Massachusetts Department of Correction

Correctional Industries Program Participation and Recidivism

An Analysis on Incarcerated Individuals Released in 2018

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Massachusetts Department of Correction Correctional Industries Program Participation and Recidivism, An Analysis on Incarcerated Individuals Released in 2018

Executive Summary

The purpose of this study was to discuss Massachusetts Department of Correction (MADOC) incarcerated individuals' participation in Correctional Industries (CI), focusing 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 2018 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

- Less than 10% of incarcerated individuals released in 2018 participated in the CI program. Slightly over one-half of those individuals participated in the programs for less than six months.

- Incarcerated individuals who worked for two or more years made an average of $5,973. In contrast, incarcerated individuals involved with the programs for less than six months made only $159.

- Working in the CI programs for six months or more is associated with the reduced number of disciplinary reports (D-reports).

- The incarcerated individuals who did not participate in the programs had the highest recidivism rate of 29%, which was reduced to 24% among incarcerated individuals involved in the programs for less than six months, and to 22% among incarcerated individuals who stayed with the programs for six or more months. Such reductions, however, were not statistically significant.

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

[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.

findings highlight the difficulties that formerly incarcerated individuals face when searching for employment in the community (Carson *et al,* 2021).

A growing body of research shows the impact of prison industry programing on the lives of those formerly incarcerated. Many of these programs can provide incarcerated individuals with a necessary level of training and work 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 programing (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 programing 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 programing 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 programing 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 programing. 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 ethics gained through CI, returning 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 375 incarcerated individuals at eight institutions (See Appendix). Eligibility for CI is determined by a Classification Board after receipt of a request by the individual. MADOC CI served 262 state agencies and 1,493 non-state customers from July 1, 2020, to June 30, 2023. Its certification programs are made available to all eligible incarcerated individuals, where available. The Tablet Program is providing opportunities to provide valuable training on manufacturing process, leading to certification where applicable. CI program participants are paid an average hourly stipend rate of $1.10, ranging from $0.50 to $1.75 an hour.

Methodology

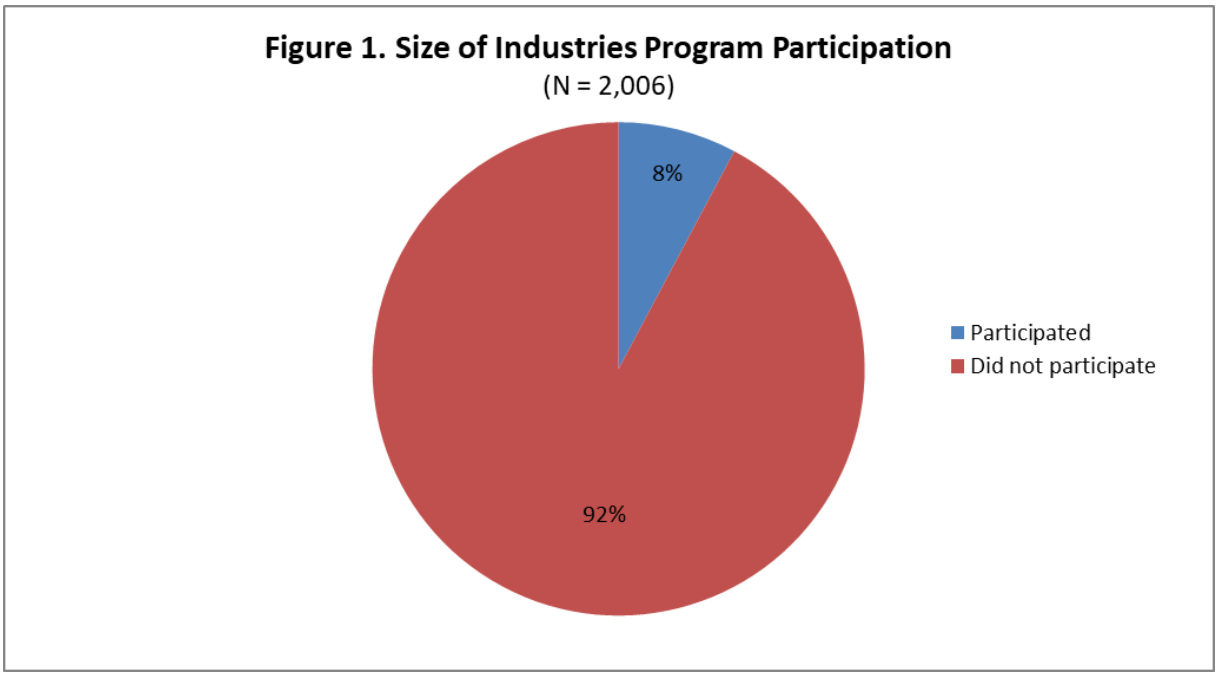
The analysis herein is based on the 2018 release to the community cohort and examines recidivism rates over a three-year follow-up period. The cohort includes criminally sentenced incarcerated individuals released to the community via parole or expiration of sentence. Areas examined include the number 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 2018 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.

