



THE ESSEX COUNTY SHERIFF'S DEPARTMENT

# 2021 Annual Report



Sheriff Kevin F. Coppinger



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*Cover designed by Director of Communications Gretchen Grosky*

## Sheriff's Message



Welcome to the 2021 Essex County Sheriff's Department Annual Report.

2021 was a busy year for us and, like the rest of the world, we still had to cope with the COVID-19 pandemic. While we did see some additional cases within our facilities, the pre-cautions and screening/testing protocols we have put in place allowed us to continue our operations and our efforts to better serve those in our custody and the residents of our communities.

We embarked on several new initiatives to help our incarcerated population obtain the necessary supports they need to succeed and thrive upon release. The cornerstone of this effort is our new Supporting Transitions And Reentry (STAR) program. This community-based corrections program is aimed at keeping people out of jail and from ever returning to custody again.

It was an idea borne out of my days as Lynn Police Chief, where too often I would see the same people cycling in and out of the justice system. I knew these individuals needed help, not only in the jail but back in their communities where we've identified vital supports so critical to their rehabilitation. It was just a matter of connecting them. For two years, a team of the brightest and most creative people on our staff sat down to develop this connection program and built out the plans for it during 2021. In early 2022, we opened STAR offices in both Lynn and Lawrence with the help of \$850,000 in federal funds secured by U.S. Congressman Seth Moulton.

Our initiatives to help those already incarcerated also grew and flourished. One program of note is our Opening Avenues to Reentry Success (OARS). This program dedicates specific housing units to those who want to better themselves and take advantage of the numbers of educational and vocational programs we offer. Those participating get several hours of classroom instruction and group programming daily and then take what they learned back to their housing unit where the individuals continue to learn and teach each other. Some of the programming offered includes HiSET preparation, college level classes from Northern Essex Community College and Merrimack College, and peer tutoring programs. We offer individual certifications in OSHA and ServSafe, as well as training in hardscaping, cable wiring, fiber optics, and so much more.

In conclusion, COVID-19 has had a devastating impact on us all. In December 2021, we lost one of our brothers to the pandemic, Deputy Sheriff Anthony Pasquarello. He was a 15-year veteran of our Department, a loving father, and a dutiful son. He was only 37 when COVID took him from us, and our hearts, prayers and support remain with the Pasquarello family. He will be forever remembered and missed.

I would like to thank our staff for such a wonderful job they do every day. I would also like to thank you for your continued support of our Department. It is an honor to serve you.

Kevin F. Coppinger  
Sheriff



# Sheriff Coppinger's Executive Team



*Sheriff  
Kevin F. Coppinger*



*Special Sheriff  
William Gerke*



*Chief of Staff  
Dennis Newman*



*Middleton Supt.  
Aaron Eastman*



*Supt., Professional  
Standards  
Linda Clifford*



*ECPRC & WIT Supt.  
Heidi Mora*



*Civil Process Director  
Robyn Clarke*



*Executive Assistant  
Monica Harris*



*Chief Legal Counsel  
Rick Jeffrey*



*Strategic Planning &  
Policy Director  
Barbara Maher*



*Legal & Legislative  
Affairs Director  
Joseph McGowan*



*Human Resources  
Director  
Deana Piantedosi*



*Chief Financial Officer  
Kevin Sullivan*

***"I am fortunate to have an executive team that is knowledgeable,  
hard-working, and dedicated to those they serve."***

**- Sheriff Kevin F. Coppinger**

## 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

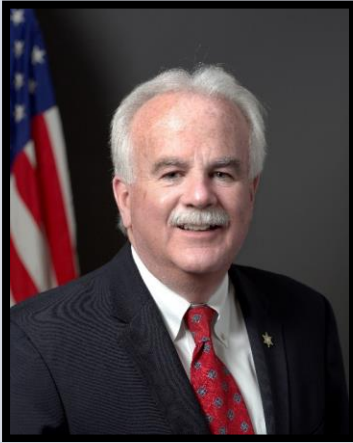
**HONESTY** – We value the quality of truthfulness, free from deceit or fraud. We hold ourselves accountable and transparent in our duties and responsibilities.

**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 Sheriff of Essex County, having taken office in January 2017. Prior to becoming Sheriff, he served thirty-three years in law enforcement. His career began as a police officer in Lynnfield before transferring to the Lynn Police Department in 1985, where he moved up through the ranks to become Police Chief in 2009 and held that position until assuming command of the Essex County Sheriff's Department in 2017.

He holds a Bachelor of Science Degree in Criminal Justice from Northeastern University and a Master of Arts Degree in Criminal Justice from Anna Maria College. He is also a graduate of the 203<sup>rd</sup> Session of the Federal Bureau of Investigation's National Academy in Quantico, Virginia as well as the FBI-LEEDA Program.

Sheriff Coppinger is an active member of the Massachusetts Sheriffs' Association, Major County Sheriffs of America, the National Sheriffs' Association, Essex County Chiefs of Police Association, Police Executive Research Forum, and the Federal Bureau of Investigation's National Academy Associates. He currently holds a seat on the Massachusetts Special Commission on Correctional Funding and is a member of the Massachusetts Police Training Committee. Coppinger is also an Advisory Board member for the following organizations - North Shore Community College's Criminal Justice Program; Violently Injured Police Officers Organization (VIPO); and UTEC, Inc., a non-profit dedicated to the success of today's youth.

As Sheriff of Essex County, he is committed to further professionalizing the Sheriff's Department by improving staff skills, training, and accountability; expanding mental health services and medication assisted treatment to confront the opioid epidemic; improving re-entry programs and community follow-up; and by strengthening collaboration with other sheriffs, public safety leaders, community groups, and organizations.

**"We are charged with the care and custody of individuals. We are committed to help them as best we can. Through programs, treatment, education, and job training, we help to prepare these individuals for life after incarceration."**

- Sheriff Kevin Coppinger

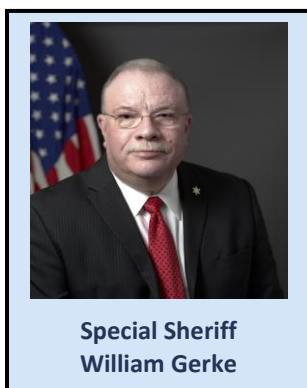
## **2021: By the Numbers**

Communities Served	34
Citizens of Essex County Served	800,000
Inmates Processed Through Intake (1)	3,719
Sentenced Inmates Released	777
Average Daily Population (ADP)	
Middleton Facility	960
Essex County Pre-Release & Re-Entry Center	71
Women In Transition Facility	<u>13</u>
Total	1,044
One-Year Recidivism Rate	41.58%
Released in 2020. Measured one year later, in 2021.	
Inmate Visits (all facilities, privileged, & nonprivileged):	7,992
Inmate Video Conferences/Court Appearances (2):	12,394
Academized (uniformed) Staff	502
Non-academized Staff	65
Deployed for Military Service	6
K-9 teams	11
K-9 deployments	1,750
Doses provided for rehabilitation purposes in the <i>Medication Assisted Treatment (MAT) Program</i>	60,364
Pounds of produce donated to schools and non-profits from the farm at the Essex County Pre-Release & Re-Entry Center	5,310
Vehicles	115
Miles Driven	771,482
Gallons of Gas Used	38,372
Gallons Used for Water & Sewer	17,389,478
Meals Served to Inmates	1,256,892

