

# ***2018 ANNUAL REPORT***



**ESSEX COUNTY  
SHERIFF'S DEPARTMENT**

**KEVIN F. COPPINGER,  
SHERIFF**



## **2018 Table of Contents**

Sheriff's Message	i
Executive Team Photo	1
Department Policy, Mission Statement & Correctional Officer's Core Values	2
Sheriff Kevin F. Coppinger	3
By the Numbers	4
Department Overview	5
Department's Three Correctional Facilities	6
Middleton Facility	6
Programs & Treatment	6
Career Training	10
Education	12
Detox Units	15
Essex County Pre-Release and Re-Entry Center	17
Women In Transition Facility	22
Offices of Community Corrections	24
Essex County Regional Emergency Communications Center	28
One-Year Recidivism Rates	34
Daily Workings of ECSD	35
Middleton Intake	35
Records	36
Transportation	36

Video Conferencing	36
Central Control	37
Female Holding Unit	37
Outer Perimeter Security	38
Scheduling	38
Armory	39
DNA Collection	39
Detail Officers	39
Housing Units, Inspections & Audits	40
Environmental Health & Safety/Fire Safety	40
Housing Units & Audits Conducted	41
Transition Audit	44
Department Human Resources	47
Training	52
Becoming a Correctional Officer	52
Peer Support & Employee Assistance	54
Operations	55
Working Groups	55
Strategic Planning & Policy	56
Grant Funding	57
Information Technology & Communications	59
Procurement	60

Finance	61
Security Investigations	62
Internal Affairs Division	64
Research & Statistics	65
Facilities & Maintenance	66
Automotive Fleet & Warehouse	67
Inmate Focus	68
Community Activity on Behalf of Inmates	68
Massachusetts Bail Fund	68
Parole	69
Partnering with Department of Mental Health	70
Sex Offender Population	70
Inmate Disciplinary Office	71
Inmate Grievances	71
Medical Services	72
Medical Care	72
WellPath	73
Treatment Services	74
AdCare	74
Mental Health Care	75
Medication Assisted Treatment	76
Drug Testing	77

Serving the Community	78
Civil Process	78
K-9	79
Victim Services	81
Graffiti Truck	82
TRIAD	82
Youth Leadership Academy	83
Community Involvement	84
Sheriff Kevin Coppinger	84
ECSD Staff	87
Offices of the Essex County Sheriff's Department	88

**Editor: Assistant Superintendent III Maurice Pratt**  
**Director of Research & Statistics**  
**(978) 750-1900, ext. 3543**  
**[mpratt@essexsheriffma.org](mailto:mpratt@essexsheriffma.org)**

## *Sheriff's Message*



On behalf of the men and women of the Essex County Sheriff's Department, it is with great pleasure that I present to you our first ever *Annual Report*. This "inaugural" report represents calendar year 2018 and is a summary of the activities and accomplishments of the Sheriff's Department along with a detailed breakdown of the structure of our department for your review. Our job is to not only maintain the care, custody, and control of our incarcerated population but also to work with other criminal justice providers to help enhance public safety throughout our county and beyond. It is an honor for me to be Sheriff of a very hard working and dedicated department that is committed to serving and protecting all people with Honesty, Integrity, and Respect.

2018 was a year of change. After having completed an extensive review of our department operations during 2017, 2018 not only allowed us to further develop the initial changes begun in 2017 but also gave us opportunity to implement new improvements as we strive to better provide services in a more efficient and effective manner. I am particularly proud of the work our staff has already accomplished not only in the area of improved security and safety procedures but also with the wide variety of inmate services we provide, especially in the areas of treatment, rehabilitation, and re-entry back into our communities.

Another key area of change that came about last year was the passage of the Criminal Justice Reform Act of 2018. Work has already begun on many of these changes, including Medically Assisted Treatment for those with Opiate Use Disorders, recognition and improved services for those suffering from Mental Illness in our jails, as well as refinement of Restrictive Housing policies and procedures just to name a few.

I encourage you to take your time as you go through this *Annual Report* to get a better understanding of how the Essex County Sheriff's Department operates. I also suggest you visit our website [www.essexsheriffma.org](http://www.essexsheriffma.org) for further updated information. We are here to provide the best services available to all 34 cities and towns in Essex County and to the Commonwealth of Massachusetts as a whole.

We value your input and welcome any comments. Thank you for your interest in the Essex County Sheriff's Department.

Kevin F. Coppinger  
Sheriff

## *Sheriff Coppinger's Executive Team*



Front (L to R): ECPRC Superintendent Michael Marks, Special Sheriff William Gerke, Sheriff Kevin Coppinger, Middleton Superintendent Aaron Eastman

Back Row (L to R): Executive Assistant Monica Harris, Executive Director of Re-Entry Services James Petrosino; Chief of Staff Dennis Newman, Chief Financial Officer Bryan Hightower, Middleton Assistant Superintendent Anthony Turco, Internal Affairs Director David Tobin, Chief Legal Counsel Richard Jeffrey, Civil Process Director Linda Clifford, Legal & Legislative Affairs Director Joseph McGowan, Strategic Planning & Policy Director Barbara Maher, Human Resources Director Deana Piantedosi



## *Department Policy*

It is the philosophy of the Essex County Sheriff's Department and the Essex County Correctional Facility to promote public safety by incarcerating individuals while maintaining a commitment to reducing crime in the community. The Essex County Correctional Facility seeks to operate a clean, safe and humane facility with an appropriate range of services, which recognize the individual needs of the offenders.

## *Mission Statement*

Employees of the Essex County Sheriff's Department are committed to a fully integrated criminal justice system, which ensures public safety. Each facility provides an environment which offers opportunities for positive behavioral change, optimizes community reparation, and works collaboratively with the community and other agencies in pursuit of its mission.

This mission is achieved through the following initiatives:

- 1) To protect the public by safely and humanely incarcerating criminal offenders at the appropriate security level consistent with public safety;
- 2) To provide inmate work, education, and programming opportunities;
- 3) To establish sound policies and procedures;
- 4) To inform and educate the public consistent with established policy;
- 5) To provide a professional and rewarding work environment for staff;
- 6) To develop innovative and cost effective alternatives to incarceration that enhance the efficiency of the department.

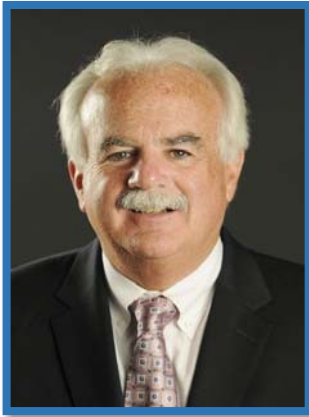
## *Correctional Officer's Core Values*

**HONESTY** – We value the quality of truthfulness, free from deceit or fraud. We hold ourselves accountable and transparent in our duties and responsibilities.

**INTEGRITY** – We subscribe to the highest standards of moral and ethical conduct. We take pride in all that we do.

**RESPECT** – We recognize the value of culture diversity and treat all people with professionalism, compassion, and dignity. We vow to protect the rights, liberties, and freedoms of all persons.

## ***SHERIFF KEVIN F. COPPINGER***



Kevin F. Coppinger is the 31<sup>st</sup> elected Sheriff of Essex County. He took office in January 2017.

Sheriff Coppinger has brought positive change to the Sheriff's Department by improving staff skills, training and accountability; expanding mental health services and detox treatment to confront the opioid epidemic; improving the re-entry programs and community follow-up; and by strengthening collaboration with municipal public safety leaders and community groups and organizations.

Sheriff Coppinger previously served as Chief of the Lynn Police Department. During his thirty-three-year career, he served as a Lynnfield Police Officer before transferring to the Lynn Police Department in 1985. In Lynn, after a similar assignment as a Patrol Officer, he was promoted to Sergeant and then Lieutenant where he served as the Internal Affairs/Public Information Officer and Special Projects Coordinator. In 1993, Captain Coppinger was assigned as the Commanding Officer of the Second Division. In 1995, he was promoted to Deputy Chief in charge of the Administrative functions of the Department. In January of 2001, he became Deputy Chief in charge of Operations overseeing the Patrol and Criminal Investigation Divisions. In July 2009, Kevin Coppinger was appointed Acting Chief and in December 2009, was permanently appointed Chief.

As Chief of the Lynn Police Department, Coppinger distinguished himself as an innovative leader in public safety on the local, county and statewide level. Collaborating with other chiefs, the District Attorney, the courts and community groups, he worked to identify and employ more effective strategies and programs to prevent crime. Recognizing his involvement in efforts to improve community policing and regional work to combat drug crimes, Coppinger was invited to be part of the White House 21<sup>st</sup> Century Policing Initiative in Washington, D.C. to brainstorm new ideas with Senior Obama Administration Officials about how to enhance public confidence in the justice system.

Sheriff Coppinger is a graduate of Northeastern University with a Bachelor of Science Degree in Criminal Justice and graduated from Anna Maria College with a Master of Arts Degree in Criminal Justice. He is also a graduate of the 203<sup>rd</sup> Session of the Federal Bureau of Investigation's National Academy in Quantico, Virginia.

He served as Treasurer of the Massachusetts Major City Chiefs of Police and a member of the Essex County Chiefs of Police, Massachusetts Chief of Police Association, International Association of Chiefs of Police, and the Federal Bureau of Investigation National Academy Associates. He was appointed by Governor Deval Patrick to the State 911 Commission where he served as Vice Chairman representing the Massachusetts Major City Police Chiefs.

## ***2018: By the Numbers***

<b>Communities Served</b>	<b>34</b>
<b>Citizens Served</b>	<b>800,000</b>
<b>Inmates Processed Through Intake</b>	<b>8,447</b>
<b>Sentenced Inmates Released</b>	<b>1,896</b>
<b>Average Daily Population (ADP)</b>	
<b>Middleton Facility</b>	<b>1,198</b>
<b>Essex County Pre-Release &amp; Re-Entry Center</b>	<b>229</b>
<b>Women In Transition Facility</b>	<b><u>34</u></b>
<b>Total ADP</b>	<b>1,461</b>
<b>Inmate Visitors</b>	<b>26,294</b>
<b>Inmate Weddings</b>	<b>2</b>
<b>One-Year Recidivism Rate</b>	<b>45.78%</b>
<i>Released in 2017. Measured 1 year later, in 2018</i>	
<b>Regional (land line) calls taken at ECRECC*</b>	<b>48,599</b>
<b>Wireless 911 calls taken at ECRECC</b>	<b>373,871</b>
<b>Academized (uniformed) Staff</b>	<b>521</b>
<b>Non-academized Staff</b>	<b>66</b>
<b>ECRECC Staff</b>	<b>33</b>
<b>Staff on the ECSD Peer Support Team</b>	<b>21</b>
<b>Canines</b>	<b>14</b>
<b>Vehicles</b>	<b>115</b>
<b>Miles Driven**</b>	<b>2,600,000</b>
<b>Gallons of Gas Used**</b>	<b>76,000</b>
<b>Gallons Used for Water &amp; Sewer **</b>	<b>25,550,000</b>
<b>Meals Served to Inmates**</b>	<b>1,500,000</b>

**\* Essex County Regional Emergency Communications Center**

**\*\* Approximate**

## Department Overview

ECSD serves the 34 communities and 800,000 people of Essex County. ECSD staff operate three correctional facilities, a Civil Process Division, three Offices of Community Corrections (OCC) and the Essex County Regional Emergency Communications Center (ECRECC). With approximately 9,000 inmate bookings each year, the department's employees remain dedicated to public safety and care for those individuals in their custody.

Within ECSD's three correctional facilities, approximately 1,500 inmates are in custody at any given time. Adding individuals reporting to the OCCs, on probation and electronic monitoring, approximately 2,000 men and women are in the custody of the ECSD. The average sentence is approximately eight months, and approximately 900 sentenced inmates are released every six months, with over 1,800 sentenced inmates released annually.

In 2018, we had 8,363 inmates come through Intake at our Middleton facility and 84 through the intake process at the Women In Transition (WIT) facility. The 2018 Average Daily Population (ADP) was 1,461, broken down in Table 1 below.

Table 1. 2018 Average Daily Population			
	In House	Electronic Monitoring Program (EMP)	Total
MIDD	1,198	0	1,198
ECPRC	191	38	229
WIT	23	11	34
Total	1,412	49	1,461

It is imperative that all staff maintain the philosophy that, **"Reintegration begins day one,"** focusing on inmates' needs and how we can help them be better citizens once released. During intake, each inmate is given a physical and mental health screening. Each sentenced inmate has an initial interview with his or her Reintegration Coordinator, where they discuss the inmate's education, substance use, family status, employment history, current charges and criminal history. The inmate is given a clear plan to follow while in custody including programs, classes and goals that the Reintegration Coordinator will help the inmate attain.

By adhering to their re-entry plan, inmates can earn up to 10 days per month "Good Time," deducted from their sentence. More importantly, however, they become better prepared for their return to society. Inmates serving mandatory sentences are not eligible to earn good time. Others choose not to participate in classes, programs or work details, and consequently do not earn good time. However, most sentenced inmates, with support of their Reintegration Coordinators and other staff, fully participate. As each inmate has different needs, ECSD offers a myriad of re-entry educational training, programs and vocational training to assist both male and female inmates.

## ***ECSD's Three Correctional Facilities***

### ***Middleton Facility***



**Middleton  
Superintendent  
Aaron Eastman**

Superintendent Aaron Eastman oversees the Middleton medium-security facility. Male inmates comprise 97% of the approximate 1,200 inmates. This number represents all safekeeps, pre-trial and sentenced individuals. Safekeeps are held overnight or during a weekend for local police departments or the Massachusetts State Police, while awaiting their initial court appearance.

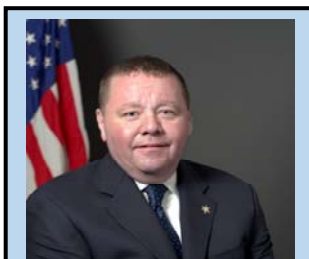
Pre-trial inmates are held awaiting trial or while their trials are in progress.

Sentenced inmates are held in Middleton if they do not qualify to be housed in the department's minimum-security facility. The Middleton facility also houses both female and male detox units as well as a temporary detainment area for female inmates.



### ***Programs & Treatment***

#### **Pre-Trial Re-Entry Services Unit**



**Executive Director of  
Re-Entry Services  
James Petrosino**

Working with community programs to provide housing, substance abuse treatment and support services, the staff has placed 98 inmates in various programs between their opening in April and the end of 2018. Staff collaborate with District Attorney's Offices, Probation Departments, Court Clinicians, attorneys, intake coordinators and clinicians at the various programs as well as Lawrence, Lynn and Haverhill Drug Courts. In 2018, placements and referrals were made to long-term residential programs, intensive outpatient programs (IOP), Office of Community Corrections, and the Housing for Military Veterans Program at the Middlesex County House of Corrections. The Pre-Trial Re-Entry

Program works directly with our Male Detox Program. Once a participant has completed this program and is referred back to the Middleton House of Correction, he completes his individual treatment plan and prepares for release. Many of these individuals were offered and accepted the opportunity to receive Vivitrol shots, designed to help reduce the cravings for alcohol and opioids, before being transported to their release destination. In addition, they were referred to community health locations for their follow up Vivitrol shots.

Another component is the [Essex County Mental Health Diversion \(ECMHD\) Program](#), which rapidly assesses pre-trial inmates and provides appropriate support services with a goal of increasing the chance of successful re-entry and reducing recidivism.

### **Treatment Spotlight: Alternatives to Violence Program/60-Bed**

The unit consists of 60 two-man cells, thus houses 120 inmates. The housing unit was consistently at full capacity throughout 2018. It is staffed by one full-time program director and one part-time counselor.

Classes are offered in three different tracks:

Anger Management identifies patterns of maladaptive behavior stemming from one's family of origin, trauma history, and familial and individual anger history. The course is designed around self-assessments that can be completed with the guidance of a facilitator.

Cognitive Skills Training uses the foundations of cognitive behavioral therapy to teach participants the definitions of thoughts, emotions, and behaviors, and the important links and differences between them.

Relationships and Families assists participants in accurately assessing the health of their closest relationships.

Inmates are assigned to one of the three tracks and attend until completion of 24 one hour-long classroom sessions. They are then moved into one of the other two tracks until all three are completed. Program participants can also schedule appointments for individual counseling or case management.

**In 2018, ATV issued 128 certificates.**

#### Workshops

The **Alternatives to Violence Program** (ATV) trains inmates to become facilitators, thereby helping their fellow inmates. In 2018, ATV issued dozens of completion certificates and trained 10 inside facilitators, which is unprecedented.

### **Vivitrol Treatment**

In 2018, a total of 232 inmates from all three facilities received Naltrexone (brand name Vivitrol®) which is designed to reduce the cravings for alcohol and opioids prior to release.

### **Treatment & Recovery from Addiction in Corrections (TRAC)**

TRAC begins in Middleton's 80-bed unit and is continued at the ECPRC. This is a four-to-six month therapeutic community focused on understanding the disease of addiction and establishing a recovery-based lifestyle. In 2018, over 600 inmates participated in the TRAC program.

### **TRAC Peer Leadership**

Peer Leaders have taken the "next step" in promoting self-change by giving back to the community. They are expected to be accountable and responsible at all time, leading by example. In addition Peer Leaders co-facilitate groups, assist with group topic formulation and set a standard of honesty, respect and accountability.

### **Drug & Alcohol Treatment & Recovery**

This program is designed for our inmate population who are interested in maintaining a connection with recovery and treatment resources after release. Participants engage in discussing topics related to recovery, relapse prevention, aftercare and sponsorship.

### **Wellness Education and Aftercare Services**

The program provides educational services to our inmate population regarding prevention strategies as well as counseling and aftercare protocols. It is designed to educate the inmate population on issues centered on transmission of Hepatitis, AIDS/HIV and STDs. The program addresses other issues involving hygiene and behaviors that reduce risk to individual health.

### **HIV Peer Education & Support**

HIV services provide educational services to our inmate population regarding prevention strategies as well as counseling and aftercare protocols for our identified HIV population. Those individuals who are HIV positive are given access to a variety of services for future care involving both medical treatment and counseling upon release.

### **Intensive Outpatient Programming (IOP) and Structured Outpatient Addiction Programs (SOAP)**

Inmates who are returning home and wish to have a continuum of care can access programming through an IOP or SOAP program. Services traditionally offer addiction treatment assistance and/or co-occurring disorder supports.

### **Long-term Residential (LTR) & Sober Housing**

ECSD has several options that allow clients to secure placement within an LTR or sober housing. Participating sober houses are Massachusetts Alliance for Sober Housing (MASH) certified.

### **Department of Mental Health (DMH) & MassHealth**

DMH access is available through reintegration staff. In addition, reintegration staff are Certified Application Counselors and equipped to submit inmate applications to MassHealth.



### Youthful Offenders Engagement Services

The Essex County Sheriff's Department provides access to several community-based programs committed to engaging youth and providing necessary supports for a successful transition from criminal justice involvement to community.

We have four Partnering Programs:

#### Roca

Through a *Memorandum of Understanding* the department has with Roca, they work with high-risk individuals both pre and post-release, providing substance abuse counseling, education, job training and job placement. Roca has an evidence-based and data-driven Intervention Model based on Relentless Outreach, Transformational Relationships, Stage-Based Programming and Engaged Institutions. This proven model enables Roca to help young people in different ways and for an extended period of time. In 2018, 185 inmates were referred to Roca, approximately 50 participated in the weekly meetings and 10 inmates participated in Roca after release.

#### United Teen Equality Center (UTEC)

UTEC's moto, "Breaking Barriers to Youth Success" says it all. They begin by meeting with young people while they are incarcerated, then partner with them post-release. UTEC helps people ages 18 to 24, offering streetworker outreach, transitional coaching, workforce development, education and civic engagement. Participants can work at the UTEC-run mattress recycling center, woodworking shop, Café UTEC, UTEC Community Kitchen or the events hall that UTEC operates, hosting weddings, galas and concerts. In 2018, 147 inmates were referred to UTEC for services.

#### Straight Ahead Ministry (S.A.M.)

Through religious support, S.A.M. helps inmates transform their lives. They begin working with individuals while they are incarcerated and continue post-release. Services include substance abuse treatment, employment assistance, mental health counseling and family unification.



#### Lawrence Youth Team

Providing comprehensive services to the hardest to reach young men in Lawrence, the team focuses on:

- Changing Habits
- Establishing Opportunities
- General Health & Safety
- Physical Health & Wellness
- Engagement activities such as sports and educational projects
- Community Partnerships
- Prevention through Transition Counseling
- Mental & Behavioral Health Services
- Trauma Counseling



## Career Training

### Graphic Arts/Print Shop

The department's print shop has one supervisor and is staffed entirely by inmates. In 2018, the staff not only met all ECSD's printing needs, but also provided high-quality products for many agencies throughout Essex County.

"Clients" include Superior and District Courts, Senior Centers of Saugus, Middleton, Nahant, Essex, and Manchester, as well as the Tri-Town Council which serves Topsfield, Boxford and Middleton. The program offers practical instruction within vocation.



Training involves:

- Copy Preparation
- Introduction to Graphic Arts
- Collator Operation
- GBC/Punching
- Offset Printing Press Operation
- Introduction to Ricoh Copier Operation
- Camera Operation
- Paper Cutter Operation
- Padding Table
- Shrink Wrapping
- Laminating

In addition to providing excellent printed material, the print shop allows inmates to learn a skill and the importance of responsibility and customer service.