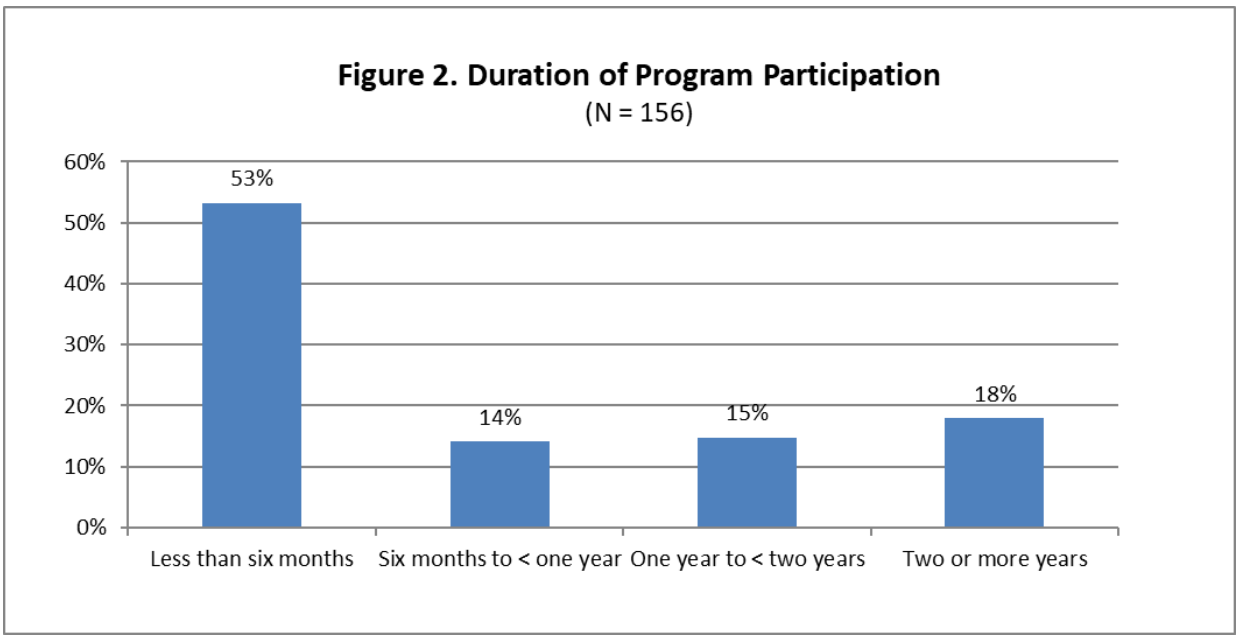
An incarcerated individual can be re-incarcerated in one of the following ways: technical violation of parole; violation of parole with a new offense; new court commitment to a Massachusetts county, state, or federal facility; technical violation of probation; or probation violation with a new offense.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

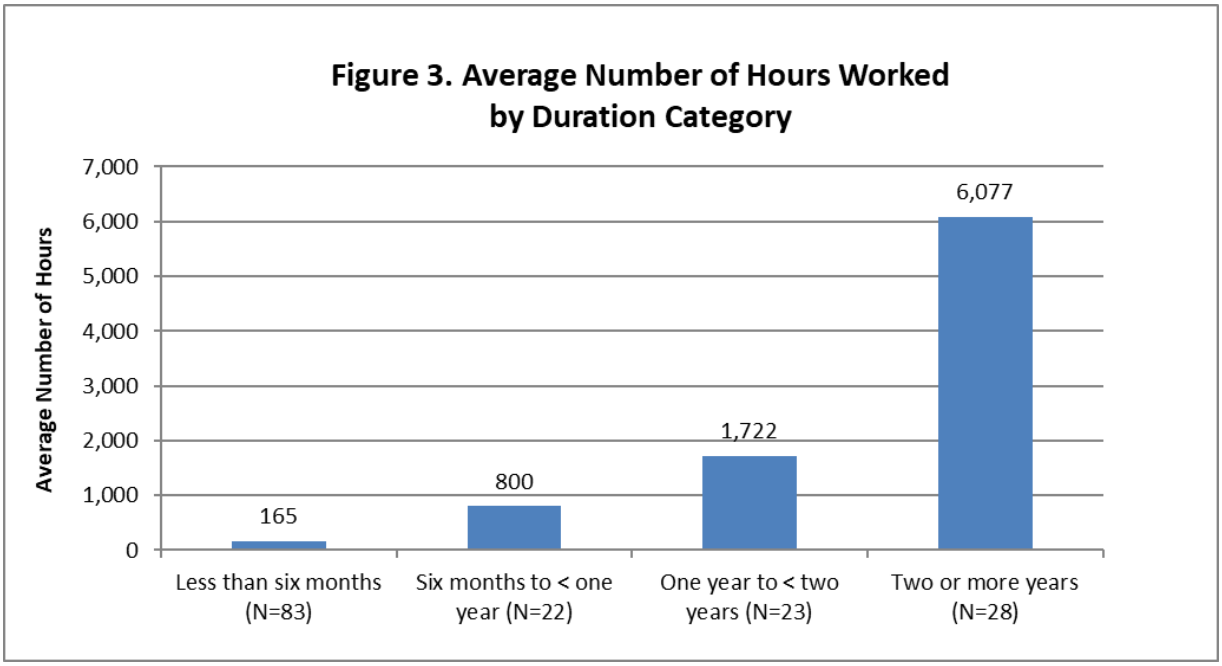
The data shows that only a small portion (8%) of the 2,006 incarcerated individuals released in 2018 were enrolled in CI programs at some time during their incarceration. The overwhelming majority of these incarcerated individuals did not participate in CI programs (Figure 1).



Incarcerated individuals who participated in the CI programs were enrolled in the programs for an average of 467 days, measured from the first day of their first payroll week to the last day of their final payroll week before release. However, slightly more than one-half of the program participants (53%) participated in the programs for less than six months and another fourteen percent (14%) 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).

