other offenses) category, and more likely to be subject to post-release supervision (parole only or parole and probation) than individuals who did not participate in the programs. They were also more likely to be older than non-participants at the time of release, had a lower recidivism risk score, and served longer time in prison. In addition, a higher percentage of program participants carried a mandatory sentence and fell in the "Other" race/ethnicity category than the non-participants (Figure 13).

Figure 13. Participation in Correctional Industries Programs by Key Demographics

Variable Name	Category	Not Worked	Worked	Count
Gender	Male	92.7%	7.3%	1,726
	Female	92.3%	7.7%	142
Race/Ethnicity*	White	92.1%	7.9%	812
	Black or African Americar	92.4%	7.6%	502
	Hispanic	94.4%	5.6%	522
	Other	81.3%	18.7%	32
Mandatory Sentence*	Yes	90.2%	9.8%	482
	No	93.5%	6.5%	1,386
Governing Offense Category **	Non_violent	95.6%	4.4%	924
	Violent	89.8%	10.2%	944
Release Institution Security Level	Maximum	96.0%	4.0%	300
	Medium	92.8%	7.2%	884
	Minimum	91.4%	8.6%	418
	Pre-Release/ELMO	90.6%	9.4%	266
Post-release Supervision**	No supervision	95.5%	4.5%	462
	Parole & Probation	92.6%	7.4%	285
	Parole Only	87.4%	12.6%	427
	Probation Only	94.1%	5.9%	694
Age at Release **	Mean Age	39.1	46.0	1,868
General Recidivism Risk Score **	Mean Risk Score	6.37	5.49	1,797
Time Served **	Mean Number of Days	1,611	4,055	1,868

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

Given the demographic differences among the two categories of program involvement recognized above, a logistic regression analysis was performed to determine whether these variables had stronger influences on recidivism than program participation.

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/ethnicity, 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 one binary indicator of whether an incarcerated individual participated in CI programs (7.3%); incarcerated individuals who did not participate in the programs served as the reference group (92.7%).
- Gender was measured using a binary indicator of whether an incarcerated individual was male (92.4%); females served as the reference group (7.6%).
- Race/ethnicity was measured using three binary indicators of Black or African American (26.9%), Hispanic (27.9%) and other races (1.7%). White was in the reference group (43.5%).
- Mandatory sentence was measured using a binary indicator of whether the Massachusetts General Law governing an incarcerated individual's governing offense contains a mandatory restriction (25.8%); those not having a governing offense containing a mandatory restriction served as the reference group (74.2%).
- The Governing offense category was measured using a binary indicator of whether an incarcerated individual committed a violent governing offense (49.5%); non-violent governing offense served as the reference group (50.5%).
- Release institution security level was measured using three binary indicators: medium security level (47.3%), minimum security level (22.4%), and pre-release/Electronic Monitoring (ELMO) (14.2%); maximum security level served as the reference group (16.1%).
- Post-release supervision was measured using three binary indicators of whether an incarcerated individual was placed under post-release supervision of parole and probation (15.3%), parole only (22.8%) or probation only (37.2%); no post-release supervision served as the reference group (24.7%).
- Age at release was a continuous variable that measured the age of an incarcerated individual at the time of release. Incarcerated individuals in this study had an average age of 39.6 when they were released from prison, ranging from age 20 to 91.
- General risk score, another continuous variable, was a measure of incarcerated individuals' recidivism risk based on the COMPAS Risk Assessment[5]. On average, incarcerated individuals under analysis had a risk score of 6.3, 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 individual stayed in MADOC custody plus jail credits received prior to sentencing. Incarcerated individuals released in 2020 served an average of 1,790 days prior to their release, ranging from 2 to 21,211 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 individuals who did not take part in the

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

CI programs, participation in the programs would reduce the odds of recidivism by a factor of 0.636. The reduction was statistically significant at the 95% confidence level (Figure 14).

Figure 14. Impact of Program Participation on Three-Year Recidivism (N=1,947)

Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Participated in the Programs*	-0.452	0.636	0.041

* denotes p < .05

The impact of program participation on recidivism remained largely intact. Incarcerated individuals who worked in the programs when other predictor variables were introduced into the model could reduce the odds of recidivism by a factor of 0.883. However, the effect is not statistically significant (Figure 15).