### Barbering

This program provides 1,000 hours of barber/styling instruction as to allow students to successfully pass the state licensing board's testing requirements. Upon successful completion of both program requirements and state testing, participants will receive a state barbering license.

Areas of study include:

- Bacteriology
- Tools & Equipment
- Massage & Facial Treatments
- Mustache & Beard Design
- Shop Management
- Licensing Regulations
- Sterilization/Sanitation
- Hair Cutting
- Shaving
- Hairstyling
- Anatomy & Physiology
- Properties & Disorders of Skin & Scalp

### ServSafe Food Service Certification

This course teaches inmates the basics of kitchen procedures and cleanliness. Each participant that completes the course receives a certificate that is recognized throughout the restaurant industry.



### Occupational Safety & Health Administration (OSHA) General Construction Certification

Students who attend all 10 portions of the training and pass the final examination receive certification from OSHA. Classes include:

- Introduction to OSHA
- Walking and Working Surfaces (Scaffolding and Fall Protection)
- Hazard Communication (lockout-tagout)
- Fire Prevention (exit routes and action plans)
- Electrical
- Personal Protective Equipment (confined spaces, evacuations)
- Hazardous Materials
- Materials Handling
- Machine Guarding
- Blood Borne Pathogens
- Certification Examination

### Hardscaping Career Program

Hardscaping students learn the basics of masonry for construction and landscaping. Included is the art of laying brick, concrete block, glass block, and stone. Students also pour concrete. Students have hands-on experience constructing segmented retaining walls, installing concrete pavers, designing and installing brick, stone facing, decorative stone, and concrete, as well as various floorings and walks using stone, slate, brick, and pavers. Students learn technical theory, blueprint reading, estimating and the use of power equipment. Students will also have the chance to participate in the outside project program, working on community and commercial projects.



**Hardscaping is taught by David Collins, a teacher at Essex North Shore Agricultural & Technical High School.**

## Education

### Merrimack College Program

Through a partnership between Merrimack College and the Essex County Sheriff's Department, students can participate in college credit courses. Students must possess a High School Diploma or equivalency. Students receive three college credits upon completion. Credits are transferable to other colleges if students wish to pursue a college education. Courses are typically general education such as *Introduction to Sociology* or *Creative Writing*.

### English for Speakers of Other Languages

English for Speakers of Other Languages is a three-level developmental program for adults with limited or non-existent English language skills. The program has five strands: listening, speaking, reading, writing and number skills. The major goal of the program is to mainstream non-English speakers into academic or vocational programs and enhance their language skills for re-entry into the community and workplace.

### HiSet: High School Equivalency Preparation and Testing

Instruction allows students to obtain their HiSet. Students are initially assessed on existing educational levels and needs. Three levels of instruction exist based on student assessment: Adult Basic Education for our lower level learners, pre-HiSet and HiSet for our higher-level learners. Students are regularly assessed as to move to higher levels of instruction. Students are offered onsite testing to obtain High School Equivalency Credential. Table 2 shows the 2018 results.



Table 2. 2018 HiSet Testing	
Students Tested	47
Pass	21
Fail	26
Pass %	45

### Special Education in Institutional Settings (SEIS)

This service is available through the Department of Elementary and Secondary Education (ESE). It provides special education instruction for students who possess an Individualized Education Plan (IEP). Students can access individualized instruction with a Department of Education Special Education teacher. Students can participate in HiSet.

### **Title One**

These programs provide financial assistance to educational programs for youth in state-operated institutions and to support school districts' programs involving collaboration with locally operated state agencies.

Within the Essex County Sheriff's Department, the goals of the program are:

- To ensure that youth who are residing within our facility are provided with the opportunity and educational services needed to transition from institutions to schools and/or employment, and to meet the same challenging state academic standards that all youth are expected to meet.
- To prevent youth who are at risk of academic failure from dropping out of school or youth who have dropped out of school, or who are returning to school after residing in an institution, with a support system to ensure their continued education.



### **Title One Supplemental Services**

This program is offered to adult learners between the ages of 18 and 20. Services are supplemental to regular courses of instruction within ABE.

### **Adult Basic Education (ABE)**

ABE instruction prepares students for the HiSet test. Students are initially assessed to measure grade levels and needs. Based on assessment, students are placed in an appropriate level of instruction. Students are regularly assessed to measure learning gains and development. Based on student ability and assessment, HiSet testing is available onsite.

### **Financial Literacy**

"Making Cents" is a 25-hour program that helps individuals modify their money management skills so they can make better financial decisions. The American Consumer Council sponsors the program and scores the final exam. To obtain a certificate of completion, the student must obtain a score of 80% or better.



### Computer Literacy

This program is designed for post-HiSet students who wish to gain a basic understanding of personal computer applications and operations. Programming involves instruction in Microsoft Office, Keyboarding and Graphic Design. The Computer Lab and instruction are also available for the ABE student body and students involved in Title One supplemental activities. The Computer Lab is used to enhance learning objectives and literacy.



The  
Computer  
Lab at our  
Middleton  
facility

Courses include:

- Keyboarding
- Microsoft:
  - Publisher
  - Word
  - Excel
  - PowerPoint
  - Access
- Gimp Photo Editing
- Sketch Up Design Software

### Consumer Education

This 30-hour program educates students on becoming wise consumers. The program is based on the “Money-Smart” curriculum, developed by the FDIC. Members of the local business community regularly present to the students.

### Small Business Seminar



This five-week course is offered with the assistance of the Small Business Development Center at Salem State University. Individuals who express interest in this program must complete an evaluation process. Each prospective student must complete a Small Business Assessment Tool, provide written answers to questions about his readiness to start a business and pass a basic math test.

### Parenting and Life Skills

The *Fatherhood Program* is a six-week course of instruction designed to assist incarcerated men in building a healthy parent-child relationship. Through psycho-educational exercises participants will:

- Increase their knowledge about children and parenting
- Learn effective problem-solving skills
- Develop a deeper understanding of how one’s own life experiences can affect parenting

Self-reflection is the focus within the *Life Skills* course. Each student will develop a better understanding of their own values and behaviors. This class teaches methods to focus on positive behaviors to manage challenges faced in everyday life. Other areas of instruction include the development of coping skills, problem solving and conflict resolution.

## Detox Units

### ***Addressing the Crisis: Male & Female Detox Units***

A key to making this program work is the close working relationship between Detox staff and the Drug Courts throughout Essex County. Located within the Middleton facility, these 42-bed units serve pre-trial inmates who have acute substance abuse issues and who, for the most part, have committed quality-of-life crimes. Upon completion of the 28-day treatment program, they may be able to dispose of their cases and utilize non-custodial tools as opposed to traditional incarceration.

People who successfully complete the program may be recommended to continue with services such as probation, employment counseling, day reporting at an Office of Community Corrections, drug testing, electronic monitoring or sober houses. Each Detox Unit has a job coach who develops release plans for participants.

The analysis below and Figure 1 illustrate the overall success of the Detox Units in 2018. Figure 2 illustrates the success rate by month.

#### **Analysis of Detox admissions for 2018 (as of February 8, 2019)**

	<b>Male</b>	<b>Female</b>
Assigned to Unit	573	340 (1)
Bailed	2	4
Extradited	2	0
Program Failures	50	67
On Unit/At Court	1	0
Successfully Completed	518	269
Success Rate (2)	518/572 = 91%	269/340 = 79%

1. 433 (referred to unit) – 93 (denied) = 340

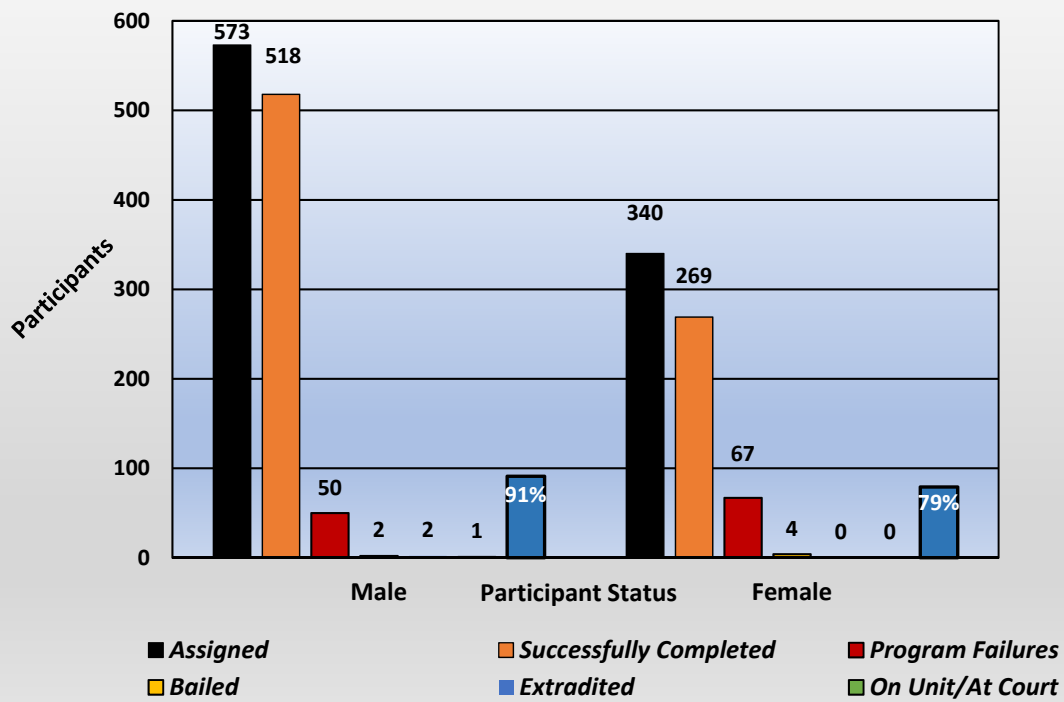
2. We do not include those individuals currently on the unit or at court, as they have not yet failed or succeeded.



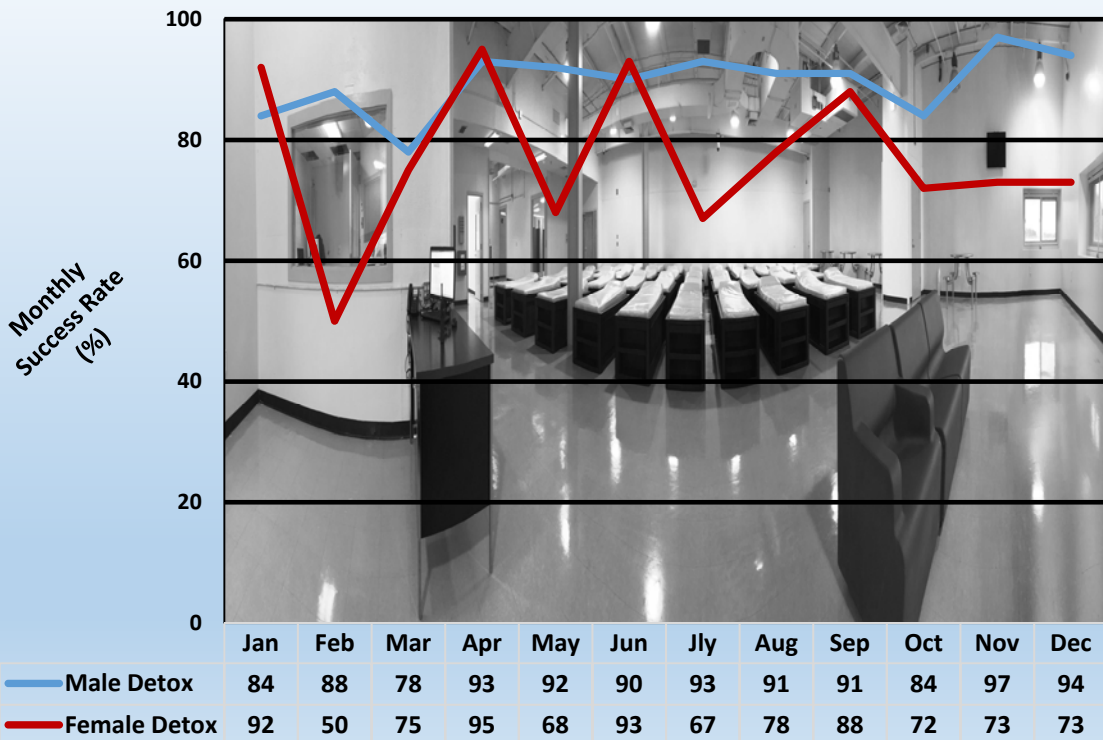
Figure 1 illustrates the overall success the Detox Units had in 2018 while Figure 2 provides the monthly success rates for 2018 (see page 16).



**Figure 1. 2018 Detox Totals**



**Figure 2. 2018 Detox Unit Monthly Success Rates (%)**



## *Essex County Pre-Release and Re-Entry Center*



**ECPRC Superintendent  
Michael Marks**

Originally opened by the City of Lawrence in 1869 as a reform school for boys with behavioral problems, the Essex County Pre-Release and Re-Entry Center (ECPRC) in Lawrence has been a part of The Essex County Sheriff's department since 1976. Overseen by Superintendent Michael Marks, it is the Department's minimum-security facility for men. It houses inmates with less serious records as well as those who are approaching the end of their sentences and have earned the privilege of being transferred to the lower-security facility.

The facility houses approximately 200 sentenced inmates. In addition, between 30 & 40 men are on the Electronic Monitoring Program (EMP). While some EMP participants live at home and some at group homes or sober houses, all are under the supervision of the ECPRC.



### **Step-down Process**

The ECPRC staff does an outstanding job of providing reintegration services for inmates. Allowing inmates to work their way from the Middleton facility to the ECPRC is part of the "step-down process." Step-down means that the inmate goes from a medium security facility, such as Framingham State Prison for females, or the Essex County House of Correction for males, to a pre-release facility such as the WIT for women or the ECPRC for males. From there, the inmate works his or her way to a sober house, electronic monitoring and/or probation, perhaps with a requirement of day reporting at an Office of Community Corrections.

### **Eligibility for the ECPRC**

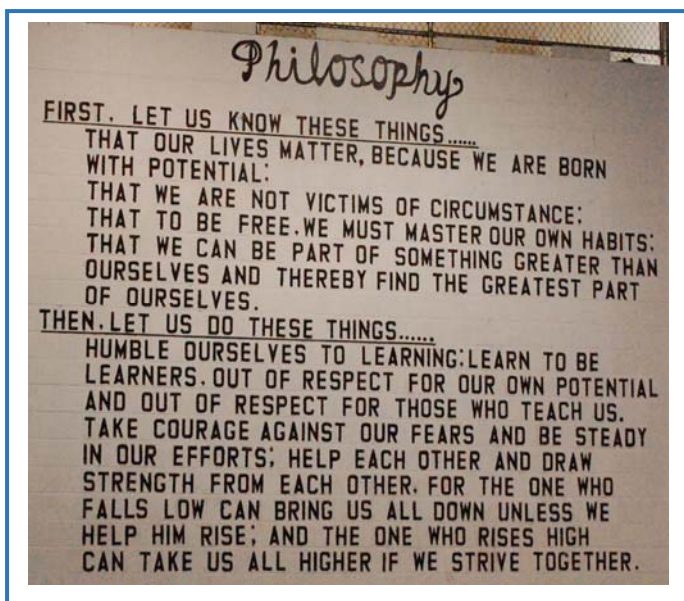
To be allowed to be transferred from Middleton to the ECPRC, an inmate must be referred by his Reintegration Coordinator to the "Farm Board." In addition to interviewing the candidate, the board reviews the inmate's criminal history, current charges, disciplinary record while at Middleton, willingness to take responsibility for his actions and likelihood of succeeding at the ECPRC. Only if approved does the inmate get transferred. Inmates with certain charges, or with extensive criminal backgrounds are not considered for the ECPRC.





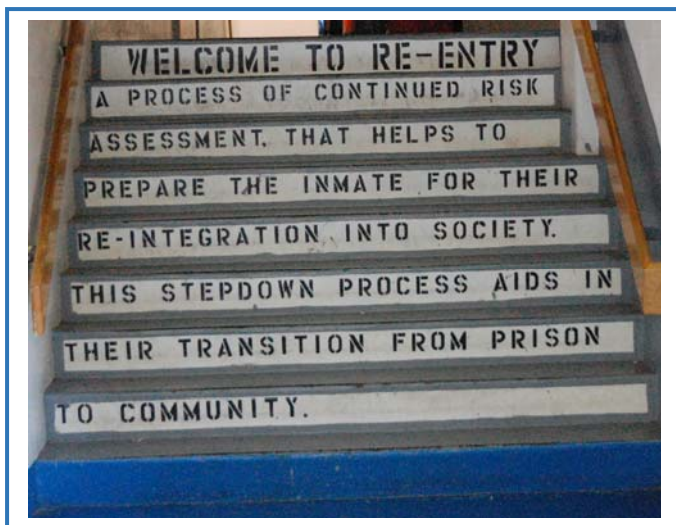
### Program Focused

The Lawrence facility has no walls or fences. Once at the ECPRC, inmates may wear their own clothes instead of the ECSD-issued jump suits required in Middleton. Inmates enjoy contact visits, allowing them to sit with their visitors. The facility may seem a bit less “institutional,” but the ECPRC also gives inmates added responsibilities. These responsibilities include increased program requirements and class participation, as well as additional work assignments at the facility, community service or work release.



### Re-Entry Transition Unit (RTU)

The RTU is based on the understanding that providing building blocks for a new life outside of jail walls is the best deterrent to re-offending. It's mission strongly embraces community-based re-entry services. Housing inmates with less than 90 days on their sentences, the program prepares them to rejoin society. In addition to assisting these men with outpatient and inpatient substance abuse treatment, plans are made for housing, work and other critical issues. Inmates also get help



with necessities such as Social Security cards, MassHealth enrollment, Massachusetts State IDs and appointments with primary care physicians and mental health therapists.

---

**“For our criminal justice reform to be successful, we must invest in community-based services.”**

*-Sheriff Kevin Coppinger*

---



Sheriff  
Kevin Coppinger

While the re-entry services that we and other correctional facilities provide are a good start, they are not enough. Newly released individuals need support, guidance and accountability. Community-based residential re-entry services provide safe housing, workforce development and case management that build connections and stability for individuals returning to our communities. We believe that an investment in these agencies and programs would be money well spent.

Between its opening date in May and the end of 2018, 243 inmates completed the RTU program.

### **Some of the Many Successful Programs at the ECPRC:**

#### **Occupational Safety and Health Administration (OSHA)**

Representatives come every-other month and certify 20 inmates in workplace safety. In 2018, 120 inmates received OSHA certification.

#### **Family Services in Lawrence**

In 2018, this family-focused program held eight-week courses that 28 inmates completed.

#### **ServSafe**

Certified 18 inmates in kitchen & culinary procedures.

#### **Straight Ahead Ministries (S.A.M.)**

As described in the Middleton Facility section.

#### **United Teen Equality Center (UTEC)**

As described in the Middleton Facility section.

#### **Second-Chance Act Technology-Based Career Training Program, BJA Grant**

This \$872,000 *Bureau of Justice Assistance Grant* supports the Certified Training Program, C-Tech, focusing on technology training in copper network cabling & fiber optics. Four areas of study are covered:

##### **1) Network Cabling: Copper Based Systems**

Participants master the basics of copper cabling, installation, construction, and troubleshooting using patented workstations. Up-to-date industry standards and real world workplace simulations are also a large part of the curriculum.

*Certification: Network Cabling Specialist, Copper Systems*

##### **2) Fiber Optics Based Systems**

Students experience all aspects of fiber optics cabling. They learn where and when fiber applications are used and how to install this new technology.

*Certification: Network Cabling Specialist, Fiber Optic Systems*

**3) Telecommunications Technologies:**

This introductory system teaches all aspects of connectivity methods in today's world. Students learn the history, theory, and transmission mediums of communications, as well as Smart Home technologies found in homes and businesses.

*Certification: Telecommunications Technologies*

**4) Home Entertainment Residential Audio/Video Systems:**

Participants acquire the skills to design and set up home theater systems. Students learn the basics of sound engineering in multimedia devices. Skills can be used to install audio/video systems within residential and business environments.

*Certifications: Smart Home Professional, Audio/Video*

In 2018, 130 inmates completed the course.

**Community Service & Work Release**

Once an inmate has completed specific programs, maintained a good disciplinary record and demonstrated a commitment to a successful reintegration, he is encouraged to work in the community through Community Service or Work Release.

**Community Service**

Under correctional officer supervision, work crews from the ECPRC provide services to municipal agencies. From painting a town hall to filling sand bags to prevent storm damage, ECPRC inmates can be seen helping throughout Essex County. In 2018, approximately 600 inmate crews worked at different agencies. Another 110 crews, each with six inmates, cleaned the state highways and 10 crews worked on the department's graffiti truck. ECPRC crews also



work at the Middleton facility as well as the State House. In total, inmates provided approximately 51,000 hours of work in 2018. This allowed inmates to gain self-confidence by giving back to the community and perhaps learning skills they can use post-release; all while saving taxpayers money.

### Work Release

In 2018, 433 jobs were filled by ECSD inmates from the ECPRC.