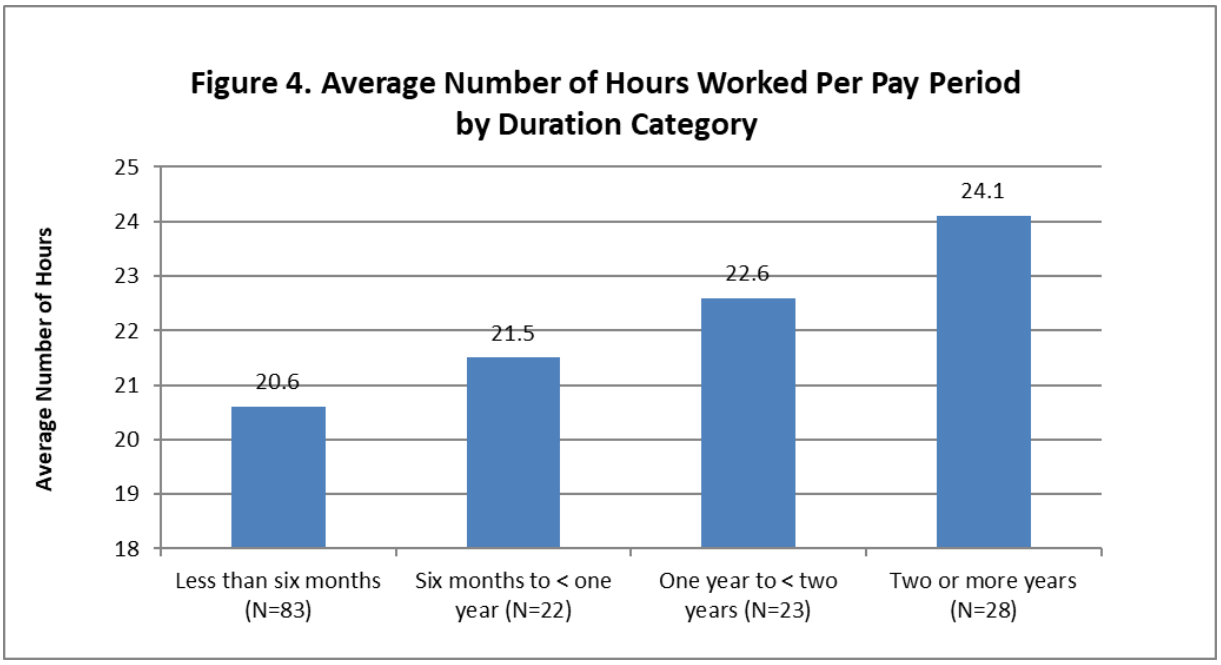


Payroll data confirmed that incarcerated individuals who remained with the industries programs longer naturally worked more hours than those who did not participate in the program as long. As shown in Figure 3, incarcerated individuals who participated in the programs for less than six months worked, on average, 165 hours while incarcerated individuals who joined the programs for two or more years worked an average of 6,077 hours each, or 37 times more hours than their counterparts with the shortest participation history.

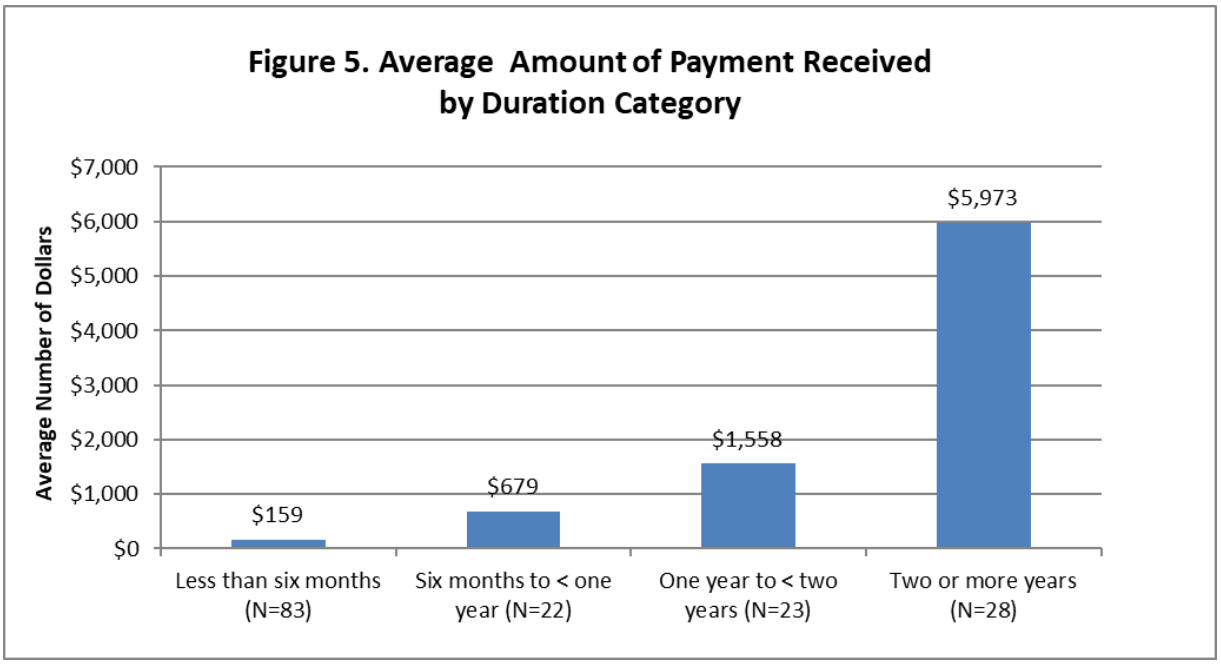


When examining the average time worked per pay period, the large differences across categories of participation duration were reduced substantially. On average, incarcerated individuals who were involved in the programs longer worked about one hour more per pay period than their shorter duration counterparts, which was 20.6 hours for the less than six months group, 21.5 and 22.6 hours respectively for the two middle duration categories, and 24.1 hours for the longest duration group. It should be noted, however, that the differences across the categories of participation duration were not statistically significant at the 95% confidence level[3] (Figure 4).