Figure 15. Impact of Correctional Industries Programs on Three-Year Recidivism (N=1,803)

Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Participated in Programs	-0.124	0.883	0.611
Gender*	0.606	1.834	0.029
Race/Ethnicity: Black or African American	0.267	1.307	0.055
Race/Ethnicity: Hispanic	-0.056	0.946	0.703
Race/Ethnicity: Other	-0.294	0.745	0.538
Mandatory Sentence	-0.287	0.750	0.07
Offense Category	0.095	1.099	0.488
Release Security Level: Medium **	-0.448	0.639	0.004
Release Security Level: Minimum **	-0.987	0.373	<.001
Release Security Level: Pre-release/ELMO **	-1.04	0.353	<.001
Supervision: Parole & Probation **	1.044	2.840	<.001
Supervision: Parole Only **	1.388	4.006	<.001
Supervision: Probation Only **	0.763	2.145	<.001
General Recidivism Risk Score **	0.172	1.188	<.001
Time Served	0	1	0.047
Age at Release *	-0.015	0.986	0.019

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

On the other hand, release institution security level, post-release supervision, general recidivism risk score, age at release, and gender had statistically significant impacts on recidivism. Compared with incarcerated individuals with no post-release supervision, supervision by parole and probation, parole only, and probation only increased the odds of recidivism by a factor of 2.840, 4.006 and 2.145 respectively. As the recidivism risk score increased from low to high, the odds of recidivism increased by a factor of 1.188. Compared with females, the odds of recidivism increased by a factor 1.834 among males. In contrast, compared with incarcerated individuals released from maximum security institutions, incarcerated individuals released from medium, minimum and pre-release/ELMO security institutions would decrease the odds of recidivism by a factor of 0.639, 0.373 and 0.353 correspondingly. Furthermore, as the age of the incarcerated individuals increased, the odds of recidivism would decrease by a small factor of 0.986.

Race/ethnicity, mandatory sentence, offence category, and time served appeared to have no statistically significant impacts on the rate of recidivism.

Summary

Less than 10% of incarcerated individuals released in 2020 participated in CI programs. On average, they were enrolled in the programs for 625 days with about one-half remaining in the programs for less than one year. Incarcerated individuals who stayed with the programs longer worked more hours and earned more money during the time they were with the programs than the incarcerated individuals who were not with the programs as long. On average, they also worked more hours per pay period than their shorter-participating counterparts.

Participation in the CI programs was associated with a reduced number of D-reports. Support for this association was found with both a reduced number of total D-reports and a reduction in the average number of D-reports per year that an incarcerated individual received during the time they were enrolled in the programs before release. The longer they stayed with the programs, the fewer number of D-reports they received.

Participation in the CI programs was associated with a lower rate of recidivism in bivariate analysis. Such associations did not pass statistical testing when other predictor variables were introduced into the model. On the other hand, our analyses on the 2015 to 2020 release cohorts revealed that other variables, such as general recidivism risk score (2015, 2016, 2017, 2018, 2019, 2020), age at release (2015, 2018, 2019, 2020), post-release supervision (2016, 2017, 2018, 2019, 2020), release institution security level (2016, 2017, 2018, 2019, 2020), mandatory sentence (2016, 2017, 2018), and gender (2020) had stronger influences on the rate of recidivism than participation in CI programs.