The Work Release Program provides employment opportunities as well as the development of skills and trades. Through strong relationships with career-focused community partners, large corporations and small businesses, the Work Release Program cultivates career-starting jobs for approved pre-release individuals. At any given time, we have approximately 90 male and 20 female inmates employed with 30 to 35 employers throughout Essex County.

At the end of 2018, more former inmates were employed post-incarceration than at any point in the past.

### Success Story

In 2018, an inmate began working for Webb Transportation in Ipswich as part of the Work Release Program. The gentleman received rave reviews from his supervisor and as a result, he then moved to a pre-release home. He has since been paroled, joined the company and received a raise. The owner stated it best when he said of the employee, "He is now part of the family."

### "The Farm"

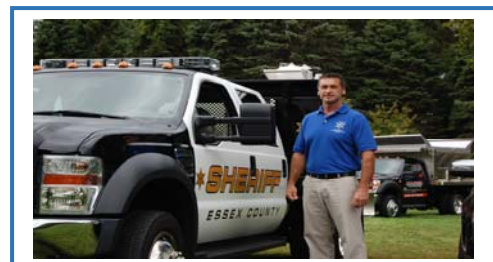


The ECPRC is often called "The Farm," as a working farm occupies a portion of the 13-acre site. With expert guidance from a local farmer, inmates work diligently from early spring into the fall to raise crops. Harvests include pumpkins, eggplant, zucchini and a host of other vegetables.

The bounty is served in the three ECSD facilities and shared with local schools and nonprofits. In 2018, approximately 38,000 pounds of produce were donated to local organizations. In addition, 4,800 pumpkins were donated to local agencies and schools.

### Graffiti Truck

A correctional officer and a crew of two inmates man the ECSD Graffiti Truck, traveling throughout Essex County to remove graffiti from public buildings. See the *Success Story* on page 82 of the "Serving the Community" section.





## Women In Transition

The Women In Transition (WIT) facility increases public safety while assisting female offenders in gaining skills needed to succeed after incarceration. Through various programming components including individual and group counseling, education, employment, and community service, participants learn personal accountability and pro-social alternatives to anti-social and unhealthy lifestyles.



The WIT has a total population of approximately 35-40 inmates, all of whom have been referred by the MCI-Framingham facility. Approximately 24 inmates live in-house and another 10-15 are on the Electronic Monitoring Program (EMP) living at the Maris Center in Salisbury, which is operated by The Link House, Inc. As women step-down from the WIT, they are referred to programs throughout Essex County and Massachusetts.

Substance use disorder programs include Relapse Prevention, Social Aspects of Recovery, Alcoholics Recovery Group, Narcotics Anonymous Step Work and more. Occupational skills such as Creative Writing and ServSafe Food Service Program as well as personal care such as Poetry, Yoga, Mindful Living and Grief Group are also offered. Seeking Safety & Ending the Game focuses on helping women who have been involved in prostitution or sex trafficking.

Many inmates are referred to the Salisbury Office of Community Corrections (OCC). The OCC provides these women with education through Criminal Conduct, New Directions Alcohol & Drug Education, Criminal Thinking, New Directions Release and Re-entry, Job Skills and Anger Management. In addition, the WIT provides educational services for HiSet high school equivalency test preparation.

### Work Release

Through the WIT's Work Release Program, local employers make it possible for female inmates to give back to the community while earning money and feeling good about themselves. In 2018, 102 inmates were placed on Work Release partnering with nine employers.

### Community Service

An integral part of the rehabilitation process is requiring WIT inmates to take part in Community Service. In 2018, 263 inmates were placed on Community Service. Partnering with six agencies, they provide a total of 142 hours of work.

As with ECSD's Work Release Program, Community Service allows participants to give back and feel good about themselves. Working with government agencies and nonprofits throughout Essex County, the women take part in tasks such as painting, planting and cleaning.

### Motheread, Inc.

**Putting books in the hands,  
literacy in the lives, and stories  
in the hearts of children and  
adults for more than 30 years."**

*-Motheread, Inc,  
[www.motheread.org](http://www.motheread.org)*

Nationally-recognized for the wonderful work it does, Motheread teaches literacy skills to adults and children, thereby empowering moms to be able to read to, and with, their children. It utilizes children's books and adult writings.

### Motherhood Project: Parents in Recovery

Parents in Recovery is an innovative, skills-based program offered to parents in recovery from substance abuse disorders. Using an innovative psycho-educational curriculum, which draws on the latest research and practices, this program helps parents in recovery to:



- Establish or repair their relationships with their children.
- Improve relationships with their children's caretaker(s) and/or other important family members.
- Parent with increased skills, confidence and competence.
- Understand critical aspects of child development.
- Learn how to support their children's healthy brain development using content from Harvard's Center on the Developing Child.

In the group sessions, they address specific topics such as positive discipline; foundations for an emotionally close relationship; parenting without fear, violence or substance use; and healthy co-parenting and family legacies.

## Offices of Community Corrections

The three centers, located in Lynn, Lawrence and Salisbury, accept referrals from Parole, Probation and the Essex County Sheriff's Department. The centers are an intermediate sanction



that keep the community safe while reducing the risk of recidivism for offenders. Participants are given tools to live outside of the criminal justice system. The Centers implement curriculum that combines evidence-based, manualized, cognitive behavioral therapy with job development, high school equivalency preparation (HiSet), participant accountability and drug screening.

On April 17, 2018, Governor Charlie Baker signed an Act relative to Criminal Justice Reform which states that Community Corrections can now be utilized as a pre-trial option in lieu of bail or as a condition of release for treatment or monitoring. This allows us to work with more individuals, especially as an alternative to incarceration.

### 2018 Highlights

#### Salisbury

- Participated in the first annual Family Night.
- Staff took part in Salisbury Police's first National Night Out.
- Held a food drive for Our Neighbor's Table.
- Celebrated the Salisbury Police Department on First Responders Appreciation Day.
- Celebrated Cultural Diversity week with speakers including Salisbury police officers, and Senator Kathleen O'Connor-Ives.

#### OCC Spotlight: Employees Fulfill a Need

**Self-Esteem Boston** conducted two terms of training, each consisting of a 6-week course to bolster self-esteem in women from the WIT facility.

"This was the brilliant idea of Jane Sutter our Administrative Assistant. She organized it from start to finish and coordinated it with much appreciated assistance from Cynthia Deleon, Reintegration Coordinator at the WIT."

- *Salisbury OCC Director Donna Thurlow*

## **Lawrence**

- Throughout the year, staff focused on, "Employment, Education and Linkages to Outside Resources."
- Took probationers to a job fair at Northern Essex Community College in Haverhill.
- A manager of Popeye's Chicken spoke to participants about job opportunities. He shared his powerful story of how he rose from inmate to an outstanding member of society.
- Three participants enrolled at Northern Essex Community College.
- Strong relationships continue with outside agencies such as Massachusetts Rehab, Department of Transitional Assistance, Department of Revenue, The Pregnancy Center, AA & NA commitments, UTEC in Lowell, Youth Build in Lawrence, Billy's Barbershop in Lowell, and Lawrence Training School.

## **Lynn**

- Implementation of new treatment planning (Dosage Conceptual Model) which focuses on addressing the individual's criminogenic needs and incorporates evidence-based practice to reduce recidivism.
- In order to best serve our participants, staff took extra training including Opioid Overdose Rescue Training, Moral Reconciliation Therapy, Relapse Prevention Therapy, Criminal Conduct/Substance Abuse and Best Practice Clinical Supervision.
- Celebrated Cultural Diversity week.
- Hosted training for judges, probation officers and OCC staff which highlighted the implementation of the new treatment plans and criminal justice reforms.

Among the three OCC Centers, over 100 participants were referred to the Job Readiness & Development Program and secured employment.

Ten participants earned their high school equivalency (HiSet) and another 36 participants passed portions of the test.





### Success Story

Recently, a former inmate, who now owns his own construction company, visited the Lawrence OCC. He explained that change is possible and offered hope to all. He is willing to hire OCC participants if they are willing to work hard. This story is another powerful example of how people can change.

### Types of Drug Testing Through OCCs

Level II drug testing is a service the Sheriff's Department provides for courts in Essex County. If a court orders that a probationer submit to random screening as a condition of probation, he or she will be referred to the OCC closest to their place of residence. There are currently 316 Level II active cases among the three OCCs.

If there are non-compliance issues with these cases, they are closely monitored by our staff and recommended for Level III Programming.

The average number of Level III participants enrolled monthly, by office, is as follows:

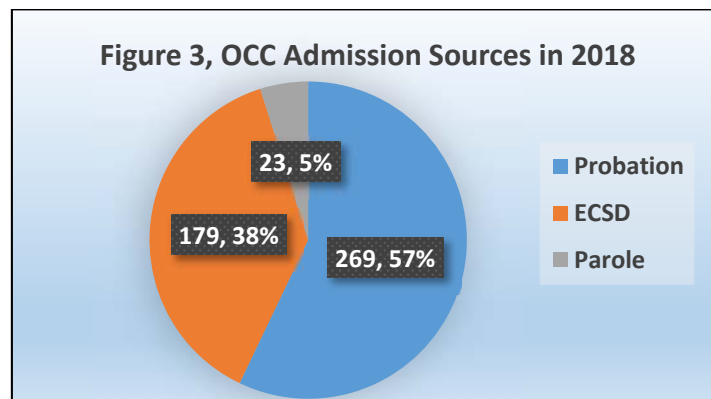
Salisbury	46
Lawrence	46
Lynn	31

### 2018 Statistics

New admissions came from three sources: Probation, ECSD and Parole. The breakdown for the three offices is shown in Table 3.

Table 3. 2018 OCC New Admissions by Office			
	Probation	ECSD	Parole
Salisbury	71	109	0
Lawrence	127	41	22
Lynn	71	29	1
Total	269	179	23

Figure 3 shows that most of the referrals came from Probation at 57% and ECSD at 38%.



Perhaps one of the largest “success stories” is the 2018 OCC annual audit, showing scores that reflect the excellent work done by both employees and participants (see Table 4).

<b>Table 4. 2018 Office of Community Corrections Center Operations &amp; Evidence Based Programming Audit</b>				
	<b>Lynn</b>	<b>Lawrence</b>	<b>Salisbury</b>	<b>Average</b>
<b>Participant Accountability</b>	92	92	96	93
<b>D&amp;A Screening</b>	92	100	98	97
<b>Community Service</b>	92	54	96	81
<b>Site</b>	91	100	83	91
<b>Hours of Operation</b>	100	100	100	100
<b>Reporting Requirements</b>	85	90	90	88
<b>Policy Adherence</b>	95	86	89	90
<b>Program Leadership</b>	95	100	85	93
<b>Staff Characteristics</b>	79	63	69	70
<b>Offender Assessment</b>	92	79	82	84
<b>Treatment Characteristics</b>	90	83	88	87
<b>Quality Assurance</b>	84	66	88	79
<b>Overall Score</b>	<b>90</b>	<b>84</b>	<b>87</b>	<b>87</b>

Highest possible score is 100 in each category.

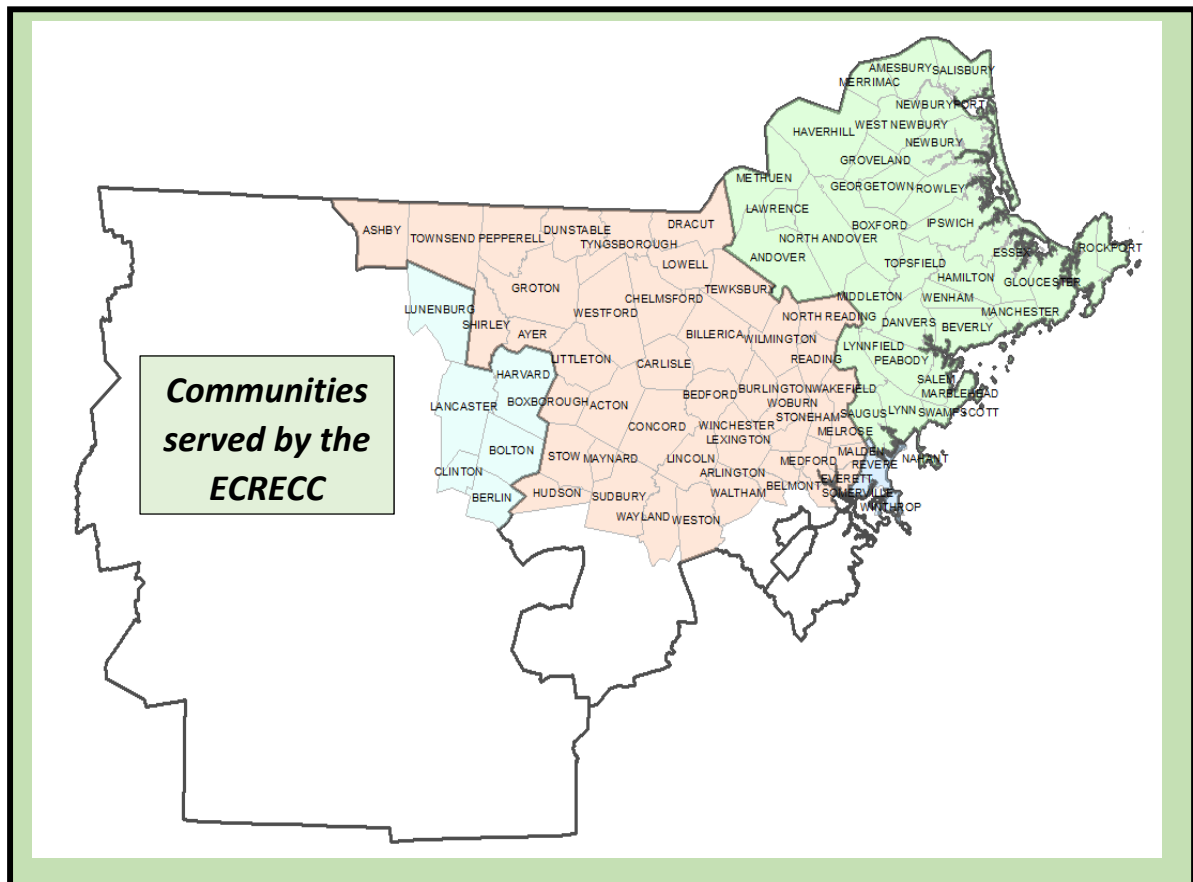
Whether it is at our Lynn, Lawrence or Salisbury OCC (pictured below) dedicated ECSD staff provide excellent training and support for people in the OCC programs.



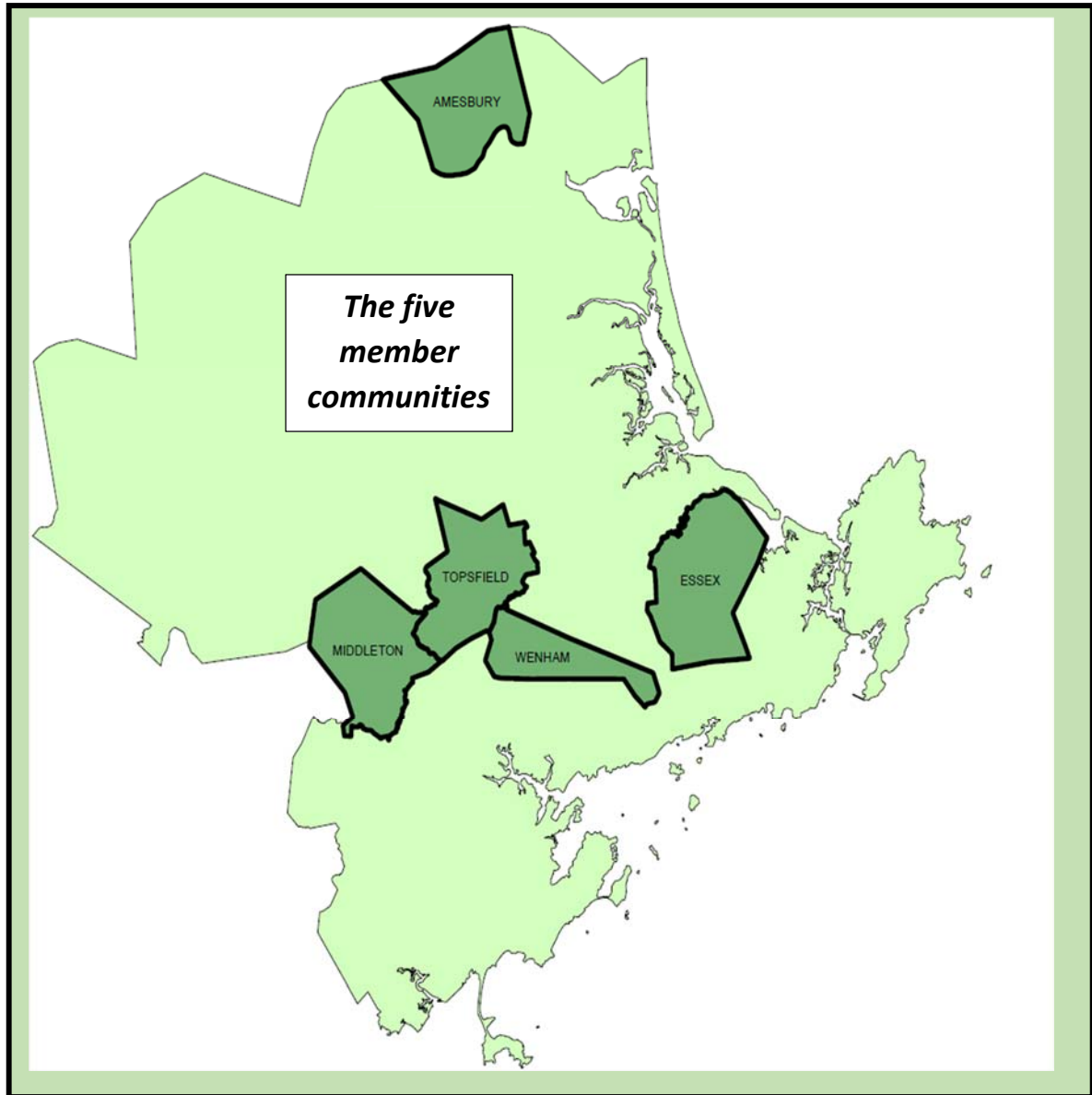
## *Essex County Regional Emergency Communications Center*

ECRECC or “Regional 911” is a dual Public Safety Answering Point (PSAP) or operation that answers and directs 911 calls and requests for emergency assistance.

As a wireless PSAP, “Essex Regional” (ECRECC) answers and directs approximately 500,000 wireless 911 calls for a population of about 1.8 million residents originating in Essex County, most of Middlesex County, six towns in Worcester County and all of Suffolk County, up to Boston. This division covers over 955 square miles. Additionally, the ECRECC is also the alternate answering point for the State 911 Department PSAP Operations Division 1 – Framingham call center.

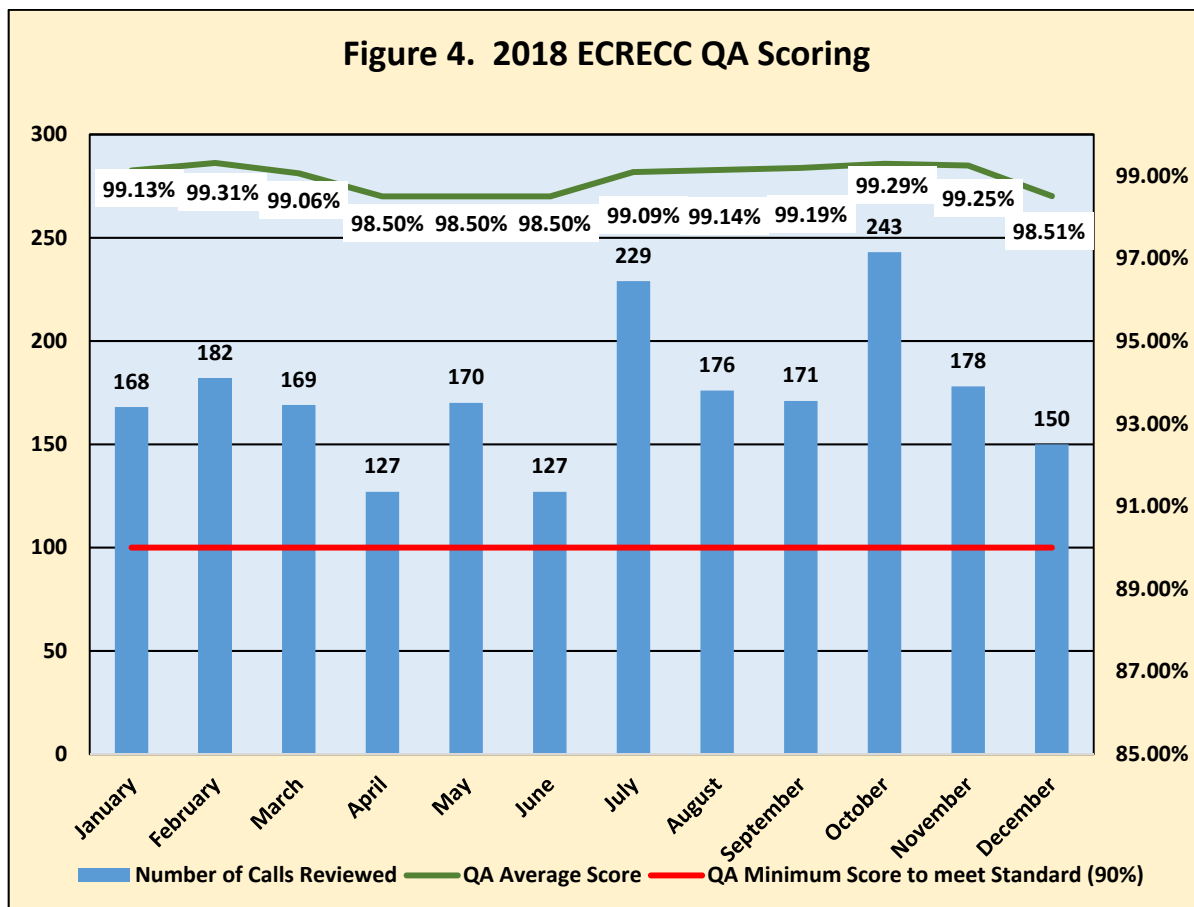


On the regional side, the center answers and fully processes 911 calls for emergency assistance for five communities (Amesbury, Essex, Middleton, Topsfield, and Wenham, Massachusetts). This includes radio dispatching units for police, fire, and Emergency Medical Services (EMS) for these communities. The ECRECC also receives, directs, and otherwise processes related non-emergency calls for these communities.