[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.

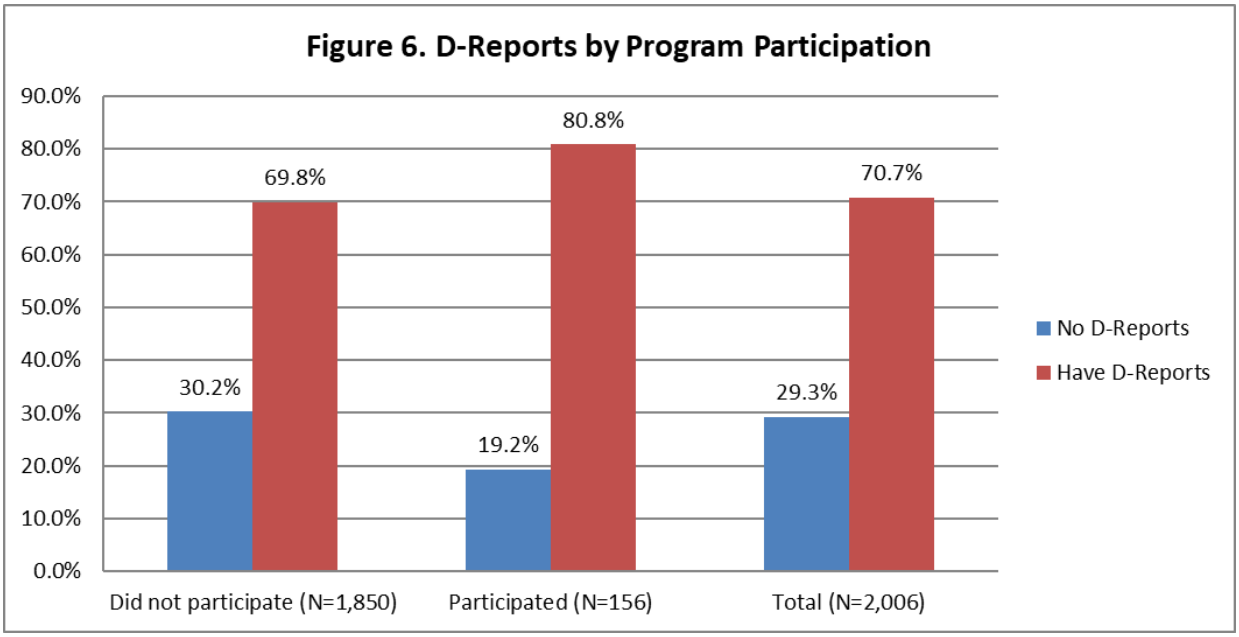


By the same token, incarcerated individuals who participated in the CI programs for a longer period earned more money than those who participated for a shorter duration. As shown in Figure 5, incarcerated individuals who worked for two or more years made an average of $5,973. In contrast, incarcerated individuals involved with the programs for less than six months earned only $159. 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, CI program participants were paid an hourly rate of $0.93, ranging from $0.40 to $1.48 an hour.

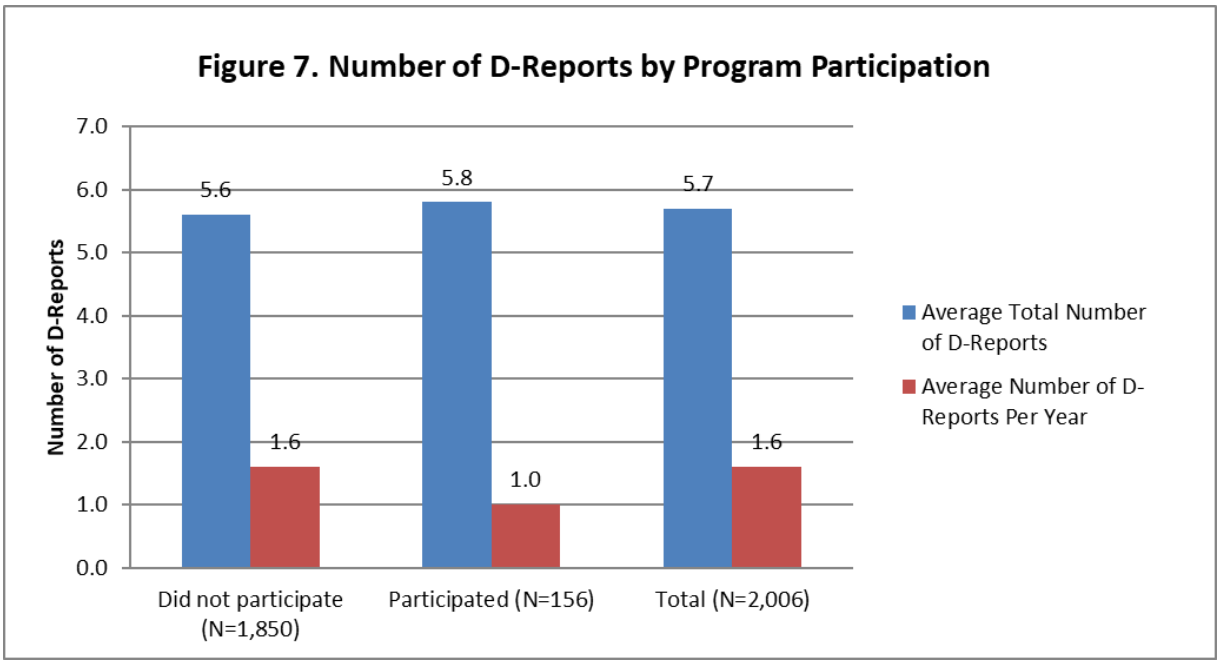


Program Participation and Its Association with Disciplinary Reports (D-reports)