1. Middleton (3,675) and WIT (44) only, as ECPRC inmates are processed through Middleton.
2. Inmate Video Conferences (7,737) and Court Appearances (4,657)



## Department Overview



*Special Sheriff William Gerke has a reputation for building bridges. With his trademark, “Yes we can do that,” or, “We’ll make it happen,” Special Sheriff Gerke enjoys helping others. He is dedicated to providing services to the individuals in our care.*

*Special Sheriff Gerke recently offered this quote from Ronald Regan:*

*“We can’t help everyone, but everyone can help someone.”*

**“To protect the public by safely and humanely incarcerating criminal offenders...”** This, the first tenet of the department’s *Mission Statement*, illustrates our two biggest responsibilities:

- We are sworn to protect each of the approximate 800,000 residents of Essex County.
- We are dedicated to providing care and custody for every inmate remanded to us by the courts.

To fulfill the mission of the Essex County Sheriff’s Department, our 505 uniformed and 62 civilian personnel, as well as our volunteers, vendors, and subcontractors work as a team. We operate three correctional facilities and a Civil Process Division.

Table 1. 2021 Average Daily Population			
Facility	In House	Electronic Monitoring Program (EMP)	Total
MIDD	960	0	960
ECPRC	63	8	71
WIT	13	0	13
Total	1,036	8	1,044

Within our three facilities, we had an Average Daily Population (ADP) of 1,036 inmates in custody and another eight on electronic monitoring (see Table 1).

### **3,719 inmates were processed through Intake:**

- **239 safekeeps** through Middleton. They are held overnight or during a weekend for local police departments or the Massachusetts State Police, while awaiting their initial court appearance.
- **2,815 pre-trial** through Middleton, awaiting trial or while their trials are in progress.
- **665 sentenced:** 621 through Middleton and 44 processed through the WIT.

The 665 sentenced inmates in 2021 had a total of 2,075 charges against them.

### **3,732 inmates were released:**

- **235 safekeeps**, through Middleton
- **2,720 pre-trial**, through Middleton.
- **777 sentenced**, 551 through Middleton, 184 through the ECPRC, & 42 through the WIT.

Some other major department developments in 2021 included:

**101 Funding Commission to review funding levels of the Department of Corrections, Sheriffs' Departments**

As a member of the Commission, Sheriff Coppinger continued to meet monthly with the Corrections Funding Commission throughout 2021. In March 2021, the Commission engaged the National Institute of Corrections (NIC) to develop and implement a pilot virtual staffing analysis training to four sites – three jails and one Department of Corrections facility. Essex County was chosen as one of the pilot sites. The virtually led, eight-week training sessions by NIC enabled the chosen sites to produce a comprehensive draft staffing analysis that could be provided to the Commission.

**Division of Capital Asset Management and Maintenance (DCAMM) Projects**

From major project designs to sizeable construction projects, we have been working on capital improvements. See details of these projects in the *Facilities & Maintenance* section.

**American Correctional Association (ACA) Audit**

The Middleton and Women in Transition (WIT) facilities were audited by the American Correctional Association in 2021. After addressing over 600 standards, both facilities received their highest compliance scores to date. Read more on this audit outcome in the *Inspections & Compliance* section.



# ECSD's Three Correctional Facilities

## Middleton Facility



**"The resiliency of the men and women of the Essex County Correctional Facility is, without question, the driving force of the success of 2021."**

**- Superintendent  
Aaron Eastman**

Despite the everchanging pandemic, our men and women have continued to show resilience, managing a Correctional Facility while dealing with the loss of our beloved Officer Anthony J. Pasquarello to COVID-19.

As the country comes to grips with the COVID "new normal," the Essex County Correctional Facility's daily average count increased from 937

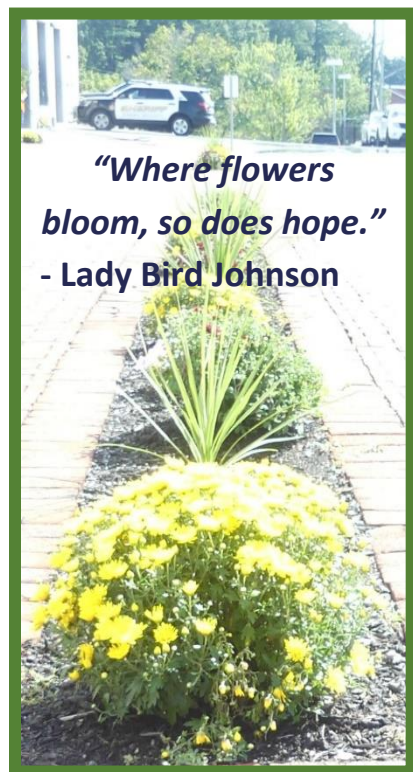
inmates in 2020 to 960 inmates in 2021. The increase of incarcerated individuals is due to the county courts implementing measures to safely accommodate arrested individuals from police departments and re-initiating in-person appearances and jury trials under COVID precautions. The operation of the Essex County Correctional Facility is fluid and continues to evolve daily. Housing units and inmate services are constantly being transformed and altered as the number of positive COVID-19 cases increase or decrease. Additionally, the department continues to utilize and expand the use of video conference to aide with reducing the exposure to staff and inmates.

The staff at the Essex County Correctional Facility did an amazing job in preparing for two major facility wide inspections, while operating around COVID-19 protocols and outbreaks. We completed and passed the ACA re-accreditation inspection in November. The ACA re-accreditation is conducted every three years and is a very comprehensive and demanding inspection. In addition, we completed the Massachusetts Department (DOC) of Corrections Cycle 1 Initial and Final Audits. These inspections would not have been possible if not for the hard work and resilience by our Correctional Officers, Sergeants, Lieutenants, Captains, maintenance staff, warehouse staff, garage staff, and inmate workers. We also



**The Middleton facility worked to control the COVID-19 spread by implementing employee testing and encouraging vaccinations.**

successfully completed our initial inspection by the Restrictive Housing Oversight Committee. The inspection was conducted over a two-day period and included a virtual tour of the Restrictive Housing Unit, and interviews of both staff members and inmates that were both past and present occupants of the Restrictive Housing Unit.



Technology use in daily operations has continued to expand throughout the facility. The use of tablets by inmates within the facility has been an amazing success. Working with SECURUS, Wi-Fi connections have been re-designed and improved, and the newer generation of tablets has brought phones, movies, music, and most importantly, the ability to provide programs to the inmate population. All inmates are now issued a tablet within 48 hours of intake and keep that tablet throughout their incarceration. The department has also been awarded a grant to upgrade and expand the use of Body Worn Cameras.