### Quality Assurance/Quality Improvement (QA/QI Program)

The center participates in a Quality Assurance program designed to meet the standards recommended by the Association of Public Safety Communications Officials International (APCO). Based on extremely strict protocols and standards, the ECRECC maintained a 98.96% overall protocol compliance for 2018. Figure 4 illustrates the consistently high scores received on the Quality Assurance.



### Agency Certifications

#### APCO Agency Training Program Certification

APCO awards this recognition to agencies who have achieved the highest levels of training concerning program, management and administration.

#### NCMEC Missing Kids Readiness Project

Joining the National Center for Missing and Exploited Children (NCMEC) in their mission was a natural fit for our agency. NCMEC's Missing Kids Readiness Project (MKRP) involves meeting the highest standards in handling and processing emergency calls involving children in these high-risk situations as well as being aware to the many indicators that a potential incident is unfolding.

### NWS Weather-Ready Nation Ambassador

The National Weather Service (NWS) recognizes public safety and other partners who have demonstrated a commitment to furthering community weather preparedness. As a Weather-Ready Nation Ambassador, the ECRECC works with the NWS and disseminates weather awareness and safety information.

### **Calls for Service**

A call for service is generated by the ECRECC when a citizen calls in with a need for law enforcement, fire department or ambulance response. It also includes motor vehicle stops, building checks, and directed patrols.

### **Phone Calls**

ECRECC handles more “non-emergency” or business line calls than 911 calls each year. This includes citizens calling the business line with genuine emergencies.

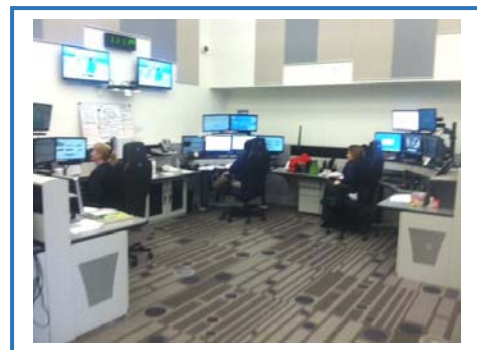
Table 5 provides a breakdown of ECRECC calls.

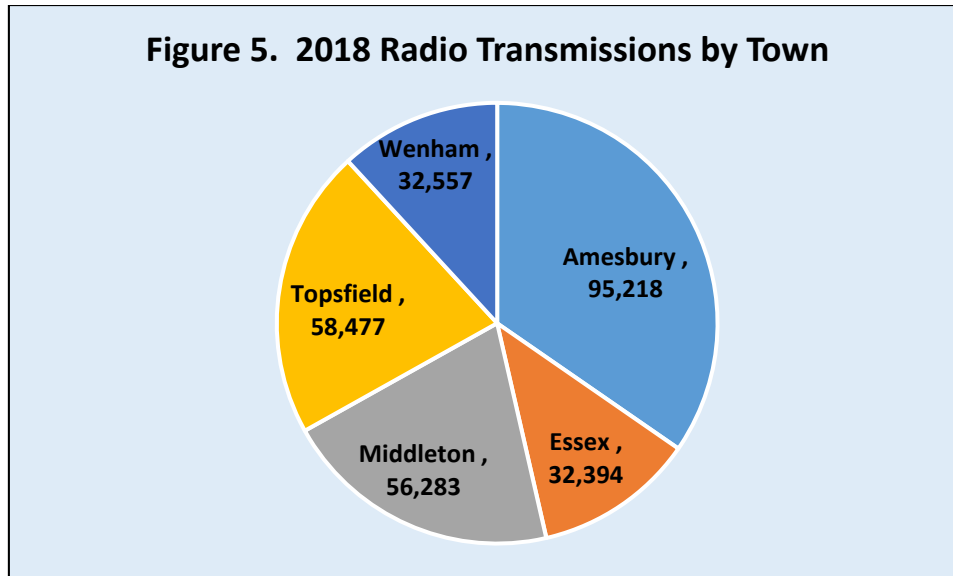
<b>Table 5. 2018 ECRECC Phone Calls</b>			
	<b>Answered</b>	<b>Abandoned</b>	<b>Total</b>
<b>Regional 911 Calls (1)</b>	6,729	344	<b>7,073</b>
<b>Regional 2-Way Calls (2)</b>	40,378	1,148	<b>41,526</b>
<b>Wireless 911 Calls (3)</b>	329,520	44,351	<b>373,871</b>
<b>Wireless Outbound Calls (4)</b>	129,583	N/A	<b>129,583</b>

1. “Regional 911”: emergency calls from the five communities whose landlines are supported by ECRECC.
2. “Regional 2-way”: calls on the business line from landlines within the five communities supported by ECRECC. Although received on the business line, many of these are emergencies.
3. “Wireless 911 Calls”: From the 82 communities covered.
4. “Wireless Outbound Calls”: The telecommunicator called back the caller, called another department or called another party regarding a situation.

### **Radio Transmissions**

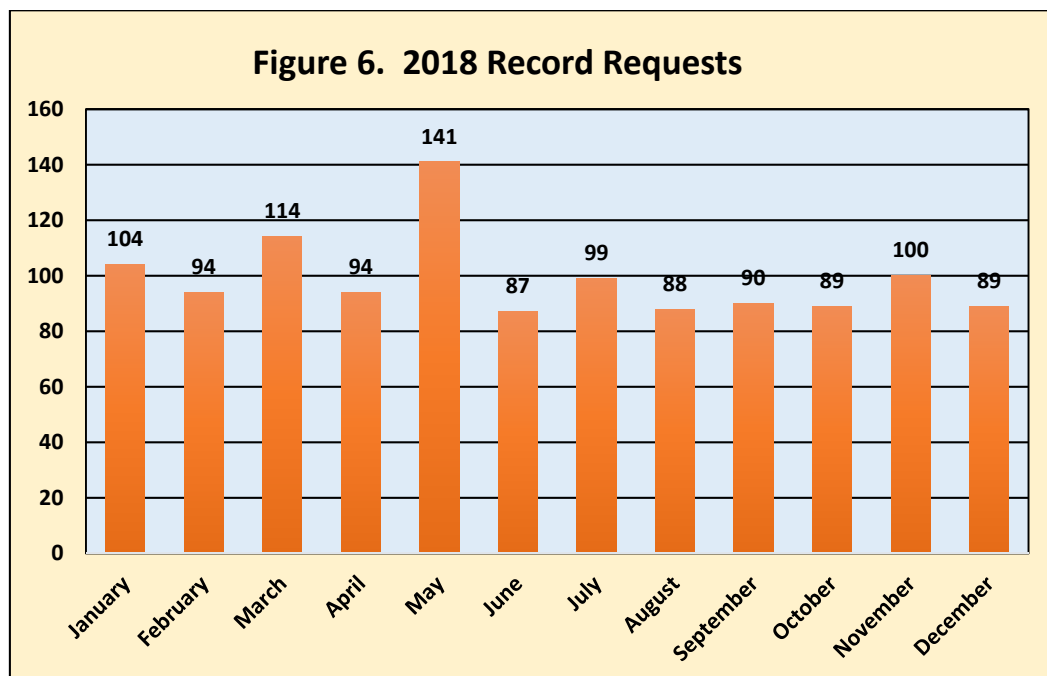
This metric measures the number of recorded radio transmissions. The current Management Information System (MIS) platform is not able to measure individual push-to-talk requests (i.e. at times a radio conversation with numerous transmissions is counted as only one transmission). It is, however, a good gauge on how busy each radio channel is (see Figure 5, page 32).





### Record Requests

In 2018, ECRECC responded to 1,189 public disclosure requests. This represented an 11% increase in requests over the previous year. The complexity of these requests ranged from providing a single copy of a computer-aided dispatch (CAD) log to more in-depth collation, review, and compiling of responsive records over the span of a few months. Figure 6 provides a monthly breakdown of records requests.



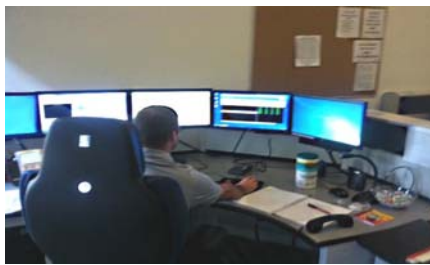


## Success Story

On September 13, 2018 several explosions and fires occurred throughout the Merrimack Valley in the communities of Lawrence, Andover, and North Andover. As the regional wireless center that processes 911 calls for these communities, the ECRECC handled hundreds of 911 calls that instantly overwhelmed our center.

This incident affected both our regional and wireless telecommunicators (TCs). The ECRECC would like to recognize the following employees who were either on-duty or came in from home to assist during this unprecedented incident:

- \* TC Scott Kinney
- \* TC Charles Romeos
- \* TC Deborah Piraino
- \* TC Samantha Famolare
- \* TC Denise Hoyle
- \* TC Herlin Navarro
- \* Supervisor Katrina Shamshack
- \* Supervisor Thomas Ladd
- \* Supervisor Gregory Caldarelli
- \* Supervisor Jenna DiGianvittorio
- \* Operations Manager Lee Ann Delp
- \* Director Alyson Dell Isola

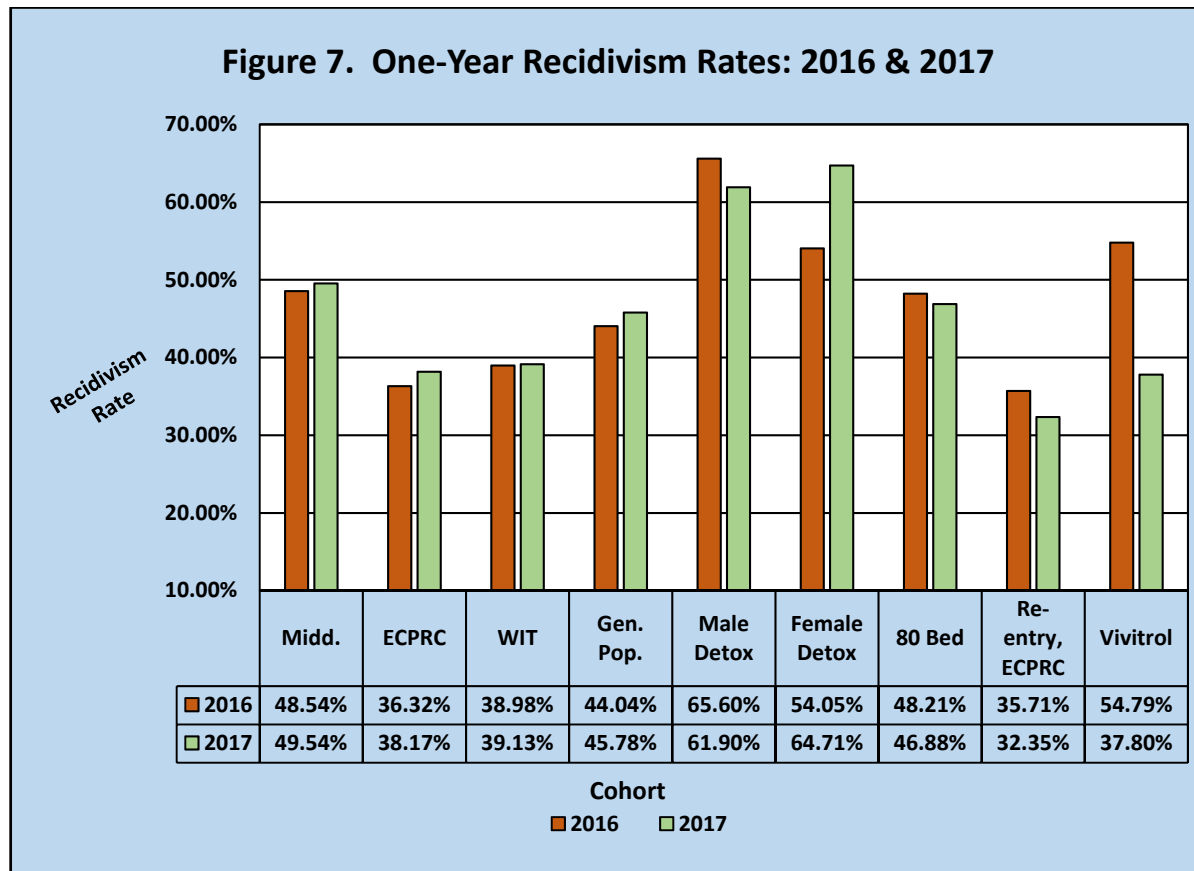




## One-Year Recidivism Rates: 2016 & 2017

This department defines recidivism as having a new arraignment, being found guilty of a new crime or violating parole or probation within one year after release. As recidivism is measured one year after release, recidivism reports “run one year behind.” The most recent report measures recidivism rates for 2017 (i.e. measured in 2018) and was published in early 2019.

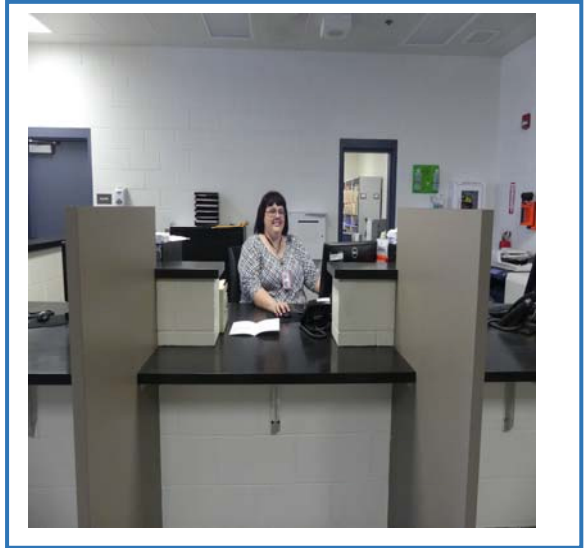
One-year recidivism rates remained fairly constant for sentenced inmates released in 2017 compared to those released in 2016. The overall (General Population) rate increased 1.74%, from 44.04% in 2016 to 45.78% in 2017. This reflects increases of 1.00% for Middleton, 1.85% for the ECPRC and .15% for the WIT. The Female Detox Unit, housing our inmates with the most complex issues, saw a 10.66% increase, from 54.05% to 64.71%. Rates decreased 3.70% for the Male Detox Unit (65.60% to 61.90%); 1.33% for the 80-Bed substance treatment unit (48.21% to 46.88%) and 3.36% for the Re-entry Unit (35.71% to 32.35%). The largest decrease, however, occurred with Vivitrol recipients where the rate dropped 16.99%, from 54.79% in 2016 to 37.80% in 2017 (see Figure 7).



## Daily Workings of ECSD

### Middleton Intake

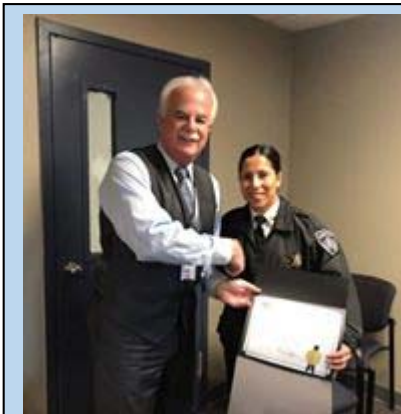
In 2018, Middleton's Intake booked 8,363 inmates. This included 1,232 safekeeps, being held overnight or for the weekend for local or Massachusetts State Police; 5,920 pre-trial inmates held while awaiting trial or while their trials were in progress; and 1,211 sentenced inmates. Some inmates are booked numerous times as they change classification from safekeep to pre-trial to sentenced. In addition, many inmates are transported numerous times, perhaps to court or a medical facility – each time getting processed back into the facility. In total the Middleton facility processed 14,466 intakes in 2018.



The intricate intake process involves photos, physical examination, body scan (to detect contraband), urine analysis and fingerprinting. The Massachusetts State Police recently released the 2016 *Automated Fingerprint Identification System* (AFIS) statistics which showed ECSD had submitted the second-highest volume of fingerprints in the state, second only to Boston PD.

### Success story

In early 2018, Captain Heidi Mora and the Intake staff received voluntary training on the AFIS



Captain Heidi Mora receives a Certificate of Appreciation for her outstanding work.

system from Brian O'Hara of the Mass. State Police Identification Section. At that time, Captain Mora asked about grants or other funding sources available for a new fingerprint machine. Months later, Mr. O'Hara contacted Captain Mora to state that he was impressed with ECSD's staff, and had secured funding through MSP for a new fingerprint machine. In February of 2019, we received a MorphoTrust TouchPrint 5300 valued at almost \$20,000.

## Records

It is said that, “Everything goes through Records.” Every inmate – and his/her paperwork - that comes or goes from the ECSD must be accounted for through Records. Some of the duties the staff is charged with include sentence calculation, initial inmate assessment, suicidal and mental health screening and Prison Rape Elimination Act (PREA) screening. Each Records staff member is deputized, as they often must serve paperwork to inmates on behalf of constables and/or courts.

## Transportation



In addition to transporting inmates to and from court and correctional facilities, transportation offices must transport Civil Commitments, Department of Youth Services (DYS) individuals held in Essex County and females to and from MCI Framingham. These officers are charged with care and custody of the inmates while adhering to a strict drop off/pick up schedule and ensuring public safety.

## Video Conferencing

Video conferencing decreases safety risks and transportation costs associated with driving offenders to court appearances. Since the video conferencing implementation, ECSD staff has expanded the system from three to eight video conference rooms to accommodate the increased use.

In 2018, ECSD held 3,843 video conferences, a 10% increase over 2017. We saw several firsts in 2018. The first out-of-state courts handled were Rockingham District Court in New Hampshire and Pennsylvania Superior Court. We also had a first by successfully conducting VC with the Massachusetts Supreme Judicial Court with seven judges on screen. We have had a high satisfaction rate with the courts, District Attorney's Office, Defense Council and the incarcerated individuals as well as our own department in the usage of VC.



As an additional service, we conduct video conferences on laptops for individuals at hospitals.

## Central Control

Central Control staff are often the first point of contact for the public, whether it be in person, by phone or email. Some of the duties include:

- Overseeing all inmate visits
- Running background checks
- Monitoring all facility cameras and doors
- Overseeing daily vehicle, weapon and equipment assignments to officers
- Monitoring all incoming and outgoing mail

### 2018 Highlights

- Improved screening process increased security of the facility.
- Through the efforts of Central Control Captain Ed Melanson and the Maintenance Division, a large-scale painting project brightened the facility's lobby, halls, doors and pedestrian gate into the facility yard.



## Female Holding Unit

This temporary housing unit allows us to keep female inmates for court or as safekeeps for local or state police. This eliminates the need for these women to be held at MCI Framingham. The result is a decrease in travel time and increased accessibility for family and defense attorneys. We also hold program failures from the WIT and the Female Detox Unit as well as inmates being transferred to the WIT or Female Detox.

### 2018 Highlight

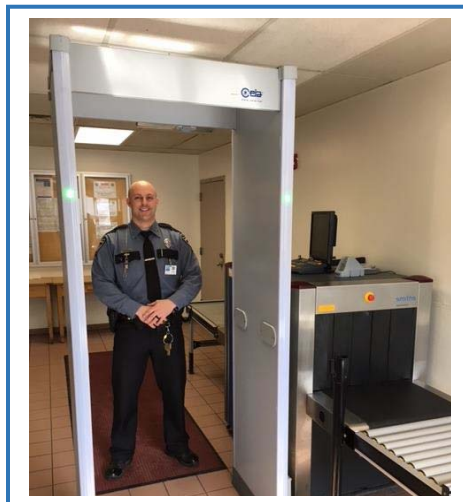
Restructuring of the Female Holding Unit meant that we are now in compliance with the Department of Public Health's (DPH) inmate capacity standards.

## Outer Perimeter Security

Staff must ensure all vehicle movement follow security protocol, clear all visitors to the facility and provide security for all parking areas and the entire exterior of the facility.

**“As the first person who interacts with other agencies and the public, it is important that I have a professional appearance and attitude.”**

- ***Officer Daniel Whipple, Outer Perimeter Security (pictured right).***



## Scheduling

Established in September 2017, this is one of our newer divisions. It is the responsibility of Scheduling to ensure the proper allocation of staff at all times. This includes regular shifts, overtime, details, hospital/medical runs and community events. This requires working with the other divisions to provide staff as needed.