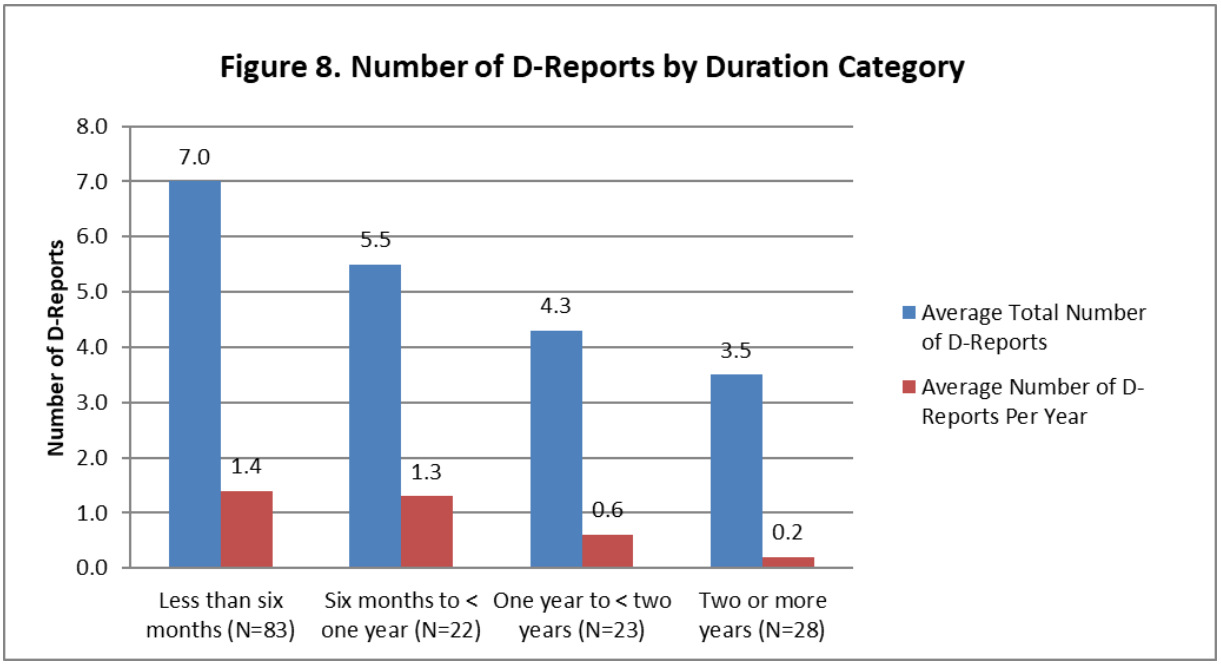
Of the incarcerated individuals released in 2018, about 71% had at least one D-report during the time they were incarcerated before release. A higher percentage of incarcerated individuals who took part in the CI programs (81%) received at least one D-report compared to the incarcerated individuals who did not participate in the programs (70%).



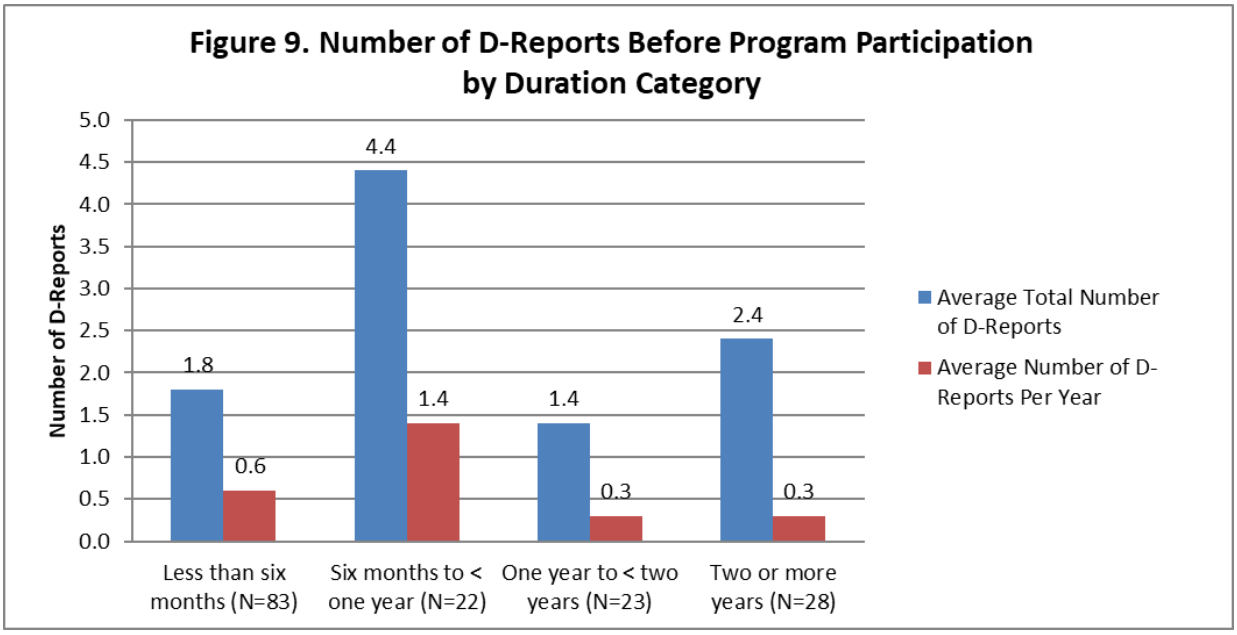
On average, incarcerated individuals who participated in the CI programs received 5.8 D-reports during the time they were incarcerated before their release in 2018, about the same as the 5.6 D-reports received by the non-program participants. Since the total number of D-reports tends to grow with the 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. Participation in the CI programs appears to reduce the number of D-reports that an incarcerated individual received on a yearly basis (Figure 7).