Training played a huge role in 2021 as a result of the Police Reform Act that was signed by Governor Baker at the end of 2020. As of October 1, 2021, men and women of the Essex County Sheriff's Department, that are currently sworn Essex County Deputy Sheriffs and graduated from Reserve-

Intermittent Police Academies, began participating in the Bridge Academy for the Massachusetts Police Training Committee (MPTC). For the next three years, those that wish to keep up their status of a Deputy Sheriff will be attending and completing not only Bridge Academy Training, but also MPTC in-service training.

Staffing has continued to become an ongoing issue, not only at the Essex County Correctional Facility, but throughout law enforcement across the country. Even though we lose some valuable resources with well-deserved retirements, we can then incentivize the excitement of promotion and opportunity for our current workforce. This year, we had 41 new officers graduate from two separate academies and welcomed them on all three shifts in Middleton. We also had a total of 36 Officers promoted to the rank of Sergeant.



**The Essex County Correctional Officers Association sold these pink Sheriff's Department patches to raise money for Tough Warrior Princesses.**



Despite the continuing overbearing presence and management of COVID-19, it is through the resilience of our staff that we will persevere and look forward to the future endeavors of the Essex County Sheriff's Department.

### **COVID Tracing**

#### **Inmates**

Wellpath staff continuously testing the inmate population for COVID-19 throughout 2021 and found that 345 inmates tested positive. Wellpath staff continued contact tracing for COVID-19 positive inmates by analyzing where they lived and whom they may have come into contact.

#### **Staff**

Throughout 2021, 150 employees tested positive for COVID-19. Contract tracing continued where a group of employees worked with the Human Resources Division and Scheduling Department to determine who the employee worked with on a weekly basis. Once that information was provided, phone calls were made to inform the staff that they have worked with someone who tested positive and to provide them information on how to acquire a COVID-19 test.

#### **COVID-19 Breakdown:**

- 624 PCR tests were completed on employees
- 115 PCR tests were completed on vendors
- 555 Rapid COVID tests were done on employees and vendors during mass testing
- 150 employees tested positive for COVID-19
- 16 vendors tested positive for COVID-19

### **Programs, Re-Entry, & Supporting Transitions and Re-Entry (STAR)**



**Assistant Superintendent IV of Programs, Re-Entry Services, and Star Operational Unit Manager Jessica Olje received her promotional certificate from Sheriff Coppinger in 2021.**

In April 2021, Sheriff Coppinger made a thoughtful decision to end our longstanding partnership with the Office of Community Corrections (OCC) in Lawrence, Lynn, and Salisbury to transition into opening our own re-entry program. Thank you to the former OCC managers Sean Lebroda, Jennifer Murphy, Melissa Jewett, Anthony Mallia, and Donna Thurlow who announced her retirement in August 2021.

With the closure of the OCCs, came an exciting time for development of our new STAR program and the Sheriff putting our own stamp on re-entry efforts. This community-based re-entry model relies on the use of validated risk-assessments and enhanced relationships with our community services network to provide justice-involved participants the support, supervision, and services to thrive in our communities. A team led by Special Sheriff William Gerke and consisting of well-experienced Programs staff Jessica Oljey, Jason Faro, Jillian Nelson, Christine Eisenhaure, Jennifer Padre, Krystina McFarland, Gary Barrett, and Todd Angilly worked to develop a well-researched program model to present to Sheriff Coppinger. The STAR workgroup included collaborations with our vendors such as Spectrum Health Systems and Northern Essex Community College. In December 2021, we welcomed Stacie Bloxham, as the Director of STAR, who will utilize her extensive experience in mental health counseling and running community-oriented programs to play an instrumental role in the STAR program development.



**Director of STAR  
Stacie Bloxham**

**Our upcoming STAR Program holds promise for the future, painting a Win-Win-Win picture for individuals, their families, and their communities.**  
- **Community Relations Coordinator Gary Barrett**

## Re-Entry Employment Specialist

Todd Angilly (pictured right) joined our department as an Assistant Superintendent Re-Entry Employment Specialist in May of 2021. He brings tremendous experience as a Probation Officer with the Massachusetts Trial Court and the Re-Entry Employment Manager with the Massachusetts Department of Correction. As he nears the completion of his first year, A.S. Angilly has already enacted several initiatives with no plan of letting up. He introduced a comprehensive job readiness curriculum, which was offered and facilitated in all three ECSD facilities. An initial 27 men and women completed a 12-week intensive class that helped participants identify their skills and interests with the goal of identifying a specific career path. Other elements of the class included criminogenic thinking, resume creation, labor market statistics, job search techniques, and interview skills.



## National Institutes of Health's (NIH) Helping to End Addiction Long-term (HEALing) Communities Study

The NIH study is being carried out in partnership with the Substance Abuse and Mental Health Services Administration (SAMHSA) and is part of NIH's Healing Initiative, a bold effort to speed scientific solutions to stem the national opioid crisis. Research grant awards were made to Boston Medical Center, who is partnering with twenty-four communities highly affected by the opioid crisis, including Gloucester and Salem in Wave One of the study, as well as Lawrence in Wave Two. The Salem HEALing Communities Study has made individuals in correctional facilities a focus of its efforts and we will continue our engagement into Wave Two to help in combatting the opioid crisis. For more information, see: <https://healingcommunitiesstudy.org/sites/massachusetts.html>

## **Narcan Distribution**

Through a continuing collaboration with Healthy Streets/Healthy Innovations, the department has been able to offer Narcan Survival Kits to individuals upon their release from the Middleton, ECPRC, and WIT facilities. Healthy Streets is a provider in the Massachusetts Department of Public Health (MDPH) Overdose Education and Naloxone Distribution (OEND) Program network. The Survival Kits contain a dose of Naloxone (Narcan) and instructions on how to administer it, a list of sources where Narcan is available, and an extensive list of local community-based providers available for counseling services and treatment options across the Commonwealth.

## **Programs & Treatment**

In her role as Assistant Superintendent of Programs, Jillian Nelson worked closely with Spectrum Health Services, Northern Essex Community College (NECC), and Spiritual Care Services to formulate a vigorous and diverse selection of programming opportunities.

## **Personnel**

We had several new additions in 2021:

- Richard Mayo, hired in 2020, fulfilled the newly created position of Correctional Recovery Academy (CRA) Transition Clinician in October. Richard will utilize his experience in Cognitive Behavioral Therapy and Rational-Emotive Therapy to work with assessing risk factors to help transition CRA participants through the three program phases.
- Zachary Martin joined Spectrum in November as the new Clinical Director for OARS, CASE, and CRA. With over 10 years of experience in the mental health field, he has worked with children, adolescents/teens, and adults providing support for a variety of needs ranging in behavioral, emotional, substance use, and trauma.
- Ashley Turcotte was hired in August as the Spectrum County Administrator. With her extensive experience working in juvenile justice and a DYS treatment facility, Ashley was able to stabilize staffing and enhance clinical services.



**Jillian Nelson was promoted to Assistant Superintendent III of our Programs Division.**

We offer a comprehensive collection of treatment programs, education & vocational classes, and religious/spiritual programs in each of our three facilities. Spectrum encourages all individuals to participate in as many groups as they can to help gain skills that can be used in their everyday lives and to help them be successful in making better decisions upon re-entry.