Since its inception, the division has realized a significant decrease in the amount of money spent on overtime. In FY18 (7-1-17 to 6-30-18) the department had a savings of more than \$700,000. Thus far in FY19 (7-1-18 to 12-31-18) the department savings was over \$500,000.

Additional accomplishments of the Scheduling Division include:

- A significant decrease in forced overtime for correctional officers.
- Staff time-off being granted consistently.
- A full review of the overtime and details procedures has improved the process.
- A full review of the scheduling process has improved the process.
- Working with the Training Division to ensure all employees met their training requirements.
- 

### Success story

At the end of 2018, the department's payroll officer went out on maternity leave and Officer Pam DiGirolamo stepped in. Having never worked in that division before, Officer DiGirolamo quickly assimilated herself to the operation, ensuring there were no interruptions with payroll. As her supervisor, Captain Peter Cignetti said, "She somehow knew how to do the payroll...She showed up at our office with a stack of invoices and asked if I minded if she stayed late. "

## Armory

All weapons and related equipment are the responsibility of armory staff. Supervision of the armory falls under the Director of Security and Assistant Director of Security. Operation of the armory is the responsibility of the department's four armorers: Cpt. Shelley Ehlers, Sgt. Stephen Pomerleau, Sgt. Jason Frampton and Supt. Aaron Eastman.



Weapons audits are performed every month, six months and annually by the department's Director of Research & Statistics. A full physical inventory, audit and inspection are done every two years. In addition to existing inventory, any weapons ordered, received, traded, retired, lost or purchased by an employee or former employee is reported in writing to the weapons auditor.

As with prior years, there were no irregularities or discrepancies in armory inventory in 2018.

## DNA Collection

ECSD works closely with the Combined DNA Index System (CODIS), maintained by the Massachusetts State Police Crime Laboratory, to ensure that each pre-trial and sentenced inmate with known felonies submits a DNA sample. In addition to sharing pertinent information, ECSD facilitates CODIS technicians coming to ECSD to collect DNA samples.

**In 2018, we provided CODIS with 351 DNA samples.**

## Detail Officers

Many department officers work details throughout Essex County. In 2018 our officers provided the following coverage:

- Nearly 600 shifts for the Merrimack Valley Gas Crisis, equaling nearly 7,200 hours.
- Assisted other departments in Essex County with approximately 1,700 details.
- Assisted Massachusetts State Police with nearly 450 Mass Highway details.
- 38 officers at Salem's Haunted Happenings.
- 42 officers to surrounding towns for mutual aid events (i.e. 4<sup>th</sup> Of July in Haverhill, Yankee Home Coming in Newburyport, St. Peter's Fiesta in Gloucester, Topsfield Fair and The Boston Marathon).
- 37 Teams for CAT/Saturation, Sobriety Checkpoints, and/or Search Warrant Execution.
- From Memorial Day to Labor Day, assisted the Department of Conservation and Recreation by covering several of their Pool Shifts in Lawrence at the Higgins Pool.





# *Housing Units, Inspections & Audits*

## *Environmental Health & Safety/Fire Safety*



The department's Environmental Health and Safety Officer (EHSO) meets with an auditor from the Department of Public Health (DPH) twice a year for a quality of life audit of the entire facility. The audit addresses everything from sanitation and hygiene to painted walls and windows & doors. All inspections are done by ECSD unit managers, the EHSO or an independent outside agency.

Inspections/testing include:

- AED machines, monthly
- Air quality, every three years
- Flashlights, monthly
- Generator, weekly, monthly, quarterly & annually
- Light & sound, annually
- Negative air flow (infirmary), monthly
- Pest control, monthly
- Sanitation, weekly (unit managers) & monthly (EHSO)
- Water temperature, monthly

**Dave Burnham (left) & Eric Lingeran help keep ECSD running smoothly.**



The Fire Safety Officer works with local fire departments to conduct an annual inspection of the whole facility. In addition, the following inspections are done:

- Ansul (kitchen) system & Sapphire (IT) system, biannually
- Emergency lights & exit signs, weekly (unit managers) & monthly (FSO)
- Fire alarm system, quarterly
- Fire drills (all buildings on all three shifts), monthly & quarterly
- Fire extinguishers including all facilities & vehicles, annually
- Fire hydrants, annually
- Fire inspections, weekly (unit managers) & monthly (FSO)
- Sprinkler system, quarterly & every five years



## ***Housing Units & Audits Conducted***

### **Middleton Housing**

- 240 Building (4 units: A, B, C & D)
  - o 240A, Pre-trial
  - o 240B, Sentenced, Workers
  - o 240C & D, Pre-trial
- 120 (2 units: A & B)
  - o 120A, Restrictive Housing Unit (RHU): Disciplinary Detention, Administrative Segregation & Protective Custody
  - o 120B, Security Threat Groups
- 80-Bed (2 units: Upper & Lower)
  - o 80 Lower, Substance Abuse Treatment, Sentenced
  - o 80 Upper, Substance Abuse Treatment, Pre-trial
- 60-Bed, Alternatives to Violence & Anger Management
- Voke Building (4 units: 1, 2, 3 & 4)
  - o Voke 1 & 3, Protective Custody
  - o Voke 2, Male Detox
  - o Voke 4, Female Detox
- Medical Housing Unit, Multifunctional medical/mental health
- Female Housing Unit, Temporary housing for females scheduled for court

### **Middleton Audits**

- National Committee on Correctional Health Care (NCCHC)



This medical audit consists of **40 Essential Standards**: 37 are applicable to this facility and 36 (97%) were found to be in compliance.

There are **27 Important Standards**: 27 are applicable to this facility and 27 (100%) were found to be in compliance.

#### American Correctional Association (ACA)



This audit is done once every three years. We received a score of 100% on mandatory items and 98.7% on non-mandatory items. This was the highest score received since we began these audits in 2000.



Two Department of Corrections (DOC) audits.  
Both were in compliance.



Two Department of Mental Health audits.  
Both were in compliance.



Two Department of Public Health audits.  
No “score” is received, but rather it is an ongoing collaboration with them visiting twice per year.

- Prison Rape Elimination Act (PREA)

This audit is done every three years on a Pass/Fail basis. The most recent audit, covering the three facilities, was done in 2016 – Passed.

#### ECPRC Housing

- Re-Entry Transition Unit (RTU), Re-entry focus
- Main Campus, Pre-release, General Population
- Diversion, 2-3-week commitment to address substance abuse or behavioral issues
- Electronic Monitoring Program (EMP). Monitored by WIT staff

#### ECPRC Audits

- Two Department of Corrections (DOC) audits. Both were in compliance.
- Two Department of Mental Health audits. Both were in compliance.
- Two Department of Public Health audits. No “score” is received, but rather it is an ongoing collaboration with them visiting twice per year.

### WIT Housing

- Main House, Pre-release, General Population
- Electronic Monitoring Program (EMP). Monitored by ECPRC staff

### WIT Audits

- American Correctional Association (ACA)  
This audit is done once every three years. Not only has the WIT maintained ACA accreditation, but at the most recent audit, in 2018, the facility scored 100/100 for both non-mandatory and mandatory standards.
- Two Department of Corrections (DOC) audits. Both were in compliance.
- Two Department of Mental Health audits. Both were in compliance.
- Two Department of Public Health audits. No “score” is received, but rather it is an ongoing collaboration with them visiting twice per year.

**Without a sense of caring, there can be no sense of community. – Anthony J. D’Angelo**



# Transition Audit

*Conducted by State Auditor Suzanne M. Bump at the request of Sheriff Coppinger*



State Auditor Suzanne Bump discusses her findings with Sheriff Kevin Coppinger.

Soon after being sworn in as Sheriff on January 4, 2017, Kevin Coppinger requested that State Auditor Suzanne M. Bump conduct a transition audit of the Essex County Sheriff's Department. Transition audits are often done to enable new management of an organization to get a full understanding of any deficiencies.

Auditor Bump conducted a full audit covering July 1, 2015 through December 31, 2016, with the results presented on August 27, 2018. In her audit, Auditor Bump cited seven specific areas of concern, summarized below.

1. Inadequate documentation regarding procurement of certain goods and services.

**Action taken:** ECSD hired a seasoned Procurement Director who brought extensive knowledge in CommBuys, the State's on-line procurement platform, as well as in large-scale procurements and internal control compliance. We have also instituted a new, streamlined goods/services purchasing system that ensures accountability and transparency in these areas.

All appropriate employees have been made aware of, and received training on, these new procedures.

2. The department's Internal Control Plan (ICP) had not been properly updated and lacked appropriate control.

**Action taken:** With the hiring of a new Chief Financial Officer, our Fiscal Division updated and created new policies that provide definitive guidance in addressing past departmental exposures. The team was also tasked with creating a new Internal Control Plan (ICP) from the ground up. We have worked diligently on compiling a thorough and robust ICP that encompasses input from all disparate business areas within the department, to identify and prioritize risk within the organization, not just from a fiscal perspective, but to include all operational exposures.



3. A required report on lost inmate funds had not been filed.

**Action taken:** Although the department completed a well-documented Internal Affairs investigation into this referenced loss, we did indeed neglect to report this isolated incident. Upon recognizing this oversight, we filed the Chapter 647 report with the Office of the State Auditor. To prevent a future failure to report, our new Administration has established a Policy and Procedure within its Internal Control Plan to ensure that the Office of State Auditor (OSA) is advised in a timely manner of any and all shortages or theft of funds and property. Additionally, we coordinated with the department's Training and Staff Development Division to ensure that all appropriate personnel receive training in OSA's Chapter 647 reporting requirements.

4. The department did not properly administer, and report on, its inventory and fixed assets.

**Action taken:** We have updated and created an all-inclusive and department-wide inventory of assets. Additionally, we plan to link asset inventory to the Client Relationship Management (CRM) software suite. The result will be total transparency into the entire life-cycle of an asset including tagging, value, description, locating, and surplus or destruction date. Any additions, deletions or location changes will be recorded as they occur. A comprehensive fixed asset inventory audit will occur annually. All inventory staff will be trained on fixed-asset policies and procedures.

5. The department lacked adequate segregation of duties for its funds.

**Action taken:** The Essex County Sheriff's Department has historically struggled with maintaining minimum staffing thresholds, due to budget restraints. The individual responsible for reconciling Civil Process, Police Detail, and Inmate Canteen, now shares this responsibility with three newly hired Budget Analysts with a system of "checks and balances" in place. This cross-training will alleviate this compliance issue. Additionally, internal auditor roles are being added to other members of the staff for periodic independent review of activities of these accounts.

6. Fund expenditures lacked proper authorization.

**Action taken:** Upon the transition to the new Administration, we recognized a department-wide deficiency regarding expenditures and took immediate action. Fund expenditure authorizations are now subject to a regulated and stricter PDF workflow with digital signatures. Record keeping has been dramatically improved as a result. This process has been further mandated by the implementation of the Client Relationship Management (CRM) software suite and is part of the overall digital file for all purchases.



7. The department did not charge police detail administration fees in many cases, resulting in an operational loss. Nor did the department ensure that required documentation was obtained to support officers' detail payment.

**Action taken:** The Coppinger Administration recognized immediate concerns regarding the police detail operation. Several improvements have been implemented since transition to ensure proper documentation, accountability and oversight as a result of on-site auditor discussions. Further changes are anticipated as we continue with the overhaul of this operation. An annual independent accounting assessment will be performed to highlight further operational improvements as needed.

With this critical feedback from the Office of the State Auditor (OSA), the police detail operation has undergone a transformation that includes reconciliation responsibilities being shifted to the ECSD Finance Division. Guidelines regarding uniform collection of administrative fees have been obtained and necessary discussions with local municipalities on this topic will be scheduled.

To read this audit in its entirety, visit  
[www.mass.gov/auditor](http://www.mass.gov/auditor) and go to "Find an audit."



## Human Resources



In 2018, we held two Basic Training Academies which resulted in the hiring of 50 new correctional officers. In addition, we hired 13 non-uniformed staff. We are also proud that 27 individuals were promoted to new assignments in 2018.

We had 38 instances of exemplary service resulting in 18 *Letters of Recognition* and 20 *Letters of Appreciation*, as listed below.

Note that some actions were taken in 2017 and letters awarded in 2018.

### **2018 Letters of Recognition**

#### **October 5, 2017**

Officer John Troiano, for quick recognition and outstanding response to an inmate overdose.

#### **December 13, 2017**

Officer Jonathan Walker, for quick recognition and outstanding response that saved the life of a suicidal patient.

#### **January 1, 2018**

NaphCare Nurses, for outstanding actions that saved a life.

#### **January 2, 2018**

Assistant Director of Security Jonathan Campbell, for outstanding response and defusing an inmate/hostage situation.

#### **February 14, 2018**

For rapid response and immediate actions during cell extractions:

Sergeant Joseph Cronin  
Sergeant Jason Frampton  
Sergeant Paul Perkins  
Officer James Bransfield  
Officer Thomas Casey  
Officer Kevin Clarke  
Officer Scott Diefenback  
Officer Justin Gagola  
Officer Daniel Moscone  
Officer Louise Potvin  
Officer Alex Wilson

**March 31, 2018**

Officer Peter Colangelo, for outstanding performance and immediate actions during an inmate overdose.

Registered Nurse Guy Skelton, for outstanding action during a drug overdose, saving a life.

**November 14, 2018**

Assistant Director of Salisbury OCC Jennifer Murphy, for quick response and outstanding actions at a motor vehicle accident.

***Letters of Appreciation*****September 2017 – February 2018**

Security Investigator Jose Hernandez, for exemplary actions assisting several law enforcement agencies to prevent illegal firearms from being brought into the U. S.

**October 5, 2017**

Security Investigator Morgan Marconi, for outstanding job performance concerning an inmate overdose, helping to save a life.

Officer Eric DiVenuti, for outstanding job performance during a life-threatening emergency.

Officer Matthew Leeman, for outstanding job performance during a life-threatening emergency.

Officer Brendan Walsh, for outstanding job performance during a life-threatening emergency.

**December 13, 2017**

Officer Joshua Bernardo, for quick recognition and outstanding response that saved the life of a suicidal patient.

**January 31, 2018**

Assistant Director of Security Jonathan Campbell, for outstanding job performance concerning a serious suicide attempt.

Officer Justin Gilman, for outstanding job performance concerning a serious suicide attempt.

Officer Alexander Todd, for outstanding job performance concerning a serious suicide attempt.

Officer Jared Valeri, for outstanding job performance concerning a serious suicide attempt.

**February 14, 2018**

For outstanding actions and assistance to the Force Move Team:

Captain William Hitchmoth

Officer Corey Dever

Officer Anthony Gray

Officer Matthew Nikas

Officer David White

**March 4, 2018**

Officer Vickiana Pimental, for outstanding performance and discovery of contraband.

**March 31, 2018**

Officer Paul Singer, for outstanding actions and quick response maintaining security and helping to save the life of an inmate.

LPN Barbara Pifalo, for outstanding actions that saved a life.

**September 6, 2018**

Security Investigator Arnaldo Mora, for outstanding performance in identifying an individual who had provided false information regarding his identification.

**October 25, 2018**

Deputy Sheriff David Fortune, for outstanding actions identifying an erratic driver and helping to preserve public safety.

**As of the end of 2018, we employed 587 people in the Sheriff's Department and 33 at the Essex County Regional Emergency Communications Center (ECRECC).**

**Sheriff's Department****Uniformed staff\***

Correctional Officers	353
Sr. Correctional Officers	27
Sergeants	78
Lieutenants	19
Captains	14
Assistant Superintendents	24
Superintendents	5
Sheriff	<u>1</u>
<b>Total Uniformed</b>	<b>521</b>



Non-uniformed staff	<u>66</u>
<b>Total</b>	<b>587</b>

**ECRECC**

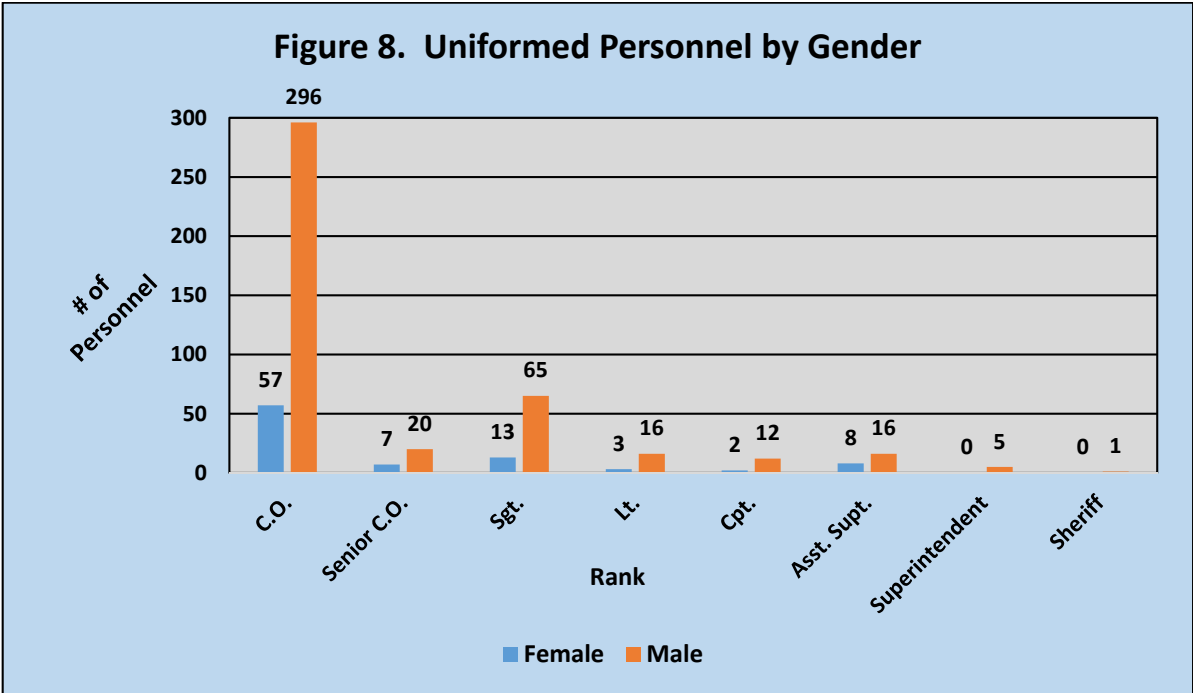
Telecommunicators I	21
Telecommunicators II	8
Administration	<u>4</u>
<b>Total</b>	<b>33</b>



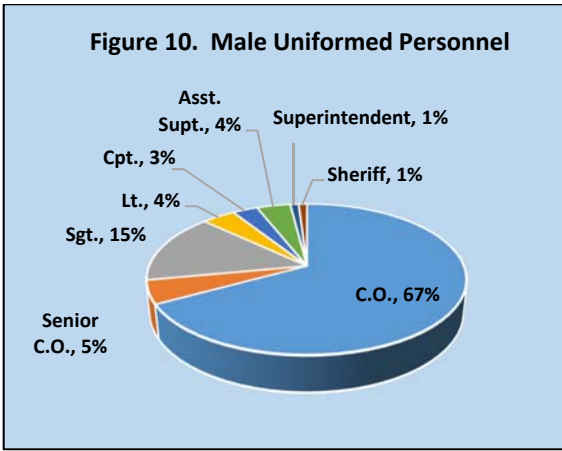
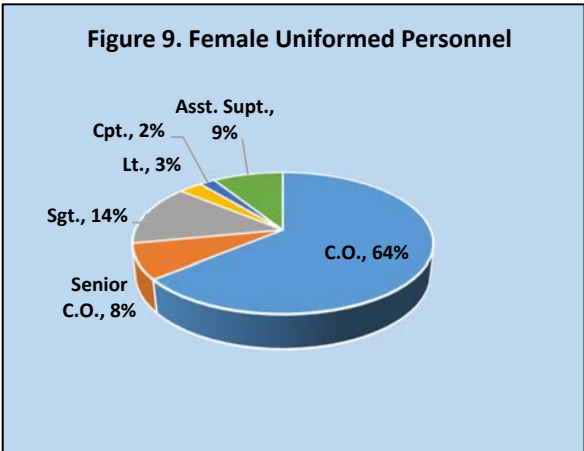
**Total of all employees 620**

\*Uniformed staff includes individuals who have been through a correctional or law enforcement academy and currently work in that capacity.

Figure 8 shows the breakdown of uniformed personnel by gender: 431 males and 90 females.



Figures 9 & 10 show that for the rank of correctional officer through assistant superintendent the composition is similar between male and female uniformed personnel.



### Partnering with Unions:

Two major union contracts were negotiated in 2018. The National Correctional Employees Union (NCEU) contract runs from July 1, 2018 to June 30, 2020 and the International Brotherhood of Correctional Officers (IBCO) contract runs from July 1, 2018 to June 30, 2020.