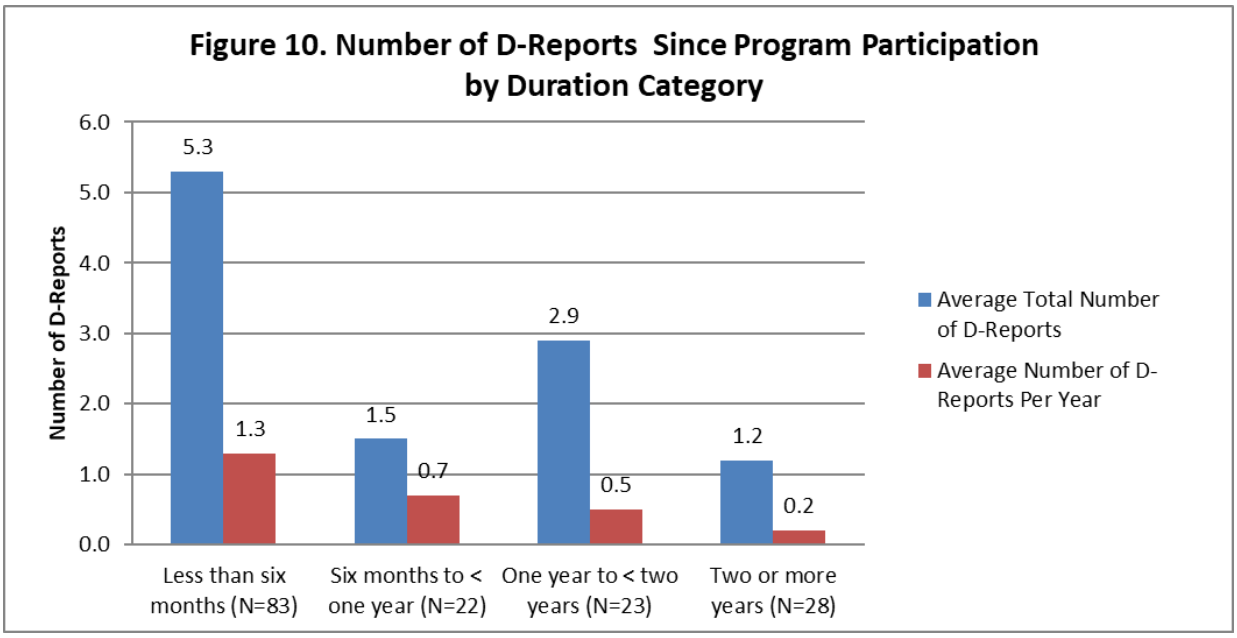
Across the durations of program participation, incarcerated individuals who participated in the CI program for a longer duration had fewer D-reports than their shorter duration counterparts. The differences, however, were not statistically significant. On the other hand, incarcerated individuals in the two longest duration categories had the lower average number of D-reports per year than the two shorter participation duration groups, indicating that working in the CI programs for one or more years is associated with the reduced number of D-reports per year (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, incarcerated individuals in the six months to less than a year group had the highest total number of D-reports (4.4) and the highest average number of D-reports per year (1.4). On the other hand, participants in programs for one year to less than two years reported the lowest total number of D-reports (1.4) and the lowest average number of D-reports per year (0.3), with the other two participation duration groups falling somewhere between on both measurements. 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 individuals received before they joined the CI programs, participation in the programs appeared to reduce the number of D-reports received. The average number of D-reports per year decreased steadily as program participants moved from the shortest duration group to the longer duration categories. The average total number of D-reports was also much lower when comparing the three longer duration groups with the shortest duration group. This confirms that participation in the CI program for six months or more is associated with a reduced number of D-reports in total and per year (Figure 10).

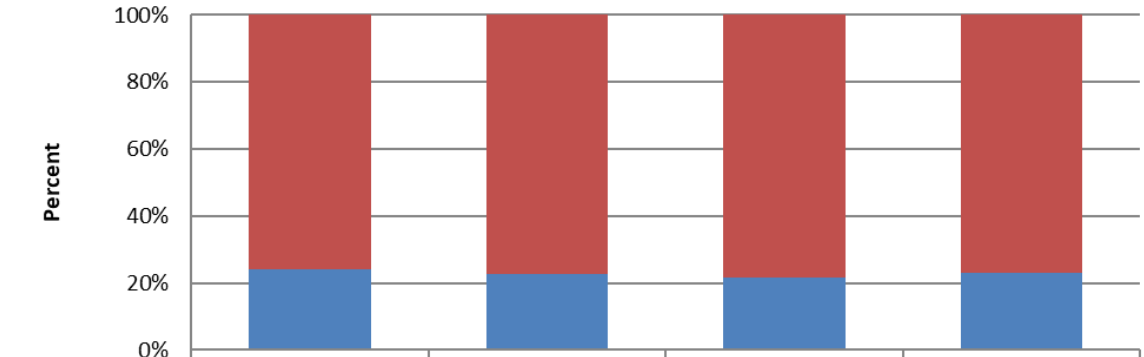


In summary, participation in the CI programs for a short amount of time may not necessarily lower the number of D-reports that incarcerated individuals received. However, staying with the programs for six months or more is associated with a reduced number of D-reports both in total and per year.