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Appendix

Massachusetts Correctional Industries Programs

FACILITY NAME	CORRECTIONAL INDUSTRIES PROGRAM SPECIFICATION
NORTH CENTRAL CORRECTIONAL INSTITUTION (NCCI-GARDNER)	MassCor's Optical Shop is a full-scale eyewear manufacturing laboratory, providing services to many optical providers throughout Massachusetts. Using state-of-the-art technology and equipment, the lab produces an estimated 300,000 pairs of high-quality eyewear annually. In addition, the Shop continues to assist other states' DOC with their eyewear needs. Incarcerated individuals working at this site are properly trained to operate our advanced equipment. Industrial instructors at NCCI-Gardner facilitate the process of recertifying incarcerated individuals working in the Optical Shop with the American Board of Optometry, a nationally recognized organization, so that their certification stays current. This will allow them to show valuable qualifications and a work history to potential employers.
MCI SHIRLEY	In the Sew Shop at MCI Shirley, incarcerated individuals learn how to sew by producing sheets, towels, t-shirts and socks. In addition, they learn valuable skills that are related to various employment opportunities in the sewing/textile industry. MCI Shirley also offers a woodshop program where incarcerated individuals learn to build various types of wood furniture including desks, lockers, bookcases, kitchen cabinets, outdoor furniture, and credenzas. Participating incarcerated individuals are trained on current, state-of-the-art equipment including CNC (Computer Numerical Control) machines. Many of the standard and larger orders, for products such as cabinets, lockers and bookshelves, are programmed by our incarcerated design clerk using Mastercam software. A laser engraving site is also found at this location. Here, incarcerated individuals design and create such items as coasters, memorial plaques, wooden cutting boards and signs. They learn the latest technology in software design and machine work. The Shirley Shop operations also handle the overflow of cemetery flag manufacturing as required.
MCI FRAMINGHAM	The Flag Shop at MCI Framingham currently manufactures United States, Commonwealth of Massachusetts and POW/MIA flags as well as laundry bags. Here, incarcerated individuals learn valuable skills that are related to various employment opportunities in the specialty sewing and manufacturing industry. Incarcerated individuals within MCI Framingham's Embroidery Shop embroider caps, jackets, t-shirts, and many other apparel items utilizing current software applications and embroidery equipment.
OLD COLONY CORRECTIONAL CENTER	Printing is the trade that incarcerated individuals learn at Old Colony Correctional Center's state-of-the-art Print Shop. Incarcerated individuals working in the Print Shop use the latest technology to produce a large variety of quality products and therefore also gain valuable skills which are easily transferable to private industry. Products offered include letterhead, continuous forms, city and town reports, and business cards. There is also a Validation Shop that produces Registry of Motor Vehicle stickers and decals.

MCI NORFOLK	MCI Norfolk houses numerous shops, allowing incarcerated individuals to work in a wide range of manufacturing settings. The Metal Shop manufactures custom-fabricated metal products such as benches, trash receptacles and picnic tables for cities, towns and state agencies as well as for our institutions. They also make modifications to our institutions as needed. We are in the process of adding an in-house powder coating operation which provides incarcerated individuals with additional skills while adding a quality finish to manufactured metal products. The updated machinery in this shop has increased capacity and improved quality of our metal products but more importantly, it has improved safety for our incarcerated workers and for our staff. In the License Plate Shop, incarcerated individuals produce license plates in accordance with requirements set forth by the Registry of Motor Vehicles. In the Clothing Shop, fabric is cut from rolls and sewn to create garments used in a number of areas throughout the Commonwealth. Apparel for incarcerated individuals such as pants and jackets are made here as well, as are blankets used throughout the MADOC. The Clothing Shop also manufactures cemetery flags which are in high demand. The Mattress Shop produces a variety of mattresses used in shelters, colleges and universities, jails and prisons, and local police and fire departments. The Upholstery Shop produces quality upholstered furniture, such as chairs and sofas, for both public entities and private customers. Major reupholstery projects include several high school auditoriums and reupholstering seats for the Encore Casino. The Binder Shop produces products integral to the MassCor product line and employee office needs such as vinyl binders and padfolios. Lastly, the Furniture Assembly Shop assembles various furniture items, most commonly, office chairs, from a number of outstanding furniture providers.
MASSACHUSETTS TREATMENT CENTER	The Massachusetts Treatment Center houses the Silkscreen and Sign shops. 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 to wall-mounted signs for indoor and outdoor use and signs posted at parks, beaches, and other recreational areas. Incarcerated individuals in the Silkscreen Shop produce high-quality custom decals for a variety of uses such as cornhole boards, silk-screened clothing and many other applications. These products continue to be in high demand and we offer them at a fair value.