## **Some of the offerings at our Middleton facility:**

- |  |  |
|--|--|
| - Correctional Recovery Academy                              | - Parenting Skills                     |
| - Alternatives to Violence Program                           | - Life Skills                          |
| - Anger Management   | - Recovery Maintenance and Enhancement |
| - Conflict Resolution  | - Victim Empathy                       |
| - Health & Wellness  | - Cognitive Behavioral Therapy         |
| - Title One Education  | - College and Career Readiness         |
| - College Credit Courses offered by NECC & Merrimack College |  |

### **Northern Essex Community College Education Program**

Northern Essex Community College (NECC) partners with the Essex County Sheriff's Department to develop, manage, and staff educational programs for inmates at the Middleton facility, ECPRC, and WIT. The program strives to reduce recidivism by providing academic skills that will enable successful re-entry to the community.

Courses offered in Middleton are aimed at supporting students in the achievement of a high school equivalency (HiSet) certificate. Each semester, HiSet Reading, Math, Social Studies, and Science are offered along with three levels of English for Speakers of Other Languages (ESOL).



**"Essex County Inmates Receive Recognition After Completing Northern Essex College Courses"**

See <https://whav.net/2021/07/14/essex-county-inmates-receive-recognition-after-completing-northern-essex-college-courses/>

**"I was in programs for two semesters and passed all of my HiSet."**

**- HiSet graduate**

To encourage more participation and interest, we have also offered specifically requested courses such as Digital Literacy, Psychology, Visualizing Literature, Creative Writing, and Art. With the aim of providing students with direction and a path to follow upon release, College and Career Readiness and Bridge to Work classes are offered. Our Education and Career Advisors teach these two classes and also provide one-to-one guidance to students to develop education and career goals.

Through Title I funding from the U.S. Department of Education, we are able to offer "Boot Camps" in English Language Arts and Mathematics. Through our Boot Camps, 40 of our students earned their HiSet certificate: 20 in Middleton, seven at the ECPRC, and 13 at the Offices of Community Corrections.

### **Peer Tutoring Program**

Twenty-six inmate volunteers, with either a high school diploma or certificate, attended a weeklong Peer Tutor training with the goal of being able to further support their peers in NECC classes. Peer Tutor training includes instruction on diverse learning styles and disabilities, components of reading and language arts, responsibilities of a tutor, and what makes an effective peer tutor.

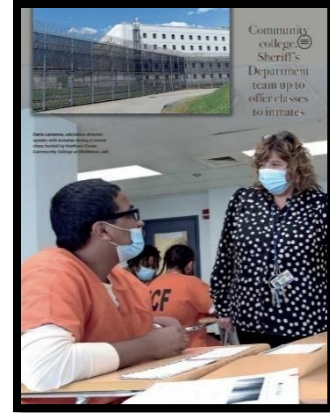


**Shown are 12 motivated volunteers after just completing their Peer Tutor Training program.**



## NECC Highlights

- Our NECC partnership was featured in the Haverhill Magazine January 2022 Edition (pictured right), highlighting our initiatives in expanding inmate education. If you would like to read more, please visit <https://haverhillmagazine-cnhi.newsmemory.com/>
- Six staff members attended the Corrections Education Association Eastern Region Conference in Cape May, New Jersey.
- We offered free college courses including First Year Seminar, English, and Psychology for credit. Many students who apply to take advantage of these classes have voiced the intent to continue with higher education upon release.



### Spotlight on Expanding NECC Education

We are particularly proud of the accomplishments of our new Law Librarian, Gwendolyn Junghanss (pictured left). Gwen joined the NECC education program in July 2021. She comes to us with a great deal of experience as a public librarian having held a variety of roles including circulation, reference, and youth services. Gwen is familiar with working with adults from diverse

backgrounds. Before coming to NECC, she worked as a librarian in Haverhill, Hudson, and Westford. Gwen is fluent in German and volunteered for three years at the German Saturday School in Lexington. Gwen holds a bachelor's degree in history and music from Gordon College and a Master of Science in Library and Information Science from Simmons University.

Over the last six months, she has grown our collection from less than 500 books to over 4,000 books, many of these donated by local public libraries, a local used bookstore, and private donors. In addition, our collection of resources for inmates with disabilities has expanded. The library now offers many audio book titles and through a partnership with Perkins School for the Blind, we may now borrow accessible books, newspapers, and publications in braille, large print, and digital audio formats. Our collection of books in other languages is also expanding.

### Opening Avenues for Re-Entry Success (OARS) I & II

The OARS program opened in March 2021 and was highlighted by the phrase "Every Obstacle is an Opportunity." The two units were created to counteract the effects the pandemic had within our facility, and specifically programming. Both Assistant Superintendents Jessica Olje and Jillian Nelson knew the effects were not conducive to providing the appropriate amount of programming to those in custody. Therefore, strategizing began, and while being met with obstacles, two new units were created, and many opportunities were made available for each student to utilize. The new units allowed for higher student enrollment,



comprehensive programming options, increased hours for student participation and these actions were all done to design a model focused on impact and successful outcomes for each student.

On June 29<sup>th</sup> and 30<sup>th</sup>, the first recognition ceremonies for both OARS units were held. A total of 100 graduates were recognized for their achievements from both OARS I and OARS II units. The students attended and completed over twelve weeks of programming and earned certificates in education, clinical services, and community partner programming (ROCA, UTEC, AVP, and Merrimack College). In the program, each student has up to five hours per day available to them in Lower Programs, therefore providing more educational, health, and counseling opportunities. Each student is able to enroll in a wide variety of course options and allowed longer periods of time to engage and participate within the classrooms.

Many of the students shared how much they were enjoying the ability to enroll in multiple classes and interact with many of the staff from Northern Essex Community College, Spectrum Health Systems, and many of the dedicated community partners who augment the programming provided to our students. Students shared that the learning environment in Lower Programs “made them feel like they were not incarcerated. The space allows you to really focus and makes you feel like you are really in school.” Classrooms provide a clean, bright learning space where students feel welcomed and prepared to learn.

#### **Highlight on OARS Creative Writing Course**

In Fall 2021, our partners at Merrimack College offered a group of OARS II students a college credit class, Introduction to Creative Writing. The course overview was focused on recruiting students who had a desire to learn, take risks, and create the best art they could. Throughout the twelve weeks of classes, students were

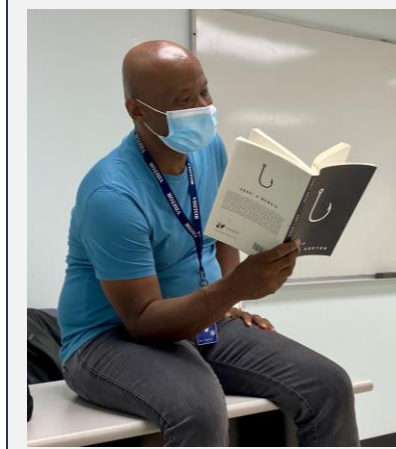


**Top picture: Sheriff Coppinger congratulates Assistant Superintendents Jillian Nelson (left) and Jessica Olje (right) on the first group graduating from our new OARS program.**

**Bottom Two Pictures: Inmates continue to complete our OARS program classes.**



challenged with various assignments that were focused on creativity and their work was recorded through journaling. The class also welcomed guest speaker Dr. Randall Horton. He has distinguished himself through numerous awards and is currently a tenured Full Professor at Merrimack College. Dr. Horton discussed his past experiences, which led to great discussion and active participation from the class.