Program Participation and Its Association with Recidivism

A look into the relation between the length of program participation and recidivism reveals little difference between the rate of recidivism and program participation duration. The incarcerated individuals who participated in the programs for less than six months had a slightly higher recidivism rate of 24%, which was reduced marginally to 23% among incarcerated individuals whose involvement in the programs ranged from six months to less than a year and to 22% among incarcerated individuals who stayed with the programs for one or more years. In other words, the duration of program participation had little impact on the rate of recidivism (Figure 11).

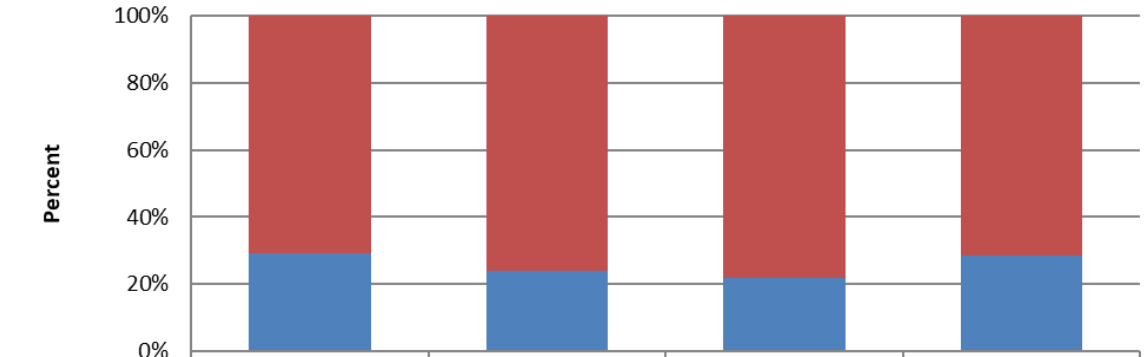
Figure 11. Recidivism by Duration of Program Participation



	Less than six months (N=83)	Six months to < one year (N=22)	One year or more (N=51)	Total (N=156)
Not recidivated	76%	77%	78%	77%
Recidivated	24%	23%	22%	23%

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 may have an effect on reducing overall recidivism. Compared with the recidivism rate (29%) 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 (24%), and for six or more months (22%). The differences, however, were not statistically significant at the 95% confidence level (Figure 12).

Figure 12. Recidivism by Program Participation



	Did not particiate (N=1,850)	Less than half-a-year (N=83)	Half-a-year or more (N=73)	Total (N=2,006)
Not recidivated	71%	76%	78%	71%
Recidivated	29%	24%	22%	29%

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 gender, governing offense category, release institution security level, 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 race/ethnicity and mandatory sentence.

Incarcerated individuals 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 categories, in a lower institution security level at the time of release, and more likely to be subject to post-release supervision (parole only or parole & probation) than individuals who did not participate in the programs. They were also more likely to be males than females when compared with incarcerated individuals 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).

Figure 13. Participation in Correctional Industries Programs by Key Demographics

Variable Name	Category	Not Worked	Worked Less Than Half-a-Year	Worked Half-a-Year or More	Count
Gender *	**Male**	91.5%	4.4%	4.1%	1,603
	Female	95.3%	3.0%	1.7%	403
Race/Ethnicity	**White**	91.9%	4.3%	3.8%	981
	Black or African American	90.8%	5.2%	4.0%	500
	Hispanic	94.7%	2.8%	2.5%	472
	Other	88.7%	3.8%	7.5%	53
Mandatory Sentence	**Yes**	90.9%	4.7%	4.4%	474
	No	92.6%	4.0%	3.4%	1,532
Governing Offense Category **	**Non_violent**	95.1%	3.0%	1.9%	1,109
	Violent	88.6%	5.6%	5.8%	897
Release Institution Security Level**	**Maximum**	94.3%	4.8%	0.9%	314
	Medium	93.1%	3.0%	3.9%	1,001
	Minimum	93.6%	3.1%	3.3%	423
	Pre-Release/ELMO	84.3%	9.3%	6.4%	268
Post-release Supervision*	**No supervision**	93.5%	4.1%	2.4%	807
	Parole & Probation	90.6%	4.4%	5.0%	181
	Parole Only	88.4%	5.0%	6.6%	301
	Probation Only	92.7%	3.8%	3.5%	717
Age at Release **	**Mean Age**	37.4	39.3	47.6	2,006
General Recidivism Risk Score **	**Mean Risk Score**	6.53	6.48	4.42	1,827
Time Served **	**Mean Number of Days**	1,226	1,765	4,595	2,006

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

Given the demographic differences among the three categories of program involvement recognized above and the weak association between program enrollment and the lower rate of recidivism shown in Figure 12, a logistic regression analysis was performed to determine whether these variables had stronger influences on recidivism.

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 two binary indicators of whether an incarcerated individual worked for less than six months (4.1%) or for six months or more (3.6%); incarcerated individuals who did not participate in the programs served as the reference group (92.3%).
- Gender was measured using a binary indicator of whether an incarcerated individual was male (79.9%); females served as the reference group (20.1%).
- Race/ethnicity was measured using three binary indicators of Black or African American (24.9%), Hispanic (23.5%) and other races (2.6%). White was in the reference group (48.9%).
- 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 (23.6%); those not having a governing offense containing a mandatory restriction served as the reference group (76.4%).
- Governing offense category was measured using a binary indicator of whether an incarcerated individual committed a violent governing offense (44.7%); non-violent governing offense served as the reference group (55.3%).
- Release institution security level was measured using three binary indicators: medium security level (49.9%), minimum security level (21.1%), and pre-release/Electronic Monitoring (ELMO) (13.4%); maximum security level served as the reference group (15.6%).
- Post-release supervision was measured using three binary indicators of whether an incarcerated individual was placed under post-release supervision of parole and probation (9.0%), parole only (15.0%) or probation only (35.7%); no post-release supervision served as the reference group (40.3%).
- 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 37.8 when they were released from prison, ranging from age 19 to 81.
- General risk score, another continuous variable, was a measure of incarcerated individuals' recidivism risk based on the COMPAS Risk Assessment[4]. On average, incarcerated individuals 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 individual stayed in MADOC custody plus jail credits received prior to sentencing. Incarcerated individuals released in 2018 served an average of 1,371 days prior to their release, ranging from 1 to 18,358 days.