***We extend our Best Wishes to the 26 employees who retired in 2018:***

**Derek Beasley  
Marie Farrell  
Frank Garrison  
Joan Ingersoll  
Dennis Laubner  
Byron Locke  
David Mangold  
Michael McAuliffe  
David Meader  
Paul Perkins  
Philip Reddy  
Robert Swiderski  
Amy Wilson**

**Jason Ebacher  
David Fronteiro  
Leslie Hamilton  
James Lander  
Robert Leverone  
Michael Lyttle  
Dana Margolis  
Andrew McCarthy  
Demetrios Paragios  
Matthew Pszenny  
Richard Shea  
Christopher Tibak  
Michael Zaffiro**





# Training

## Becoming a Correctional Officer

### The Application Process

A minimum of an Associate Degree, 60 hours college credit or two years of honorable military service is required to apply. The rigorous application process includes a physical fitness test, oral board interview, background check, psychological screening, medical and drug testing.

### Basic Training Academy

This 12-week academy prepares recruits for life as a correctional officer. Subjects taught include drill & ceremony, first responder & CPR, fire prevention, department regulations, defensive tactics, defensive driving, handcuffing, report writing and court room testimony. In addition, each recruit must qualify on the weapons range and pass physical fitness tests.



The three highlights of any academy are **Family Orientation**, **Family Night** and **Graduation**. *Family Orientation* occurs prior to the start of the academy where the recruits' family members are educated on the job their loved ones will be starting. This includes a tour of the Middleton facility. *Family Night* occurs the week before graduation. This event allows loved ones to meet academy staff and other department employees in a relaxed setting. *Academy Graduation*, with all of its pomp and circumstance, celebrates the accomplishments of the class and welcomes them, as new correctional officers, into the ECSD family.



## Career Opportunities

Serving the 34 communities and 800,000 residents of Essex County takes many talented people. Most new officers will begin working in one of our correctional facilities. From there, many job opportunities become available. The jobs listed below are currently held by correctional officers at ECSD.

Administration	Apprehension Team
Armorer	Basic Training Academy
Bicycle Division	Civil Process
Classifications	Graffiti Truck
Honor Guard	Housing
Intake	Internal Affairs
K-9 Division	Maintenance
Offices of Community Corrections	Reintegration
Security Investigations	Tactical Team
Technology	Training & Staff Development
Transportation	Youth Academy

## Additional Responsibilities of Training & Staff Development

- Provide annual Training for academized staff, civilian staff & vendors as well as monthly new employee orientation.
  - o Youth Academy: four correctional officers receive specialized training.
- All department training is approved through the Director of Training.
- Tours are conducted for Peabody and Salem Police Citizens Academy.
- Endicott College Police attend our annual Defensive Tactics in-service training.
- Member of the Massachusetts Sheriffs' Association Education and Training Council where we work with all other Sheriffs' Departments to conduct joint trainings.

## 2018 Highlights

- Christine Arsenault was promoted to Assistant Superintendent IV, Team Leader.
- Allisson Hernandez was promoted to Assistant Superintendent I and Director of the Basic Training Academy.
- Reintegration Coordinator Jacquelyn Richards and Assistant Superintendent Christine Arsenault established *Peer Support* and facilitated ECSD joining Northeastern Massachusetts Law Enforcement Council and Critical Incident Stress Management Teams, geared toward helping law enforcement professionals in crisis.
- Bridgewell, Inc. was contracted to oversee the department's Employee Assistance Program (EAP).

## Statistics

- Approximately 100 applications are received to get a class of 30.
- Training is provided for 700 employees annually (600 ECSD, 100 vendors).
- 600 children from throughout Essex County attend the free Youth Leadership Academy on an annual basis.

## ***Being There for Others: Peer Support & Employee Assistance***

### **ECSD Peer Support**

In April 2018, the ECSD Peer Support Team was organized. The team is comprised of 21 employees representing different facilities, shifts, ranks, cultures, military backgrounds and seniority.

Members of the team have attended a variety of training including: Assisting Individuals in Crisis & Group Crisis Intervention; Applied Suicide Intervention Skills Training (ASIST); Correctional Outreach Resilience Education (CORE) Addictions Conference; Question, Persuade and Refer for Correctional Professionals (QPR); Family Support; and Overcoming Stigmas.

The team has been working proactively and reactively with individuals thanks to staff reaching out for themselves and others asking for help on behalf of fellow employees.

### **Employee Assistance Program (EAP)**

To enhance and manage our Employee Assistance Program, the department contracted with Bridgewell, Inc., an outside independent agency specializing in individual short-term assessment and referrals. This includes counseling, assessments and potential referrals for marital/family relations, emotional difficulties, and problems caused by alcohol and/or drug abuse. Services are confidential.

### **NEMLEC & NLECISM Training**

Some members of ECSD's Peer Support Team have joined the Northeastern Massachusetts Law Enforcement Council (NEMLEC) support team. On a rotating basis, these responders are on call, ready to assist any law enforcement agency in Essex County, Massachusetts and beyond as needed.

Other ECSD members have joined Northshore Law Enforcement Critical Incident Stress Management (NLECISM) which assists law enforcement professionals locally.

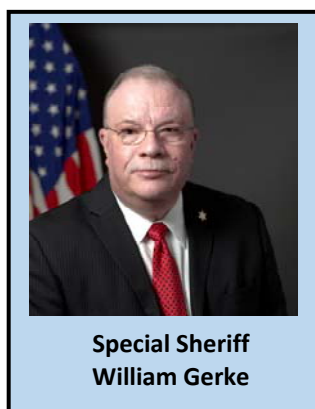
**None of these support groups would be possible without the support and encouragement of senior staff.**



# Operations

## Working Groups

2018 Saw the Fruits of Two Employee Working Groups Formed to Address Key Issues.



“In Sheriff Coppinger’s Administration, we aspire to build partnerships within all levels of the ECSD organization. The performance of the Comprehensive Staffing and Overtime Working Group is one successful example of collaboration across all levels of the agency to ensure adequate staffing while controlling overtime. We must maintain a culture that encourages and rewards exceptional performance, seeks continuous improvement, and fosters teamwork.”

- William Gerke, Special Sheriff

### Comprehensive Staffing & Overtime



Formed: June 2017

Format: ECSD employees facilitated by outside experts

Task: Develop a department-wide staffing analysis

Outcomes:

1. Quickly identified several significant factors that were directly related to a large increase in overtime costs.
2. In July 2017, recommended to Sheriff Coppinger to declare a fiscal emergency and implement a Staffing and Overtime Emergency Plan.
3. In September 2017 the Emergency Plan was implemented and Captain Peter Cignetti was appointed Staffing and Overtime Shift Commander.
  - a. Manpower reallocation, facility modification and external department support procedures were put in place to reduce the need for holds and overtime shifts.
  - b. This emergency plan saved the department \$712,183.58 over the course of Fiscal Year 2018. As of January 22, 2019, in Fiscal Year 2019, the department savings to date is approximately \$542,506.06.
4. The CSOWG went on to produce a detailed staffing analysis and recommend the creation of a Scheduling Office and appointment of Shift Commanders and Executive Officers to assure the accountability and continuity in managing overtime costs and proper staffing levels.

## Programs & Classification

Formed: April 2018

Format: ECSD employees facilitated by outside experts

Task: Examine the recent Crime Bill as it relates to addressing mental health (MH) requirements for restrictive housing populations who are mental health involved.

Outcomes:

1. Identified a mental health curriculum to be delivered to identified populations.
2. Purchased an evidence based/proven MH curriculum (AR Phoenix Resources).
3. Coordination of, and staff delivery of, programming to targeted population to start February 2019.
  - Coordination will involve current Mental Health Staff (WellPath) and Classifications.
4. Identify space/plan to construct a Specialty Mental Health Unit within Middleton (Tabled).

## Strategic Planning & Policy



### Website Design and Implementation

In March 2017, ECSD contracted with Virtual Towns & Schools (now Civic Plus) to assist in designing, developing and launching the new Essex County Sheriff's Department website. The site was fully-functional at year's end, with full use in 2018. The interactive site allows for individuals to sign up for email alerts regarding news announcements, changes in visit schedules, snow emergencies and other important information. An employee-only section will be developed in the near future.

### Asset Inventory System

In August 2018, a department-wide asset inventory was conducted and merged with Asset Tiger, a cloud-based software that allows assets to be managed via asset tags with barcodes, produce predefined audit reports and track asset movement. This system will streamline the procurement process from requisition through assignment and disposal/end of use.

### Intern Program

Since its inception in 1998, each semester, approximately 4-10 college interns are placed with supervisors within the department. Interns work between 10-20 hours a week. This program helps students apply their college course work in a real-life correctional setting. Each year many interns apply to become full-time correctional officers based on their experiences in the internship program.

## Grant Funding

The formulation of a “Grants Committee,” guides the department in examining evidence-based practices to implement programmatically and correctionally sound initiatives through grant development. Members of the committee include all areas of the department: programs, security, executive administration, superintendents as well as contracted vendors to serve as subject matter experts within their areas of the department.

### Grants Awarded

#### **U.S. Department of Labor, Employment and Training Administration, (ETA): \$1.5 million**

To expand the department’s successful “*Essex Tech Training Program*” at the ECPRC. In addition to allowing us to implement a one-stop career center from the local workforce investment board to assist with career readiness and job development, it will allow the C-Tech program to continue to provide classes including Fiber Optics, Copper, and Audio/Visual.

#### **MA Department of Elementary and Secondary Education (DESE) Perkins: \$55,407**

To establish a Hardscaping program (including tile & masonry) at the ECPRC as a partnership with the Essex North Shore Agricultural & Technical School.

#### **MA Department of Elementary and Secondary Education, Title One - Part D: \$181,307**

Provides supplemental educational hours of instruction to inmates under the age of 21.

#### **Department of Justice (DOJ), Bureau of Justice Assistance (BJA): \$150,000**

To enhance our current *Body Worn Camera Program*. The Department is eligible to add 100 new cameras to the correctional force and enhance the current BWC policy.

### **Grant Spotlight:**

Department of Health and Human Services, (DHHS), Substance Abuse and Mental Health Service Administration, (SAMHSA): \$1.5 million



Awarded from the Targeted Capacity Expansion: Medication Assisted Treatment – Prescription Drug and Opioid Addiction solicitation.

The *Essex Medication Assisted Treatment*, (EMAT), will address the growing need to expand and enhance medicated assistance treatment, (MAT) and other recovery support services for inmates with opioid use disorder (OUD).



**MA Executive Office of Public Safety and Security awarded the Department Residential Substance Abuse Treatment: \$30,000**

The Treatment and Recovery from Addiction in Corrections (TRAC) is grounded in the Therapeutic Community philosophy. Staff and community members work together at developing recovery treatment plans.

**The Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA), To fund a Second Chance Act Technology-Based Career Training Program for Incarcerated Adults and Juveniles: \$750,000**

To provide career training programs for incarcerated individuals during the 6-36-month period before their release. C-Tech Training provides training in Telecommunications, Copper Networks, Fiber Networks, Voice Systems, Green Automation and Smart Homes. Volunteers of America will assist in post-release supervision and support.

**The Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) Justice and Mental Health Collaboration - Program Category II, Planning and Implementation: \$250,000**

To fund *Essex County Mental Health Diversion Program* which is designed to divert pre-trial offenders diagnosed with mental health and substance abuse co-occurring disorders (CODs) for comprehensive and individualized treatment



**New England – High Intensity Drug Trafficking Area (HIDTA): \$48,000**

Funding the *Essex County Youth Leadership Academy*, which offers children ages eight to fifteen years of age a safe, challenging and fun atmosphere through various projects and classes focusing on the dangers of illicit drug use.

**MA Executive Office of Public Safety and Security awarded the Department Title II Formula Grant – 2018 Summer Programs: \$19,378**

To enhance services provided by the *Essex County Youth Leadership Academy* through the HIDTA grant.



**Sheriff Copping with  
Essex County Youth  
Leadership Academy  
participants**

## Information Technology & Communications

Leveraging technology has allowed us to create a more efficient, effective and safer environment for our staff of approximately 700 (including employees, vendors & volunteers), inmates and the public. Also important, however, it has enabled us to share information with staff and other correctional, law enforcement and judicial agencies instantaneously. Sharing vital data includes utilizing the Criminal Justice Information System (CJIS), our Offender Management System (OMS) and Massachusetts Sheriffs' Association's MIDNet System. MIDNet is a web-based tool for locating inmate records across all fourteen counties in the Commonwealth and the Department of Correction.

ECSD also serves as the host of a secured SharePoint site that assists the work performed by the 50-member Northeastern Massachusetts Law Enforcement Council (NEMLEC). The information stored on this network is used to apprehend criminals by the 50 police departments that comprise NEMLEC. The departments are in Essex and Middlesex Counties. This hub allows police to obtain the information needed to catch offenders at an expedited pace. Our SharePoint site also enables the 34 members of the Essex County Chiefs of Police Association, District Attorney Office and various Task Forces to exchange information on criminal offenders. The program allows law enforcement agencies and their various divisions to share information beyond their borders.

Thanks to IT collaborating with the Records Division, we are now connected to the Massachusetts Trial Court video conferencing network. See "Video Conferencing" on page 36.

### 2018 Highlights

- New professionalized website and domain for the department:  
<https://www.essexsheriffma.org>
- Transitioned approximately 650 staff email accounts and 5.5 million email messages from an inhouse email server to the Microsoft Office 365 application for email SharePoint and Office Suite applications.
- Oversaw the implementation and transition of technology and communications for the new inmate medical provider, WellPath, into the ECSD.
- IT & Communications Division staff were key players in the *Incident Command System* during the controlled major power shutdown for the Middleton facility generator projects: "Operation Switching Gears I & II."
- Worked with ECSD Fiscal & Procurement Divisions to develop a new web-based procurement system (P2P), saving the department development funds.
- Worked with fellow ECSD staff to research and implement a new cost-effective asset/inventory tracking system for ECSD Administration.
- Began transition of ECSD transportation vehicles to use the state-wide radio system.
- Worked with Training to implement a new module in the DHQ SharePoint system, allowing employees to distribute information to hundreds of staff instantaneously.
- Tens of thousands of dollars saved purchasing items through government surplus.

### Story of Support

Telecommunications Director David Spinosa was a key player responding to the Merrimack Valley gas explosion. As a member of the NEMLEC team, Spinosa helped program the radios of many responding agencies to help enhance communication amongst agencies during the crisis.



### Upcoming/Ongoing Projects that were started in 2018

Video visitation for inmates

Civil Process mobile system

New ECSD phone system

New ECSD interdepartmental network

Upgrade and expand ECSD body-worn camera system using grant awarded in 2018

## Procurement

The Procurement Division ensures that all department purchases of goods or services are made according to department procedure as well as state and federal regulations in an open and competitive manner.

### 2018 Highlights

#### Medical Services

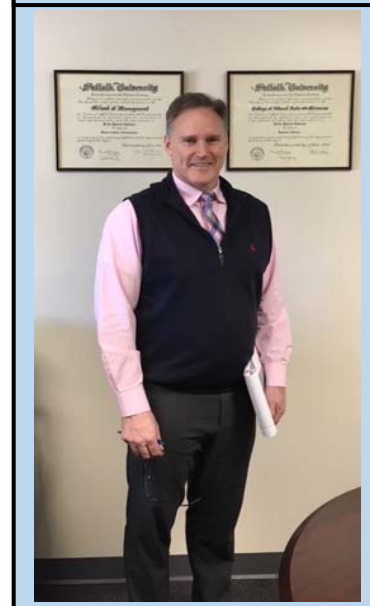
Through an open and competitive procurement process, we have chosen a new healthcare provider. Our new provider, WellPath, will offer excellent healthcare for our inmates while providing the best value. The contract is for 3.5 years with a renewal clause for up to an additional three years.

#### On-line procurement software

Working with the Fiscal and the I.T. & Communications Divisions, the Procurement Division brought on Procurement to Pay or "P2P" which is a streamlined system that requires purchase requests to go through a supervisor and the Finance Division before submission to the Procurement unit. This will expedite the process and provide transparency and accountability. In addition, it will be used for budgeting and tracking our spending. P2P will also be a central repository for all required documents and quotes.

In 2018, we began examining a new network and phone provider that will mean better service with redundancy as well as a more reliable and faster network.

**Procurement Director  
Kevin Sullivan was hired in  
2018.**



## Finance

The Essex County Sheriff is an independent, executive state agency, funded primarily by the General Appropriations Act each fiscal year. ECSD incurs approximately \$73M in annual operating expenses.

Table 6 shows the key figures from the actual budgets for FY17 (7/1/16 to 6/30/17) and FY18 (7/1/17 to 6/30/18). An average cost per inmate of \$46,073.59/year or \$126.23/day has been calculated off of an adjusted budget that excludes departmental expenses that do not pertain to care and custody of inmates, as itemized below.

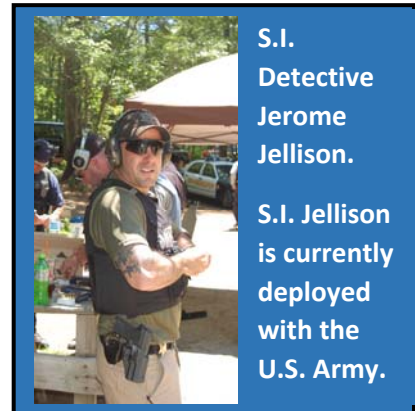
<b>Table 6. Adjusted Cost per Inmate</b>		
	<b>FY 2017</b>	<b>FY 2018</b>
<b>911</b>	\$1,384,469.46	\$337,147.48
<b>Civil Process</b>	\$683,178.26	\$816,373.49
<b>Detail</b>	\$80,752.76	\$87,886.36
<b>OCC</b>	\$186,000.69	\$185,432.00
<b>Payroll Tax of the Above</b>	\$38,751.06	\$23,685.53
<b>Adcare OCC Costs</b>	\$274,460.74	\$310,129.35
<b>OCC Rent and Utilities</b>	\$277,211.49	\$254,937.38
<b>Total Excluded (1)</b>	\$2,924,824.46	\$2,015,591.59
<b>ANF Final Adjusted Costs (2)</b>	\$70,469,655.78	\$69,789,838.31
<b>SDE Final Adjusted Costs (3)</b>	\$67,544,831.32	\$67,774,246.72
<b>SDE Inmate Counts</b>	1,573	1,471
<b>SDE Cost Per Inmate (Annual)</b>	\$42,940.95	\$46,073.59
<b>SDE Cost Per Inmate (Daily)</b>	<b>\$117.65</b>	<b>\$126.23</b>

SDE: Sheriff's Department, Essex

1. Exclusions are expenses that are not inmate care and custody related.
2. Amount approved by ANF (Executive Office for Administration & Finance)
3. Amount approved by ANF (2) – Total Excluded (1) = SDE Final Adjusted Costs (3)

## Security Investigations

The Security Investigations (S.I.) Division is responsible for investigating any alleged criminal activity in the department. This includes assault, sexual assault, possession of contraband or conspiracy to commit a crime. In addition to investigation and prosecution of crimes, S.I. focuses on the gathering and sharing of intelligence. S.I. works with hundreds of outside agencies. Working relationships with local, state and federal law enforcement, District Attorneys, Homeland Security (including Immigration & Customs Enforcement; I.C.E.), Parole and Probation are vital to the work done by S.I. staff.



### Security Threat Groups (Gangs)

This specialized group is part of the S.I. Division. In 2018, S.I. had 375 gang member validations, some internally and some for other departments. We had 277 gang members admitted to ECSD, representing approximately 25 gangs.

ECSD staff are part of a state-wide Gang Task Force that shares information about current, past and prospective gang members. This serves to increase the security not only of our institution, but the public as well.

### 2018 Highlights

- 76 criminal cases
- 24 PREA cases
- 509 Inmate requests
- 516 Background clearances
- Discovered two murder-for-hire plots.
- Worked on the state-wide Gang Task Force's "Operation Mean Streets" that apprehended 56 MS13 members.
- Uncovered an inmate using a false ID, who had a serious criminal record.
- January: S.I. assisted U.S. Attorney's Office and several other agencies investigating and ultimately prosecuting several individuals who were fraudulently providing Massachusetts identifications and drivers' licenses to illegal residents for cash.
- April: S.I. was in the forefront as seven people were indicted for allegedly attempting to smuggle Suboxone into our Middleton facility in 2017.
- June: S.I. worked with U.S. Attorney's Office, ATF investigators and other agencies to prosecute Latin Gansta' Disciples gang members in illegally dealing firearms.
- July: S.I. was part of "Operation Double Trouble," a multi-agency taskforce led by Homeland Security. Twenty-five people were charged in federal court, the result of a sweep targeting offenders of document and benefits fraud.

### Tactical Team

These specially trained officers respond to large-scale or high-risk situations. In 2018 they assisted with Salem's Haunted Happenings, performed Massachusetts Emergency Management Agency (MEMA) training at the Seabrook, NH nuclear reactor and provided mutual aid for several sister agencies.



In 2018, S.I. had three two-person Warrant Apprehension Teams assigned to the Lawrence Police Department. These teams accounted for 838 warrants cleared and 302 arrests, as shown in Table 7.

Table 7. 2018 Warrant Apprehension Teams			
Team	Warrants Cleared	Arrests	Days
Mora & Jellison	233	57	60
Hernandez & R. Smith	389	75	90
Marconi & Castro	216	170	120
Totals	838	302	270



Tactical Team members Sgt. Gary Mastrangelo (standing) & Sgt. Stephen Pomerleau practice safely restraining an individual.