**Award-winning author and poet Dr. Randall Horton recently joined one of our Merrimack College creative writing classes to discuss how writing lifted him from a life of drugs and incarceration.**

### **Correctional Recovery Academy (CRA)**

The Correctional Recovery Academy (CRA) is a modified therapeutic community (TC). A TC is a highly structured treatment approach where individuals are expected to learn respect, accountability, and recovery skills. These skills are gained through having assigned roles within the community, daily job expectations, and an established curriculum. To gain the best outcome, the CRA utilizes evidenced based cognitive behavioral curriculum which is ingrained through a daily routine.

The CRA provides group and individual treatment with a primary focus on substance abuse. CRA also helps develop plans for pre-release and aftercare treatment to sentenced individuals when in a residential setting. The program requires three phases of treatment over a six-month period where participants are introduced to the program, taught socialization and recovery skills, and share progress on goal-oriented treatment.

### **Highlight on Community Partners**

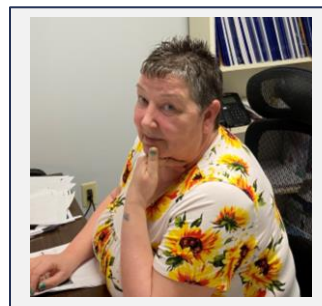
Secretary of the Executive Office of Public Safety and Security (EOPSS) Terrence Reidy and EOPSS Undersecretary Andrew Peck toured our facility in October to learn more about the creative and effective re-entry programs we have launched over the last two years. The tour concluded with an emotional restorative justice circle led by our partners from UTEC, members of our peer mentorship program, and mothers from Legacy Lives On, a nonprofit group organized by mothers of murdered children to help families like theirs. Sheriff Kevin Coppinger joined in the circle with Secretary Reidy, Undersecretary Peck, UTEC CEO Gregg Croteau, and UTEC Chief Program Officer Tamara Soralez.



### **Restrictive Housing Unit (RHU) Program**

The goal of the RHU program is to provide support and skill development to foster and promote prosocial institutional and community adjustment. Spectrum, along with ECSD, currently offers programming for five hours per week (one hour daily). Topics include health and wellness, pre-employment skill development, and cognitive behavior therapy related to how individuals understand the steps before behavior happens, stopping or changing how they engage in behavior, and how they think about situations.

RHU programming has been enhanced with the addition of a new position: RHU Clinical Coordinator, filled by Melisa Whithed (pictured right). Melisa is a licensed mental health clinician with over 20 years of clinical experience working with some of the state's most challenging youth and young adults in collaboration with the MA Department of Youth Services Northeast region casework teams. Melisa brings an interest and understanding of anti-social behaviors and empathy for those she serves. In her role as RHU Clinical Coordinator, she hopes to work with any interested participant in reducing the use of restricted housing, reducing lengths of stay, and improving institutional and community adjustment.



### **Classification**

The primary goal of our classification process is to provide a systematic means by which the security requirements and programmatic needs of inmates are assessed in relation to department rules and regulations, statutory requirements, and available resources.

The unique aspect of Classification is that all inmates, both sentenced and pre-trial, have opportunities to be considered for housing in the many specialized programming units. Classification staff frequently conducts unit rounds as a routine practice to answer any classification questions. We remain focused on quality re-entry, treatment referrals, and appropriate classification practices.

### **Personnel**

Lt. Heath Carafa, Caseworker Jonathan Carbone, and Director Anthony Mallia, who joined the team in October 2021, work tirelessly classifying general population, as well as at risk and youthful offender inmates throughout the facility in order to ensure that each inmate is afforded the opportunity to safely involve themselves in treatment and programming to enhance their potential for successful reintegration back into society.

Classification Caseworkers, Jon Carbone, Lynne Hansen, Eric Divenuti, Ivette Lafave, Jennifer Poulin, and Marianne Thibault are involved in all sentenced inmate Initial Classification Boards, Restrictive Housing Unit (RHU) Boards, Essex County Pre-Release Center Boards, Return to Higher Custody Boards, 60-day reviews, in addition to Sex Offender Registry Board notifications, Re-Entry Planning for sentenced inmates, and Inmate Orientation.





**Thirty staff from Programs and Re-Entry attended multiple days of training for certification in our new risk-assessment tool, ORAS-CST (Ohio Risk Assessment System - Community Supervision Tool) that will primarily be used for STAR programs. This tool will be used for conducting objective risk-assessments and development of individualized case plans to target high criminogenic areas for our population.**

### **Inmate Orientation**

New inmate orientation was revamped in 2021. A new orientation video was produced, thanks to Officer George Arauz and is shown to all new sentenced and pre-trial inmates. The video covers topics including unit emergencies, Prison Rape Elimination Act (PREA), suicide prevention, Americans with Disabilities Act, programs/religious services, medical/mental health services, and more.

### **Classification Boards**

Initial Classification boards, chaired by Caseworker Marianne Thibault, Return to Higher Custody boards, chaired by Caseworkers Jonathan Carbone and Ivette Lafave, and ECPRC boards, chaired by Director Anthony Mallia are held daily, weekly, or monthly depending on necessity. These boards consist of three members and are chaired by a Classification representative. All Caseworkers meet with the inmates on their caseload every 60 days to review and update the inmate's status.

### **Restrictive Housing Unit Classification Boards/Practices**

Mandated by the Criminal Justice Reform Bill, all inmates housed in the Restrictive Housing Unit must be reviewed on a regular basis. These reviews are conducted by a multi-disciplinary team and are arranged to find alternative housing options, provide mental health services, and encourage program participation. Caseworker Eric Divenuti is the Classification Chairperson for these review boards.

### **Inmate Transfers**

In 2021, we transferred 63 inmates to other counties between the thirteen other Massachusetts Sheriffs' Departments and we accepted 30 inmates in from other counties. Some of the reasons for these transfers are staff conflict, high profile inmates, enemy issues,

disciplinary issues, specific programming needs (veterans, mental health, etc.), as well as requests from the District Attorney's Office or MA State Police.

### **Re-Entry Planning**

The Classification team has a crucial role in the daily operations of the facility and the crucial link to community-based resources that are vital to the mission of the department. Aftercare planning begins at intake. Caseworker Lynne Hansen collaborates with Transitional Housing and Services and Mass Health application/tracking to encourage the development of individual re-entry plans for the sentenced inmates who are housed in units where re-entry planning is not available.

Caseworker Hansen works with inmates from the 240B and 80 lower non-program units and the 120B and 60 bed program units. She meets and works with these inmates who are referred after being approved for parole. In this effort, we work with the Massachusetts Parole Board and Probation, in partnership with the Massachusetts Alliance for Sober Housing (MASH). MASH funding provides rental assistance for people discharging from incarceration with probation or parole.