[4] *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.

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 CI programs, participation in the programs for less than six months and for six months or more would reduce the odds of recidivism by a factor of 0.774 and 0.685 respectively. However, the reduction was not statistically significant at the 95% confidence level (Figure 14).

Figure 14. Impact of Program Participation on Three-Year Recidivism (N=2,006)

Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Worked Less Than Six Months	-0.256	0.774	0.328
Worked Six Months Or More	-0.379	0.685	0.187

The impact of program participation on recidivism remained largely intact with regards to incarcerated individuals who worked in the programs for less than six months when other predictor variables were introduced into the model. Participation in the programs for less than six months could reduce the odds of recidivism by a factor of 0.876. Conversely, enrollment in the programs for six months or more had no demonstrated beneficial effect on reducing recidivism and may increase the odds of recidivism by a factor of 1.144 when compared with incarcerated individuals who did not take part in the programs. However, neither effect is statistically significant (Figure 15).

Figure 15. Impact of Correctional Industries Programs on Three-Year Recidivism (N=1,827)

Variable Name	Coefficient (B)	Odds Ratio Exp (B)	Significance (p)
Worked Less Than Six Months	-0.132	0.876	0.645
Worked Six Months Or More	0.069	1.144	0.686
Gender	0.365	1.071	0.052
Race/Ethnicity: Black or African American	0.178	1.195	0.205
Race/Ethnicity: Hispanic	-0.062	0.94	0.675
Race/Ethnicity: Other	-0.943	0.389	0.059
Mandatory Sentence **	-0.646	0.524	<.001
Offense Category	-0.153	0.858	0.252
Release Security Level: Medium *	-0.323	0.724	0.034
Release Security Level: Minimum **	-0.693	0.5	<.001
Release Security Level: Pre-release/ELMO **	-0.945	0.389	<.001
Supervision: Parole & Probation **	1.178	3.249	<.001
Supervision: Parole Only **	1.598	4.943	<.001
Supervision: Probation Only **	0.757	2.131	<.001
General Recidivism Risk Score **	0.207	1.229	<.001
Time Served	0	1	0.458
Age at Release *	-0.014	0.986	0.023

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

On the other hand, mandatory sentence, release institution security level, post-release supervision, general recidivism risk score, and age at release 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 3.249, 4.943 and 2.131 respectively. As the risk score increased from low to high, the odds of recidivism increased by a factor of 1.229. 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 0.724, 0.500 and 0.389 correspondingly. Furthermore, compared with released incarcerated individuals whose governing offense contained no mandatory restrictions, mandatory restrictions would decrease the odds of recidivism by a factor of 0.637. And finally, as the age of the incarcerated individuals increased, the odds of recidivism would decrease by a small factor of 0.986.

Gender, race/ethnicity, 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 2018 participated in CI programs. On average, they were enrolled in the programs for 467 days with slightly more than one-half remaining in the programs for less than six months. 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 the other hand, they worked approximately as many hours per pay period as their shorter-participating counterparts.

Participation in the CI programs for six months or more 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.

Participation in the CI programs was associated with a lower rate of recidivism as well, though such an association did not pass statistical testing, and even reversed for the program participants in the programs for six months or more when controlled for the influences of other predictor variables. On the other hand, our analyses on the 2015, 2016, 2017 and 2018 release cohorts revealed that other variables, such as general recidivism risk score (2015, 2016, 2017, 2018), age at release (2015, 2018), post-release supervision (2016, 2017, 2018), release institution security level (2016, 2017, 2018) and mandatory sentence (2016, 2017, 2018) had stronger influences on the rate of recidivism than participation in a CI program.

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Appendix

Massachusetts Correctional Industries Programs

FACILITY NAME	CORRECTIONAL INDUSTRIALS PROGRAM SPECIFICATION
NORTH CENTRAL CORRECTIONAL INSTITUTION (NCCI-GARDNER)	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 individuals 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 individual to show qualifications and a work history to potential employers.
MCI SHIRLEY	MCI Shirley offers a sewing shop to incarcerated individuals who are interested in learning how to sew by producing sheets, towels, T-shirts and socks which are all manufactured at the facility. Incarcerated individuals 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 individuals 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 individuals 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.
MCI CONCORD[5]	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 timelier manner. 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. The Metal Finishing shop provides paint/enamel finishing services for items coming out of our Metal Shop.

[5] MCI-Concord ceased incarcerated individual housing operations on June 28, 2024.

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 individuals working in a wide range of manufacturing settings. The License Plate Shop, formerly located at MCI Cedar Junction, was relocated to MCI Norfolk. It is in this shop where incarcerated persons produce license plates in accordance with requirements set forth by the Registry of Motor Vehicles. In addition, MCI Norfolk 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 directions 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.
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 individuals 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 that incarcerated individuals learn at Old Colony Correctional Center's state-of-the-art Printing Plant. Incarcerated individuals working in the print shop 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.