## Internal Affairs

---

**“The Internal Affairs Division is data driven. We focus solely on the facts presented and discovered, exercising impartiality throughout each investigation.”**

**- David Tobin**  
**Internal Affairs Director**

---



With approximately 2,000 inmates in custody and 600 employees, it is imperative that the Essex County Sheriff's Department maintain a high level of integrity while preserving the public's trust at all times. As the investigative branch of the ECSD, the Internal Affairs Division (I.A.D.) staff conduct program reviews as well as investigations of criminal, civil, and administrative misconduct. They work jointly with local, state and federal law enforcement agencies as well as the Essex District Attorney's Office and the United States Attorney's Office.

The Internal Affairs Division is independent and impartial in its work product. I.A.D. is a "Checks and Balance" for the department. The division supports the Sheriff and the Department in maintaining strict compliance with its rules and regulations as outlined in the *Employee Handbook*, *Post Orders* and its *Policies and Procedures*.

I.A.D. is "data driven," meaning they focus solely on the facts presented and discovered, exercising impartiality throughout each investigation.

### **2018 Statistics:**

- 168 Background investigations
- 97 Cases investigated
- 72 Vendor records checks
- 51 ID renewals
- 11 Program reviews
- 3 Motor vehicle accidents investigated

## Research & Statistics Division

### Mission Statement

The Research and Statistics Division of the Essex County Sheriff's Department strives to remain on the cutting edge of data collection, analysis, and presentation. Through diligence, integrity and attention to detail the division will provide relevant and highly reliable information.

### Responsibilities

- Conduct research and analysis to produce daily, weekly, monthly, semi-annual and annual reports as well as ad hoc projects.
  - o Data supplied support grant applications, mandatory state and federal reporting requirements as well as partnerships with educational, clinical and law enforcement agencies.
  - o The One-Year Recidivism Study includes detailed analysis of factors affecting the success of former inmates, including 20 different cohorts.
- Present research findings, reports and requested information to fellow employees, superiors, outside agencies and the public. Material is presented verbally, via print, email or PowerPoint.
- Serve as point of contact for outside agencies requesting research information.
- Screen requests for information to ensure that each study and report is requested by an ECSD employee, law enforcement/correctional agency or an agency or individual authorized to have the information contained in the study/report that has been requested.
- Screen and approve (if appropriate) all requests to conduct research at the department.
- Conduct monthly, semi-annual and annual weapons audits.
- Conduct K-9 Reviews when a department K-9 is deployed.
- Produce ECSD's *Annual Report*.



The Research & Statistics Division shares data with many organizations including:

- Massachusetts Sheriffs' Association
- Massachusetts Association of Crime Analysts
- Massachusetts Department of Corrections
- American Correctional Association
- Executive Office of Public Safety and Security

## Facilities & Maintenance

The ECSD Facilities & Maintenance Division is responsible for the care and maintenance of all department/state-owned properties. In 2018, the following projects were completed:

### Middleton Facility

In partnership with the Massachusetts Division of Capital Asset Management & Maintenance (DCAMM), a major energy conservation project was completed, involving:

- New programmable, energy-saving toilets
- New boilers in the 120, 60-Bed and 240 housing buildings
- New chiller plant (for heat) in the 240 building
- 21 roof-top heating & cooling units installed on multiple buildings
- Duct work boxes installed in offices to provide better heat control
- Control Wiring/Building Maintenance System (BMS) for HVAC systems and new electric, gas & water meters
- All florescent and incandescent lights replaced with LED lighting
- Electrical replacement of Switch Gear (supplies power to the Middleton Facility)



### Additional work at the Middleton Facility

- In the process of replacing 16 exterior doors
- Approval of 80-Bed bathroom renovation funding
- Began a study of replacing or repairing the exterior of the 80-Bed Building and the Voke Building

### Essex County Pre-Release & Re-Entry Center

- Steam heating system replaced with high efficiency forced hot water system controlled by new building management system
- New windows throughout the facility
- New domestic hot water heaters
- Insulated roof systems on four buildings
- New low-flow toilets, faucets, & showerheads
- Four disabled-accessible bathrooms
- Two disabled-accessible ramps and entrances
- Wheelchair lift on the Annex Building
- All new LED lighting
- Solar panel system on the gymnasium roof
- Remodeled four existing inmate bathrooms
- Removed large smoke stack from boiler plant
- New Resource Center in the Annex building
- New classrooms in the Annex building
- 17 new doors



Assistant Superintendent Frank Garrison, seen here with Sheriff Coppinger, retired in 2018.

## ***Automotive Fleet & Warehouse***

The department maintains approximately 115 vehicles including marked cruisers, transportation vans, unmarked vehicles and maintenance trucks. Necessary upgrades were made to the fleet in 2018 including, six transportation vans, three marked cruisers, one transportation car, one maintenance truck and one administrative SUV. These replaced well-worn vehicles as old as 2000 and with mileage as high as 280,000.

ECPRC inmates who have been appropriately cleared work in Middleton's automotive garage where they are taught general vehicle maintenance. Additional inmates from the ECPRC perform landscaping, cleaning and facility maintenance at Middleton. Each day between six and ten ECPRC inmates work at the Middleton facility.

This division also handles all shipping, receiving and storage for the entire department. This means a steady flow of trucks bring everything from furniture and computers to pallets of paper towels and office supplies.

---

***“In grateful recognition for the very kind and generous donation to assist Monroe County Sheriff's Office Employees affected by Hurricane Irma”***

*-Inscribed on a plaque presented to our warehouse staff from Monroe County (Florida) Sheriff Rick Ramsay*

---



## *Inmate Focus*

### *Community Activity on Behalf of Inmates*

#### **PAARI/AmeriCorps Recovery Coach Grant**

In September 2018, Sheriff Coppinger was pleased to announce that the ECSD is once again partnering with the Police Assisted Addiction Recovery Initiative (PAARI) and will be receiving a 2018-19 AmeriCorps grant to retain two part-time recovery coaches as part of the ECSD's detox team in the male and female detox units.

The ECSD is one of seventy-three law enforcement partners selected to receive an AmeriCorps grant from PAARI and the only Sheriff's Department in the Commonwealth in the PAARI/AmeriCorps grant program.

#### **Success Story**

At its 3<sup>rd</sup> Annual Awards Dinner in June 2018, PAARI recognized Sheriff Coppinger and the entire ECSD detox team with the presentation of a *Leadership Award* for innovative approaches to treatment and re-entry into society. Sheriff Coppinger stated, "The recovery coaches enable us to reach beyond our walls and connect our detox participants to vitally important community-based resources to better their chances for sustained recovery."

#### **Absentee Voter Program with Salem Branch of League of Women Voters**

In September 2018, ECSD staff worked with the Salem Branch of the League of Women Voters to establish a process that allowed eligible ECSD inmates in Middleton to file applications for absentee ballots with the appropriate City and Town Clerks' Offices. The result was 46 inmates casting ballots in the November 2018 state election.

### *Massachusetts Bail Fund*

We are proud to work with the Massachusetts Bail Fund, a project of the [Criminal Justice Policy Coalition](#), a registered 501(c)(3) agency. The fund contributes up to \$500 bail to allow low-income people to stay out of jail while addressing their cases. Through the efforts of our staff, between two and eight inmates per week receive bail assistance.

In 2018, 44 ECSD pre-trial inmates were released with the help of the Massachusetts Bail Fund.



## Parole



Parole Officers such as Paul Fennelly maintaining offices within our facilities means excellent accessibility for inmates.

Massachusetts Parole Officers have an office in our Middleton facility. This allows inmates to meet with the officers and, if eligible, meet with the Parole Board. The Parole Board promotes public safety through the responsible reintegration of offenders to the community through supervised conditional release, so that a successful transition from confinement to parole discharge provides a basis for continued and responsible conduct.

### ***The Parole Board's mission:***

- ***Identifying those parole eligible offenders for whom there is sufficient indication that confinement has served its purposes and setting conditions of parole;***
- ***Providing transitional planning, supervision and assistance to the offender and direction to relevant services that promote responsible conduct;***
- ***Enforcing compliance with parole conditions through the timely application of a graduated scale of sanctions, including a return to confinement;***
- ***Developing partnerships with applicable federal, state, county and nonprofit organizations in an effort to provide a continuum of risk reduction programming to offenders that reduces recidivism, maximizes resources, eliminates duplication and demonstrates fiscal responsibility;***
- ***Striving to understand the concerns of victims and the general public, giving full consideration to these concerns when setting policy and making parole decisions.***

Table 8 shows Parole's success with ECSD inmates in 2018.

Table 8. 2018 ECSD Inmates Seen by Parole				
	MIDD	ECPRC	WIT	Total
Met with Parole Officer	847	520	93	<b>1,460</b>
Saw Parole Board	534	292	75	<b>901</b>
Received Parole	277	230	57	<b>564</b>
Got Released	218	150	35	<b>403</b>



## *Partnering with Department of Mental Health*

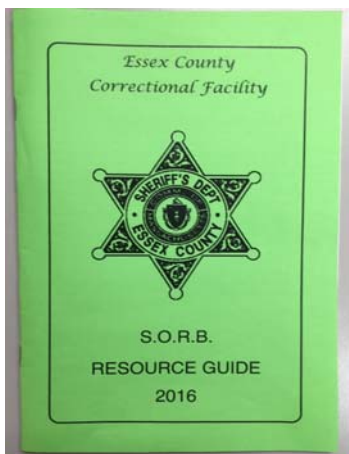
Reintegration Coordinator (RIC) Jennifer Poulin has established a wonderful relationship with Department of Mental Health (DMH) staff, focused on providing care for inmates with mental health issues. If a current inmate was receiving services from the DMH prior to incarceration, RIC Poulin works with a DMH liaison to establish a comprehensive release plan that involves DMH caseworkers, Program Directors, and Probation. This often involves a meeting among the inmate and the key people he will need to contact in the community. The idea is that everyone, including the inmate, will learn exactly who is providing what services, what is expected of the inmate and how to best access services.



If an inmate is incarcerated with us and has not been receiving DMH services, but it is determined by our mental health staff that services would be helpful, RIC Poulin will assist the inmate in completing the DMH application. She will then coordinate with the DMH examiners for evaluations and interviews with the inmate.

RIC Poulin maintains a caseload of approximately 20 inmates in this program.

## *Sex Offender Population*



The reintegration coordinator who works with sex offenders carries an average case load of 60 inmates, both pre-trial and sentenced. In addition to coordinating their treatment, programs and classes while incarcerated, she prepares them for life after incarceration.

This often involves assisting with housing, post-release programs and registering with the Sex Offender Registry Board (SORB), the Massachusetts State Police and the local police department of the community in which he will reside upon release.

Prior to release, each sex offender receives a copy of “Essex County Correctional Facility SORB Resource Guide” to help them post-release. This guide has been shared with numerous other correctional facilities in Massachusetts.

## Inmate Disciplinary Office

At the ECPRC and the WIT, minor matters are handled in-house. Major issues (drugs, escape attempt, threatening staff or fighting) would be referred to higher custody: ECSD, Middleton for men and MCI Framingham for females.

The Disciplinary Office at Middleton oversees the inmate disciplinary process. The Disciplinary Sergeant reviews all reports to ensure they are properly entered into the department's database and copies are given to the inmate(s) involved. A hearing is scheduled or, if the inmate chooses, he/she may plead guilty to the Disciplinary Sergeant. All findings are entered into the department's

database. While an informal minor matter may be resolved more expeditiously, a formal matter takes a bit longer, but still must be resolved within seven business days. In 2018, the Disciplinary Office heard 2,151 formal disciplinary cases. Tables 9 and 10 show the results.



Inmate visits, such as this one at the ECPRC, are encouraged. Staying connected to family is important to inmates.

Table 9. 2018 Formal Disciplinary Action	
<b>Disciplinary reports received for the year</b>	<b>2,153</b>
Found Not Guilty	13
Dismissed	222
Released	144
Guilty	1,673
Guilty - Reduced to minor matter	31
Dismissed due to time constraints	31
No Action Taken	39

Table 10. 2018 Formal Disciplinary Action Appeals	
<b>Findings appealed</b>	<b>34</b>
Appeals approved	11
Appeals denied	12
Appeals modified	11

## Inmate Grievances

The Inmate Grievance process allows inmates to seek resolution to a specific complaint or concern. While medical matters are handled by trained medical staff, all other grievances are referred to the department's Grievance Officer. The officer thoroughly investigates all grievances to determine the validity and nature of the matter, then issues a decision. If the inmate disagrees with the Grievance Officer's response, he/she may appeal the grievance decision to the Assistant Superintendent to whom the Grievance Officer reports.

In 2018, 360 grievances were addressed.

## Medical Services

### Medical Care

Providing physical and mental health care to the people in our custody is one of the most important responsibilities we have. We have a medical care unit with 24-hour professional staff. If an inmate requires additional treatment, we transport him or her to an outside facility.

ECSD receives an annual National Commission on Correctional Health Care (NCCHC) audit. This is a health services accreditation program which uses external peer review to determine whether correctional institutions meet these standards in their provision of health services. NCCHC renders a professional judgment and assists in the improvement of services provided. The audit includes 40 essential standards and 27 important standards.

In the 2018 audit, of the 40 essential standards, 37 were applicable to ECSD. Thirty-six (97%) were found to be in compliance. Of the 27 important standards, 27 were applicable to ECSD. Twenty-seven (100%) were found to be in compliance.

NaphCare, Inc. provided medical and mental health care for inmates until December 10, 2018.

Following is a breakdown of care provided.

#### Mental Health\*

Receiving Screenings	9,531
Physical Assessments	6,899
Mental Health Evaluations	1,584

#### Medical Visits (Sick Calls)

MD	5
NP/PA	4,120
Nurse	5,157
MH Professional*	6,172
MH Provider*	2,549
Dentist	641
Optometrist	378

Patients in Medical Housing Unit	3,863
Patients Hospitalized	339

\*Some mental health screenings, assessments, evaluations or sick call visits resulted in mental health appointments. See more in the *Mental Health Care* section on page 75.

## WellPath

In December 2018, the department transitioned from our longtime medical provider, NaphCare, Inc. to WellPath. The choice came after a lengthy application and evaluation process. WellPath now provides medical and mental health care for all inmates.

WellPath has many years' experience in serving the incarcerated population. Their focus is on improving patient care and clinical quality while reducing cost and mitigating risk of malpractice and litigation. They further focus on increasing stabilization and operational efficiencies.

WellPath's Health Service Administrator, Cynthia Slocum, RN has been a key to the healthcare provider transition.



**Actions speak louder than words:** WellPath's website states they have a commitment to maintaining full staffing at all times to provide the proper care to those in need. This was demonstrated when a 52-person, multi-discipline transition team was onsite before midnight and immediately began support of services at 12:01am on December 10, 2018, the first day of their contract. The WellPath team continued to provide a high level of support throughout the holiday season and beyond.



**WellPath's Mantra: Always Do the Right Thing.**

**Vision:** To transform healthcare by delivering hope and healing through public health partnerships.

**Mission:** Provide quality care to every patient with compassion, collaboration and innovation.

**Values:** The Five Hs  
Humility  
Honesty  
Hunger  
Hard Work  
Humor

## Treatment Services

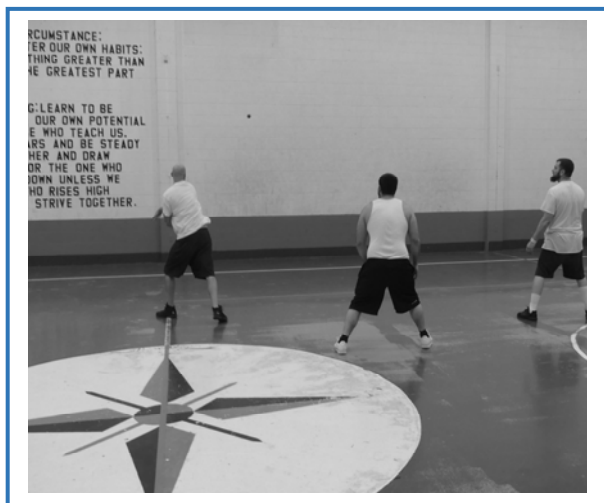
### AdCare

AdCare Criminal Justice Services, Inc. (ACJS) implements programs and services in the Essex County House of Correction and at the Offices of Community Corrections in accordance with existing Sheriff's Department policies, procedures, tracking systems, and data collection systems. Services in the House of Correction and the OCCs include substance abuse treatment programs (TRAC and the OCCs), Alternatives To Violence Programming (ATV), life skills, HIV Education, parenting classes, adult education which



includes HiSet preparation, English for Speakers of Other Languages (ESOL), Adult Basic Education (ABE) and job development (at the OCCs), case management/discharge planning.

The services are grounded in evidence-based practices for offender treatment and are delivered in methods that include didactic as well as interactive groups, individual case management, peer-to-peer learning, mutual help facilitation, contingency management, utilizing Common Core guidelines and through a multitude of techniques to enhance an offender's motivation for change. ACJS staff also provide clinical services to both the male and female detox units located within the Middleton facility.



As the inmates prepare for discharge/re-entry and ongoing care in the community, comprehensive discharge plans are developed that provide each client with an action plan for addressing issues such as housing, recovery, mental health, physical health, legal obligations, childcare, and ongoing care. Plans for transition to community-based services include recommendations for aftercare that speak to the individual needs of the client and to his/her specific progress in the treatment program.

## Mental Health Care

The Essex County Sheriff's Department has a multi-layer approach for determining if an inmate may have a mental health issue:

- During intake, each inmate is given the eight-question *Brief Jail Mental Health Screen* to determine any immediate mental health needs. If the screen indicates that the inmate may have a mental health issue, the booking clerk notifies the mental health clinician.
- Each inmate is also seen by a WellPath medical staff member who looks for signs of mental health issues.
- Once on a housing unit, the inmate will be monitored by staff. ECSD staff are trained to notice signs that an inmate may be in distress. As part of their regular training, all academized staff must complete the *Suicide Prevention* and *Mental Health First Aid* courses.
- Any inmate may request assistance at any time if he/she feels they have a mental health issue (i.e. self-referral).

### Number of Inmates Served

#### Individual Mental Health Patients

MIDD	867
ECPRC	114
WIT	<u>255</u>
Total	1,236

#### Mental Health Patient Appointments

MIDD	4,809
ECPRC	356
WIT	<u>215</u>
Total	5,380

Director of Mental Health, Jennifer Padre, stated approximately 67% of inmates have mental health issues. Eighty-five percent of these individuals are on medication and 8-10% of them are diagnosed with significant mental health issues.



**Some inmates suffer from co-occurring disorders, meaning they have mental health issues as well as substance abuse issues. We often treat this in the Detox Unit. The Female Detox Unit is pictured here.**



## Medication Assisted Treatment

In 2018, legislation was passed to create a Medication Assisted Treatment (MAT) Pilot Program in Massachusetts. This program would allow all three forms of MAT into correctional institutions: Methadone, Buprenorphine (Suboxone), and Naltrexone (Vivitrol).

---

**"This Pilot Program is a game changer, as it will introduce all three forms of MAT into correctional institutions: Methadone, Buprenorphine (Suboxone), and Naltrexone (Vivitrol)."**

***-Sheriff Kevin Coppinger***

---



The program was originally scheduled to take place in five counties and the Department of Corrections. At ECSD's request, additional legislation was passed that added Essex and Suffolk Counties to the Pilot Program. Because of this and the fact that we want to "do it right" in terms of overall safety, proper protocols, and effective policies and procedures, Sheriff Coppinger formed a working group led by Assistant Superintendent Jason Faro to represent our interests. Working with A.S. Faro will be Assistant Superintendent Mark Cassola and Director of Security David Earle as well as several representatives from WellPath, our new Health Care provider.

The group has already done extensive research into the full use of MAT currently underway in other facilities across the country. They are also working closely with the Massachusetts Department of Public Health and the Executive Office of Public Safety and Security.

To ensure we roll this program out in a safe, effective and efficient manner, we are examining the cost estimates, data collection procedures and security protocol.