Table 2 shows that in 2021, we placed 50 sentenced inmates in residential or sober housing.

<b>Table 2. 2021 Aftercare Living Arrangements</b>					
<b>Living Arrangements</b>			<b>Funding</b>		
<b>Residential Program</b>	<b>Sober House</b>	<b>Total Placed</b>	<b>MASH Funding</b>	<b>Other Funding</b>	<b>Total Funding</b>
16	34	50	31	1	32

### **Inmate Driven Care**

#### **Partnering with Department of Mental Health**

We continue our relationship with the Department of Mental Health (DMH) staff, focusing on providing care for inmates with mental health issues. Reintegration Coordinator Jennifer Poulin works with a DMH liaison to ensure each inmate in need, both sentenced and pre-trial, receives a comprehensive release plan that involves DMH caseworkers and program directors, as well as the Probation Department. We have increased the use of video conferences which has become invaluable at getting numerous individuals in the community involved in a comprehensive release plan. We strengthened our partnership between DMH, UTEC, and ROCA for comprehensive release services for our 18 to 25-year-old population with mental health issues. In 2021, we averaged a caseload of 35 DMH clients per month.

#### **Sex Offender Population**

In accordance with M.G.L c.6, 178c, a Classification Caseworker shall determine who shall register as a sex offender utilizing information acquired from the inmate's Board of Probation (BOP) and Interstate Identification Index (Triple I) and make all required notifications. Reintegration Coordinator Jennifer Poulin is our department's Sex Offender Registry Board (SORB) representative.



As we adjusted to working through COVID-19 challenges, Reintegration Coordinator Poulin increased her case load to working with 50 sex offenders. In addition to coordinating their treatment, programs, and classes while incarcerated, she prepares them for life after incarceration. While developing release programs for this population is often difficult, parole created a list of 16 Sober Houses/Residential Programs within the state of Massachusetts willing to take sex offenders on parole and some inmates transitioning to probation upon release, helping to alleviate these challenges in placement.

Reintegration Coordinator Poulin continues to work with The Boston Release Network. This program works only with sex offenders, providing resources such as transportation, assistance with housing, employment, and helping them to comply with the mandates of probation and the strict registration laws.

### **Transgender Population**

We have developed a department policy and training to ensure we comply with the *Criminal Justice Reform Act*. Every inmate at booking completes the *Gender Identity Forms*, which allows us to provide adequate housing and care for each inmate. We also have a Gender Identity Team, which is comprised of staff from Medical, Mental Health, Security, Classification, and Prison Rape Elimination Act (PREA).

**“Classification is a juggling act! Whether it be filling beds at ECPRC, trying to empty beds in the RHU, or making sure that all inmates are housed properly according to their charges, criminal history, medical and mental health status, enemy/security threat group issues, as well as focusing on their programming and treatment needs, etc. The Classification process requires a vast amount of effort and teamwork with all departments throughout the facility.”**

**- Assistant Superintendent Kim Murtagh, Intake Operations and Classification**

### **Working with Probation and Parole**

**Probation:** During the exit interview, it is determined if the inmate has probation. If so, we schedule the inmate to be transported to the Probation Department upon release and notify the Probation Department. We will also communicate any aftercare planning.

**Parole:** After each parole hearing, the Parole Officer notifies the inmate’s classification caseworkers as to the results of the vote. Every parole-approved inmate is met with for an aftercare discussion and exit interview. The services provided include referrals to residential programs, sober housing, or outpatient programs. Any medical or mental health needs are also addressed as well as MassHealth registration. Learn more about parole in the *Parole* section.

## Religious Services & Spiritual Care

Interfaith Coordinator Chaplain Katie Willis oversees the religious services and spiritual care at ECSD, which provides worship opportunities and study groups from varied traditions to all inmates. Two of our other clergy include Father William Bucciferro, S.D.B. and Chaplain Rabbi Mendy Kivman who have provided excellent support and guidance to our population.

In addition, we have 30 Community Religious Volunteers who give their time and are committed to the well-being of those in our care. Two of these volunteers included Jane Wells and Bob Harris who recently retired from volunteering and were recognized with a special certificate from Sheriff Coppinger.



Dr. Jane Wells (pictured left) volunteered at the WIT since the facility opened back in 2001. She is a retired faculty member of Gordon College with a doctorate in Education. At that time, she was offered the opportunity to serve at the WIT as a Community Religious Volunteer and was responsible for helping bring in the Sunday Bible Study Group known as the “Church Ladies.” Jane loves the mission of the WIT and how it serves to help the women truly transition better back into society. Her fondest memories are of getting to know individual women and helping them to discover and grow in their faith. The Lead Community Religious Volunteer at the WIT, Dr. Horvath, who was introduced to the WIT by Jane,

shared that Jane leaves a wonderful legacy of faithful love and service to Essex County corrections and inmates!

Bob Harris (pictured right) served our Middleton facility unfailingly for 23 years to provide Gideons Fellowship Service as a Community Religious Volunteer. He teamed up with Jack DelPero, who has 18 years of volunteer religious service and is lead volunteer for the Gideons Group, and Lionel Baldwin, who has 35 years of volunteer religious service. It is inspiring to see the impact Bob has had on the men in Middleton. The moments Bob shared in Gideon Service demonstrated the magic that transpires in pastoral moments when everyone just shows up, supports one another, and is open to the spirit of hope interceding in the moment.



***“Bob, Jack, and Lionel ALWAYS show up open and are ready to support, believing miracles will intercede in the lives of these men as they bear witness to the miracles in their own long lives, and moreover they make sure these men in the care of ECSD feel and believe miracles will happen for them too.”***

**- Chaplain Katie Willis**

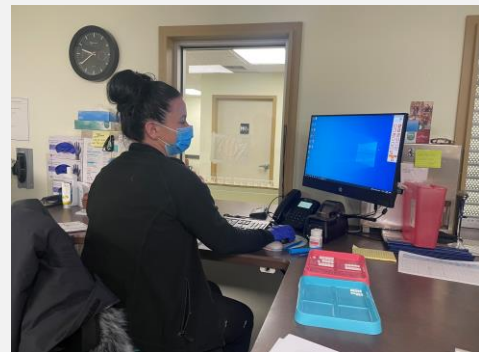
## Specialized Re-Entry Services



The mission of Specialized Re-Entry Services (SRS) is to identify, assess, and develop collaborative forms or treatment and discharge plans that satisfy both public interests and the population served. We provide quality care and continually seek advancements in correctional treatment.

### Medication Assisted Treatment (MAT)

In response to the opioid crisis in Massachusetts, Governor Charlie Baker signed the *Care Act, Chapter 208 of the Acts of 2018*. A key piece of the legislation was the creation of a pilot program that included Essex, Franklin, Hampden, Hampshire, Middlesex, Norfolk, and Suffolk counties. Following a year-long design and implementation process, the Essex County Sheriff's Department achieved capacity to possess, dispense, and administer all medications approved for use in medication assisted treatment for opioid disorder.



An inside look: Jen LaPorte, RN working the MAT dispensary window.