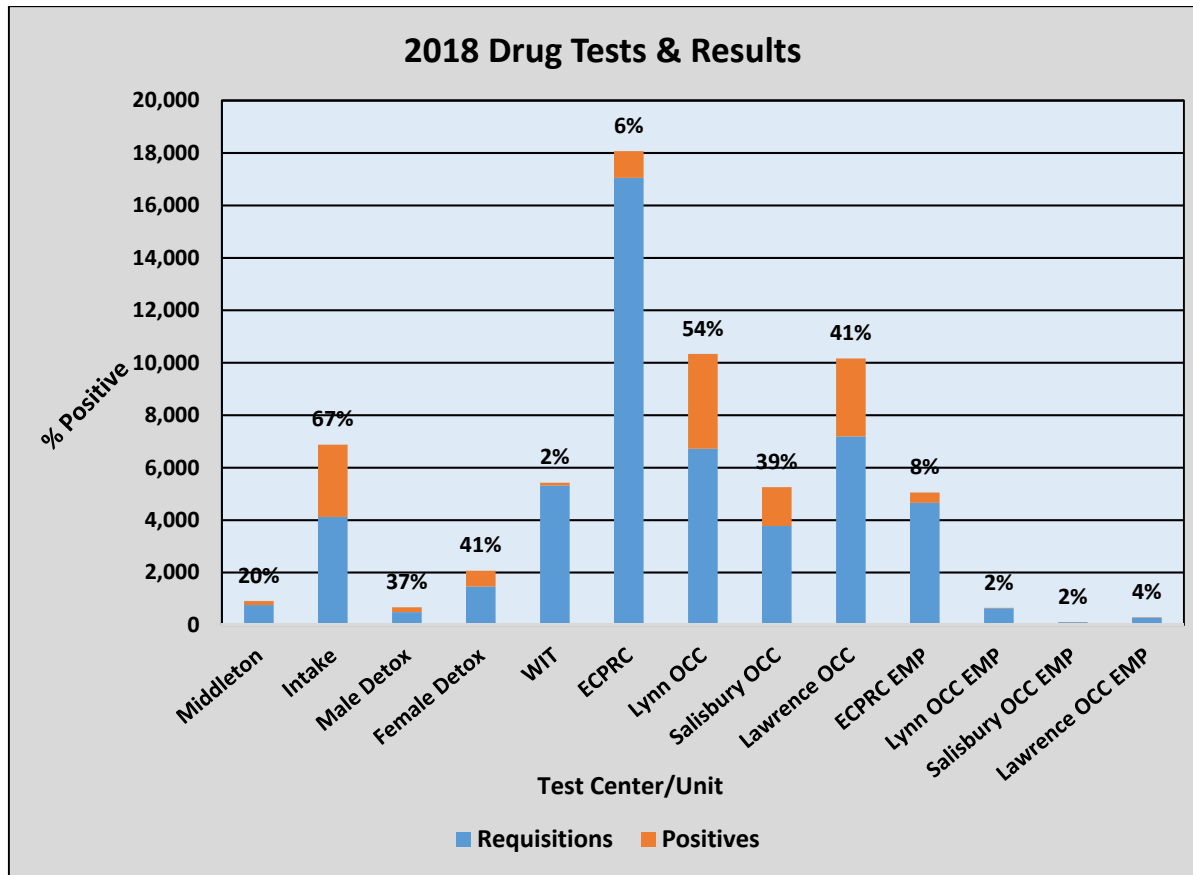
To assist in paying for the rather high costs of implementing this program, we are pursuing a variety of grants. Other potential resources included the Governor's FY20 Budget.



Our projected implementation date is September 1, 2019.

## Drug Testing

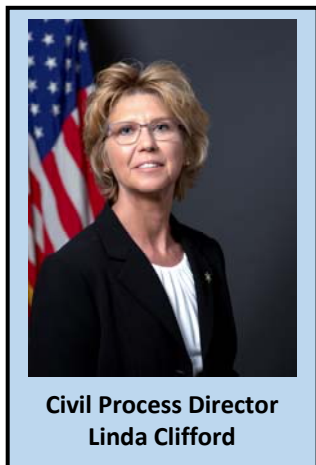
Under the direction of Saad Choudhry, ECSD's drug lab performed 56,682 drug screenings in 2018. Of these, 21,804 came through our Offices of Community Corrections and were done for courts, parole or probation. Another 4,121 were done for the sober homes (2,346 for Maris House, 1,199 for Progress House and 576 for Elms House). The remaining 30,757 screenings were run on ECSD inmates, either held in our facilities or as OCC participants in the Electronic Monitoring Program (EMP). See Figure 11 below.



Note that some positive drug tests are due to valid prescription drugs.

## Serving the Community

### Civil Process



**Civil Process Director  
Linda Clifford**

With a focus on professionalism and compassion, the highly trained staff in Civil Process are responsible for executing court orders and for the delivery of legal documents essential to the proceedings of state-wide and county civil cases. In addition, staff proudly work with the *Committee for Public Counsel* to provide representation in Massachusetts for those unable to afford an attorney.

In 2018, the Civil Process staff served over 17,000 court documents such as summonses, complaints, subpoenas, physical arrests, and seizures. Staff personally assisted approximately 2,500 customers at their Salem and Lawrence offices. The division generated \$897,243.12, a 7.58% increase over 2017.

As a revenue producing arm of the Essex County Sheriff's Department, "C.P." has been able to generate funds to help pay for new equipment and capital improvements within the department which ultimately saves the taxpayers of the Commonwealth tens of thousands of dollars each year. Additionally, on a quarterly basis, the division returns 25% of annual revenue back to the Commonwealth which is then deposited in the Commonwealth's General Fund.



**Director Linda Clifford (at head of table) runs  
a Civil Process team meeting.**

### 2018 Highlights

- A comprehensive website that includes downloadable forms.
- A new system that allows clients to pay for services electronically, in person or over the telephone.
- Creation of an external email address to assist the users in emailing documents directly for service. In addition, users can receive timely information regarding their services.
- A new banking system complying with suggestions by state auditors to streamline accounting procedures.
- As a cost-saving measure, one office was scaled down and a satellite office created.
- Provided the Southern Essex District Registry of Deeds staff with CPR/AED training and certification.

## K-9

At year's end, we had 14 K-9 teams, each consisting of one dog and one handler. Each team has been initially trained and certified through the 13-week Boston Police Canine Academy. In addition, each team performs 16 hours monthly of in-service training. Each team maintains a minimum certification in Patrol Work and Narcotics Detection.

Patrol Work consists of crowd control, handler/officer protection, tracking, building/home searches, suspect searches, evidence recovery, obedience, and agility. Narcotics Detection includes heroin, cocaine, crack, suboxone, black tar heroin, MDMA (ecstasy), hash, marijuana and methamphetamines.

K-9 teams work within the facilities, performing crowd control and drug searches as well as responding to disturbances and monitoring inmate movement. In addition to working at department facilities, K-9 provides mutual aid to other law enforcement. Whether it be locating a lost child, searching a vehicle for drugs, or pursuing a suspect, ECSD K-9 teams are an invaluable resource. Our teams also provide demonstrations at civic events.

The K-9 Division had a total of 1,951 deployments in 2018. This included 1,538 narcotic deployments such as school searches and narcotic finds in buildings & vehicles, and 413 patrol deployments such as searches for firearms, suspects and lost people as well as demonstrations. These numbers include 221 mutual aid calls.

### 2018 Highlights

#### United States Police Canine Association (USPCA) Regional Competition

At this nationally recognized certification competition, held in June 2018, ECSD K-9 was well represented.

##### Patrol Portion

**Sgt. Donald Evans & K-9 Varick**

1<sup>st</sup> Overall

1<sup>st</sup> in Obedience

1<sup>st</sup> in Apprehension

2<sup>nd</sup> in Searching

**Lt. John Pickles & K-9 Lennin**

1<sup>st</sup> in Searching

**Sgt. Stefanos Tsoukalas & K-9 Deimos**

4<sup>th</sup> Overall

2<sup>nd</sup> in Apprehension

##### Narcotics Portion

**Sgt. Jenna Walsh & K-9 Spyder**

1<sup>st</sup> Overall

**Sgt. John Zaccari & K-9 Tyson**

3<sup>rd</sup> Overall



### **Four K-9 Officers Received Massachusetts Police Association Medal of Valor**

In 2018, K-9 Unit's Lt. John Pickles, Sgt. Stephen Pomerleau, Sgt. Derrick Beasley and Sgt. John Zaccari received the Medal of Valor Award from the Massachusetts Police Association (MPA). The MPA presents the Medal of Valor to officers throughout the state who have risked their lives in the line of duty and demonstrated courage and true professionalism. The four ECSD officers had responded to a deadly domestic violence incident in Lawrence in April 2016.

### **Apprehensions**

- 1-7-18 – Apprehension of four armed robbery suspects
- 2-2-18 – Apprehension of three kidnapping suspects
- 2-22-18 – Apprehension of four suspects in a shooting
- 4-12-18 – Emergency Response Team, firearm warrant; apprehended three suspects
- 6-20-18 – Apprehended three suspects in armed home invasion; recovered two firearms
- 7-16-18 – Shooting suspect barricaded in house; K-9 deployed, suspect apprehended
- 8-29-18 – Apprehension of A&B with a deadly weapon suspect
- 9-1-18 – Apprehension of one suspect and recovery of one firearm in a shooting
- 9-3-18 – Track & apprehension of one suspect in a shooting
- 10-24-18 – Track & apprehension of Domestic A&B with a deadly weapon suspect
- 11-28-18 – Emergency Response Team; apprehension of home invasion/rape suspect

### **Narcotics**

- 5-7-18 – Located ½ Kilo of heroin & bags of crack cocaine in hidden space in vehicle
- 5-29-18 – 200 grams of fentanyl located hidden in box truck for DEA
- 6-21-18 – Cocaine located in a hidden compartment inside an apartment
- 8-14-18 – Two kilos of heroin located in a hidden room in apartment, High Intensity Drug Trafficking Area (HIDTA) Task Force
- 11-13-18 – Located cocaine & firearm in an apartment search with Lawrence PD Gang Unit
- 12-04-18 – Ammunition and firearm located



## ***Victim Services***

The Victim Services Unit, in conjunction with the Victim Service Registry of Massachusetts, is committed to providing qualified victims of crime, family members, witnesses, and others impacted by crime, services that include:

- Victim related resources
- Notification of:
  - o Offender final release from custody
  - o Offender transfer from medium to minimum security
  - o Offender transfer to another facility
  - o Offender escape
  - o Offender deceased
- Safety planning and crisis intervention
- Advocacy for victims working with other city/state agencies

### ***In 2018 ECSD:***

- *Housed 113 Offenders*
  - *Worked with 128 Victims*
- Some offenders had more than one victim.*

### ***A Story of Support***

Our Victim Advocate worked with a woman who had been physically and emotionally abused by her boyfriend who had been remanded to the custody of the ECSD. Our advocate contacted the victim and explained the process of becoming a certified victim. The advocate also gave the victim the number to the local domestic violence agency, went over some safety planning tips, and reminded her to always keep the restraining order with her.

The victim calls periodically to check on the offender's release date and discuss plans to stay safe upon his release. The victim is currently attending a domestic violence support group.

Anyone with victim related concerns or questions is encouraged to email our Victim Services Coordinator at: [victimservices@essexsheriffma.org](mailto:victimservices@essexsheriffma.org)

***"There is nothing more precious than the opportunity to help those in need."***

***- Essex County Sheriff's Department Supervisor***



## Graffiti Truck

Beginning in the early spring, and continuing until the frost, a correctional officer and a crew of two inmates man the ECSD Graffiti Truck, traveling throughout Essex County to remove graffiti from public buildings, monuments and bridges. Using the latest equipment, the removal is done quickly in an environmentally safe manner.



### Success story

In October, at the request of Salem Police Chief Mary Butler, the Essex County Sheriff's Department Graffiti Truck responded to help remove anti-Semitic graffiti. After the vandalism was discovered, Salem's *No Place for Hate Committee* organized to denounce the vandalism that contained hate-filled language. ECSD's Graffiti Truck, with two inmates and a supervisor, responded immediately and removed the graffiti.

## TRIAD



**U.S. Postal Inspector Danielle Schrage speaks to seniors about mail scams.**

Serving the seniors in Essex County, TRIAD is a collaboration of the ECSD, District Attorney Jonathan Blodgett's office, law enforcement, fire departments, senior citizens, Councils on Aging and support services in each community.

With a focus on senior safety, TRIAD offers programs such as *File of Life* – a magnetic folder containing a person's medical information, *Grab & Go Bags* – an emergency preparedness kit and the *Yellow Dot* – a decal that alerts emergency responders that the driver's vital medical information is in the glove box. In addition, the program offers a speaker series, K-9 demonstrations, tours of the jail and senior IDs.



**The Marblehead Senior Citizen Police Academy, organized by Lt. David Ostrovitz (far right), toured our Middleton facility.**

## Youth Leadership Academy

### TESTIMONIALS FROM YOUTH LEADERSHIP ACADEMY PARENTS

A mother speaking about her daughter who had been experiencing anxiety: “(She) was thrilled. Dinners changed from tearful ...to dinners filled with stories of fun she had.”

A parent whose daughter attended: “She had a great time catching up with past campers and meeting new ones.”

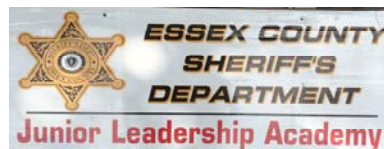
Mother & father whose son attended: “...Thanks (to) Sheriff Coppinger, his wonderful staff and camp counselors...for another great Youth Leadership Academy. Your camp does so much to keep kids in the surrounding communities busy, engaged, learning and sharing through this program.”

A mother whose son attended: “I cannot say enough about the staff.”

Designed for children ages eight to fifteen, this well-structured and disciplined program uses a wide variety of game and team-building activities which help develop teamwork and cooperation while challenging participants physically and mentally. In addition to outings such as the ropes course, bowling and *Paddle Smart* water safety, children enjoy programs including drug and alcohol awareness, bullying and internet safety. The one-week course is run throughout the summer, allowing children throughout Essex County to experience the fun and education.

“YLA” is funded through the Essex County Sheriff’s Department and a grant from New England High Intensity Drug Trafficking Areas (HIDTA). In 2018 an additional grant was provided by the Executive Office of Public Safety and Security (EOPSS).

Each year, over 500 local children participate in the program. In 2018, 515 children took part.



**A visit from our supporters: New England High Intensity Drug Trafficking Area (HIDTA) and Lt. Governor Karyn Polito**

# Community Minded - Community Involved

## Sheriff Kevin Coppinger

Sheriff Coppinger took part in many important events in 2018. Some of the highlights include:

### February 22: Addiction in America: On the Front Lines, Boston, MA

The Washington Post gathered elected officials, medical experts and advocates who are on the front lines of combating the opioid epidemic. Sheriff Coppinger was on a panel and discussed how the opioid crisis is affecting his community, as well as how he is working to help people by way of the department's Detox Units and programs.

### March 7-9: Bureau of Justice Statistics, Clinical Outcomes Assessment Programs Conference, Washington, DC

Sheriff Coppinger was invited to discuss pre and post-trial Medically Assisted Treatment (MAT) programs.



### April 10: Essex D.A. Jonathan Blodgett's Annual School Safety Conference, Peabody, MA

The discussion topic was, *Addiction Epidemic: Strategies for Prevention & Intervention for School-Age Children*.

### May 1: Salem District Court's Law Day, Salem, MA

Law Day affords the opportunity to involve young people in an event to recognize the historical significance of the separation of powers and its relevance.

### May 9: Anti-Defamation League (ADL) Essex County Law & Education Day, Salem, MA

Keynote Speaker: Former white supremacist turned peace activist, Christian Picciolini. Honoring: Catherine Latham, Ed.D. and Middleton Chief of Police, James DiGianvittorio.



### August 8: ECSD hosted a Massachusetts Association of Crime Analysts (MACA) workshop at Essex County Correctional Facility

Law enforcement professionals discussed procedures and statistics used in tracking recidivism.

**September 21: National POW/MIA Recognition Day, Essex County Correctional Facility**

Sheriff Coppinger hosted a ceremony at the Vietnam War Veterans of Massachusetts Missing In Action Memorial to honor soldiers and sailors who have not returned.



**November 13-14: Course Corrections: National Law Enforcement Summit, Los Angeles, CA**  
Sheriff Coppinger and Assistant Superintendent Jason Faro attended. Topics ranged from Crisis Intervention to Mental Health & Public Safety.

**November 28-29: Drug Courts: Where Justice, Treatment, and Recovery Meet Marlborough, MA**

This workshop premiered a video of Essex County's innovative pre-trial Detox Unit. Sheriff Coppinger and Lynn Drug Court Judge James LaMothe spoke about the jail/drug court collaboration.

**November 30: Special Commission to Study the Prevention of Suicide Among Correction Officers in Massachusetts, Boston, MA**

Sheriff Coppinger and Sergeant John Magulas were among the 13 members of this commission.



**December 10: Opioid Forum hosted by Congresswoman Niki Tsongas, Methuen, MA**

Local, state and federal agencies came together to discuss the opioid crisis and how it may be addressed.

**December 10: International Human Rights Day, State House, Boston, MA**

Global Embassy of Activists for Peace hosted an event to celebrate and bring awareness to this very important day. Sheriff Coppinger and Assistant Superintendent Maurice Pratt spoke.





## Other events attended by Sheriff Coppinger



**Sheriff Coppinger with Beverly Rotary President Maureen Trefry.**

- Mail Fraud Workshop, ECSD
- Representative Brad Hill Opiate Forum - Triton Regional High School
- Criminal Justice Advisory Board Breakfast – North Shore Community College
- Merrimac Senior Center Luncheon

- US Attorney's Office Awards Presentation where ECSD Assistant Director of Security Jonathan Campbell was recognized for outstanding public service



**Beverly Senior of the Year, JoAnn Sampson, is congratulated by Sheriff Coppinger.**

- Merrimack Valley Chamber of Commerce Public Safety Breakfast
- Senator Bruce Tarr's Annual Toy Drive
- NH Air National Guard Appreciation Day, Pease Air Force Base

- Plaque presentation to the Teamsters Local 25 for their service during The Hurricane Irma Relief Initiative



**Sheriff Coppinger speaks at the Beacon of Hope Rally in Peabody.**

- Essex County Bar Association Annual Dinner/Meeting
- National Correctional Officers and Employees Week
- North Shore Chamber of Commerce, Danvers
- National Law Enforcement Summit

- National Night Out "America's Night Out Against Crime"
- Lynn Housing Authority and Neighborhood Development St. Patrick's Day Luncheon
- Saugus School Committee's Wellness Committee
- PAARI Awards Dinner
- Major County Sheriffs' Association (MCSA) Conference
- Guest speaker at the G.E. Oldtimers Luncheon

## ECSD Staff

As part of our commitment to the community, our employees took part in local activities.



**Special Sheriff  
Bill Gerke  
(right) &  
Assistant  
Superintendent  
Maurice Pratt  
at the Cruiser  
Convoy for  
Special  
Olympics**

- Touch-A-Truck, Middleton
- National Correctional Officers and Employees Week
- People of Color Criminal Justice Conference
- Memorial Day Parade, Lynn
- Cruiser Convoy to benefit Special Olympics
- Young Women Career Day, Haverhill High School
- Lawrence St. Patrick's Day Parade
- National Night Out: Haverhill, North Andover, Salem, Salisbury & West Newbury

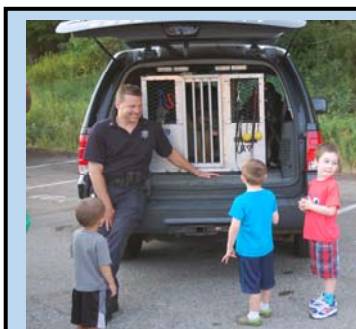
- Touch-a-Truck, Danvers
- National POW/MIA Recognition Day, ESCD Sheriff's Headquarters, Middleton



**We held two  
blood drives  
with Global  
Embassy of  
Activists for  
Peace.**

- Donations delivered to Lawrence Senior Center for gas line affected residents
- Salem Veterans' Day Parade
- Law Enforcement Torch Run to benefit Special Olympics
- Danvers Memorial Day Parade
- Holiday Gift Drive
- Topsfield Fair Opening Parade

- International Human Rights Day with Global Embassy of Activists for Peace, Boston
- Senator Bruce Tarr's Annual Toy Drive



**Children  
(and  
adults)  
always  
enjoy our  
K9  
demos.**

- Beverly High Risk Task Force
- Congresswoman Tsongas's Opioid Forum, Methuen
- Haverhill HOPE Task Force
- Lynn Police Department's Criminal Justice/Mental Health Working Group
- Merrimack Valley Prevention and Substance Abuse Project
- North Shore Continuum of Care – homelessness Prevention

- Recovery Coach Forum at North Shore Community College
- Salem Police Department Juvenile Diversity Awareness Program Working Group



# ***Offices of the Essex County Sheriff's Department***

## **Sheriff's Headquarters**

20 Manning Avenue  
Middleton, MA 01949  
(978) 750-1900

## **Middleton House of Correction**

20 Manning Avenue  
Middleton, MA 01949  
(978) 750-1900

## **Essex County Regional Emergency Communications Center**

18 Manning Avenue  
Middleton, MA 01949  
Non-emergency: (978) 824-7292

## **Essex County Pre-Release and Re-Entry Center**

165 Marston Street  
Lawrence, MA 01841  
(978) 750-1900 Ext. 4309

## **Women In Transition**

197 Elm Street  
Salisbury, MA 01952  
(978) 750-1900 Ext. 3728

## **Lawrence Office of Community Corrections**

499 Essex Street  
Lawrence, MA 01841  
(978) 681-4747

## **Lynn Office of Community Corrections**

100 Willow Street  
Lynn, MA 01901  
(978) 750-1900 Ext. 3750

## **Salisbury Office of Community Corrections**

80 Elm Street  
Salisbury, MA 01952  
(978) 750-1900 Ext. 3712

### **Salem Civil Process Office**

45 Congress Street  
Salem, MA 01970  
(978) 750-1900 Ext. 3590  
[civilprocess@essexsheriffma.org](mailto:civilprocess@essexsheriffma.org)

### **Lawrence Civil Process Office**

499 Essex Street  
Lawrence, MA 01841  
(978) 750-1900 Ext. 4401  
[civilprocess@essexsheriffma.org](mailto:civilprocess@essexsheriffma.org)

[www.essexsheriffma.org](http://www.essexsheriffma.org)

[www.facebook.com](http://www.facebook.com)

@Essex Sheriff



**We pride ourselves on providing care and support for those in our custody while protecting the citizens of Essex County.  
Thank you for allowing us to serve you.  
- The ECSD Staff**