On September 1, 2019, with the support of our contracted providers, Wellpath, Acadia Health, and necessary licensing by the Department of Public Health, Bureau of Substance Abuse Services, and the Federal Drug Enforcement Administration, we formally opened the doors to the Essex County Sheriff's Department Comprehensive Treatment Center.

Effective September 1, 2019, as mandated by the *Care Act*, we began the administration of all three forms of MAT treatment: Suboxone (Buprenorphine), Vivitrol (Naltrexone), and Methadone. Other operational requirements include comprehensive clinical, medical, and discharge planning support. In November 2021, we received national accreditation by the Commission on Accreditation of Rehabilitation Facilities (CARF).

### Proud to Partner with our Healthcare Providers

The MAT Program is committed to a holistic approach towards recovery that provides our inmate population with a customizable range of treatment options.



The Essex County Sheriff's Department has made a substantial commitment to the development and maintenance of a guided and comprehensive Medication Assisted Treatment Program. Our goal is to provide all inmates who seek treatment with a plan that will provide the greatest potential for recovery. In 2021, special emphasis was placed on the expansion of aftercare services for our MAT participants. Tables 3 and 4 show the numbers of individuals treated and doses administered.

Table 3. 2021 MAT by Type, Individuals	
Treatment	Individuals
Buprenorphine (Methadone)	725
Naltrexone (Vivitrol)	15
<b>Total</b>	<b>740</b>

Table 4. 2021 MAT by Type, Doses	
Treatment	Doses
Buprenorphine (Methadone)	60,343
Naltrexone (Vivitrol)	21
<b>Total</b>	<b>60,364</b>

633 individuals in our custody continued to receive the same MAT as they received prior to incarceration.

107 individuals in our custody received MAT for opioid use disorder in preparation for their release.

With the support of continued funding from the Massachusetts State Opioid Response Initiative and an award received by the Department of Justice Comprehensive Opioid, Stimulant, and Substance Abuse Program (COSSAP), we have been able to create significant enhancements within our discharge planning services. Funding has allowed for the hiring of two Continuum of Care Coordinators that provide direct discharge planning services for our MAT participants.

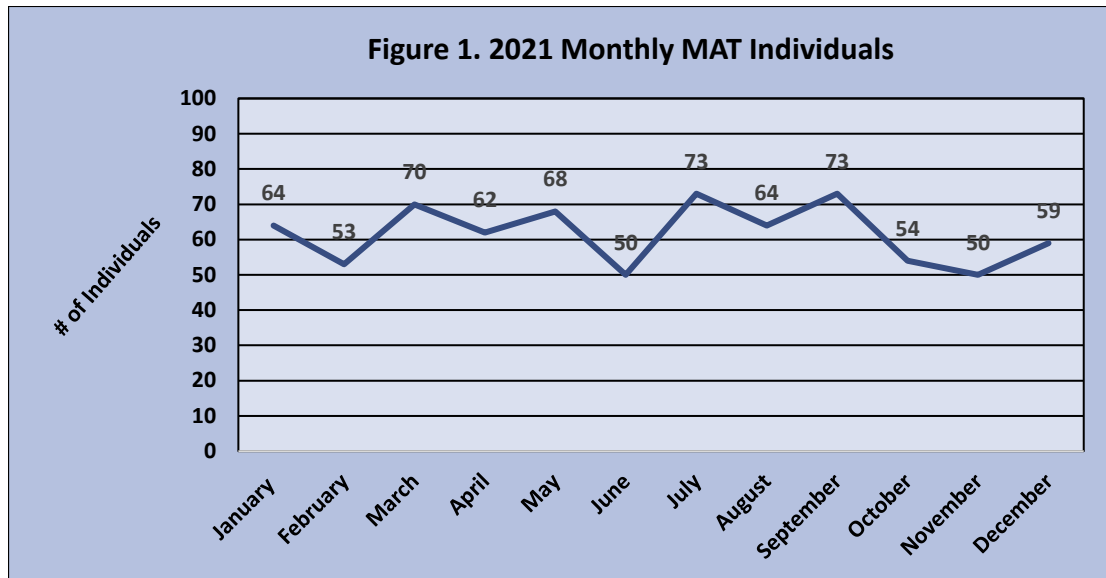
Through this initiative, participants will have increased access and coordination of re-entry services to facilitate placement within residential addiction programs and outpatient services. Agreements with Spectrum Health Services has also expanded our capacity to place participants in addiction treatment services for release. Additional expansion includes overdose education and Narcan training/distribution.

As a requirement of the *Care Act*, the Essex County Sheriff's Department will continue to provide medication assisted treatment for individuals who were receiving treatment immediately before incarceration. Prior participation in a legally authorized medical program or by a valid prescription must be confirmed by our medical staff to continue treatment.

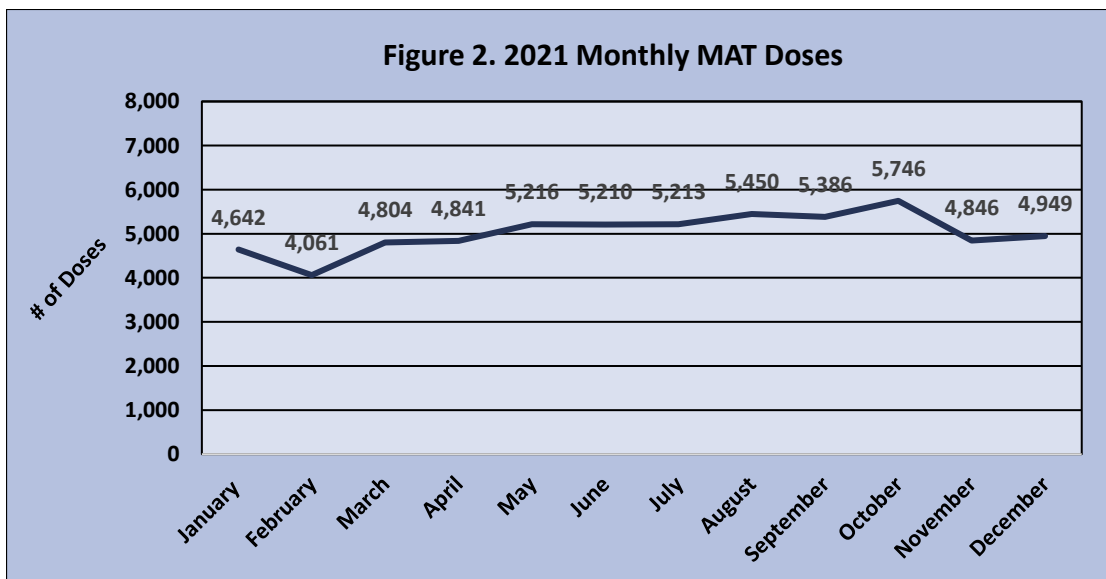


**Teamwork!**  
**Acadia Clinical Director Deanna Iandolo (L) & MAT Program Director Brooke Pessinis**

Sentenced inmates no less than 30 days prior to release will be allowed to access necessary clinical and medical screening to determine suitability for medication assisted treatment. In 2021, we provided treatment to 740 individuals. Figure 1 provides the monthly totals.



We administered 60,364 doses in 2021. Figure 2 provides the monthly totals.

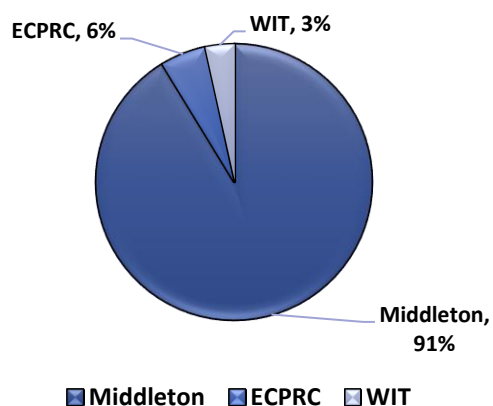


### COVID-19 Response

Despite the many challenges that COVID-19 introduced, our team, consisting of medical, clinical, and correctional staff continued to provide necessary treatment without interruption. Through leadership, communication, and necessity driving innovation, the



**Figure 3. Percentage of MAT Population in ECSD Facilities**



ECSD-CTC Program delivered all medical, clinical, and correctional services. The preservation of treatment continues today as we navigate the struggles of COVID-19.

As our Middleton facility has our largest population, most of our MAT treatment (91%) is administered here. The ECPRC and the WIT account for 9% of the treatment (See Figure 3).



**Meet the MAT Staff:** Front, L to R: Correctional Officer Derek Ryan, Jennifer LaPorte, RN, Sarah Tindall, RN, Lori Lampert, RN, Bridget Fonseca, RN  
Rear, L to R: Continuum of Care Coordinator Samantha Walsh, Michael Horvath, NP, Program Director Brooke Pessinis, Clinical Director Deanna Iandolo, Medical Director Christopher Gudas

## Spotlight on Inmate Re-Entry

**Question:** What type of person does it take to coordinate post-release care for inmates...to set up the services they will need to be successful?

**Answer:** A self-described Type-A personality. The person must be very hard-working and detail oriented. It is a bonus if he or she is passionate about helping others.



We found such a person in WellPath's Samantha Walsh. As the Continuum of Care Coordinator for Medication Assisted Treatment (MAT) Program participants, Samantha works with inmates to schedule the appointments they will need upon release. Medical, counseling, programs, and housing are some of the areas Samantha has become an expert in since she took the position in September 2021.

Working toward inmate re-entry goals, Samantha took it upon herself to establish relationships with case managers at outside agencies. As one supervisor stated, "Sam really expanded discharge planning for MAT inmates."

When asked what she likes best about the job, Samantha did not hesitate: "I like helping people...and being busy!" She was quick to point out, however, that the MAT Team is a supportive group, stating, "We all help each other."

Samantha holds an associate degree in Business Management, a bachelor's degree in Psychology, and is just beginning work on her Master's in Clinical Mental Health.

Samantha's philosophy is straight-forward: "I am a super Type-A person. If I start something, I finish it. That's sometimes tough to do in a jail setting, but it helps me get things done."

## Clean and Sober Existence (CASE)

The Male Clean and Sober Existence (CASE) Unit is designed to be a 28-day program to provide an alternative to incarceration for pre-trial inmates. Individuals who are suffering from addiction and are court involved are referred to the CASE Unit. Individuals accepted into the program are provided medical and mental health services and attend recovery-based groups. Upon completion of the 28-day program, individuals may be able to dispose of their cases. Spectrum Case Managers provide the participant with a recommended re-entry plan, which is provided to the court and if the plan is accepted, then the recommendation may be part of the participant's condition of release. If the inmate chooses to go to a program and the court accepts the recommendation, then the Sheriff's Department will provide transportation to the program.

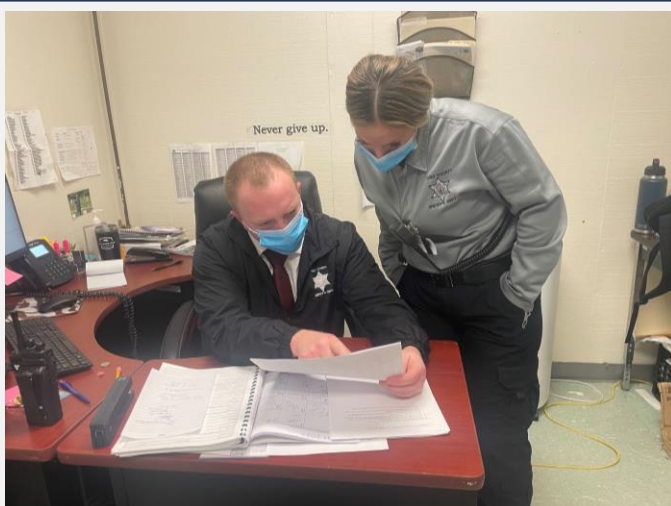
## Continuing Cooperation

Throughout 2021, the various units within SRS worked collaboratively to achieve and advance our collective goals. Collaboration objectives include accessing community treatment, transportation, and information sharing. Spectrum clinical staff expanded their services to provide groups to CASE, COPE, and CARE populations. Recently, the curriculum has been revamped by Spectrum clinical supervisors.

**“As the longest running program in Specialized Re-Entry Services (SRS), we feel confident that the program model is effective and successful.”**

**- Assistant Director of CASE Alex Bergen**

Participants who have been recommended for CASE but receive MAT can be screened and referred to CARE for case management services. They are eligible to reside on the unit and receive in house programming. Individuals who have been referred for pre-trial diversion services, that have been identified as having mental health issues, can be considered for the COPE program.



**Assistant Director of CASE Alex Bergen (L) and CASE Officer Chantel Russo-Manzo highlight the importance of collaboration between programs and corrections.**

In 2021 Volunteers of America's Essex Medication Assisted Treatment (EMAT) Program had their office moved to the CASE Unit location. VOA staff attend weekly meetings with CASE clinical staff in order to identify individuals who would benefit most from EMAT. This allows an even greater number of resources made available for many of our program participants upon re-entry.

## Personnel

In our constant strides to improve our program and bring new talent to the team, we welcomed new clinicians this year. Each of our new additions have had success in providing re-entry plans for their clients.



Samantha Rheaume was hired as the new CASE Senior clinician. She graduated from Cambridge College in 2021 with a degree in clinical mental health counseling. While in school, Samantha worked at the WIT center in Salisbury. Her case management experience at the WIT translated well and she was able to hit the ground running here in Middleton. Attorneys have referred to her as a “tireless advocate” for the incarcerated population suffering from addiction.

Amy Dickey was hired as a new CASE clinician near the end of 2021. She graduated in 2019 from New York University with a master's degree in mental health and wellness counseling. Prior to working in Middleton, Amy worked for a year as an intern at NFI's structured outpatient addiction program and an additional year as an outpatient clinician. Amy has adjusted quickly to the correctional environment and has had many successful incarceration diversions as a new employee.



**L to R: Assistant Director of CASE Alex Bergen, Clinician Amy Dickey, and Sr. Clinician Samantha Rheaume exhibit the core values of the ECSD.**

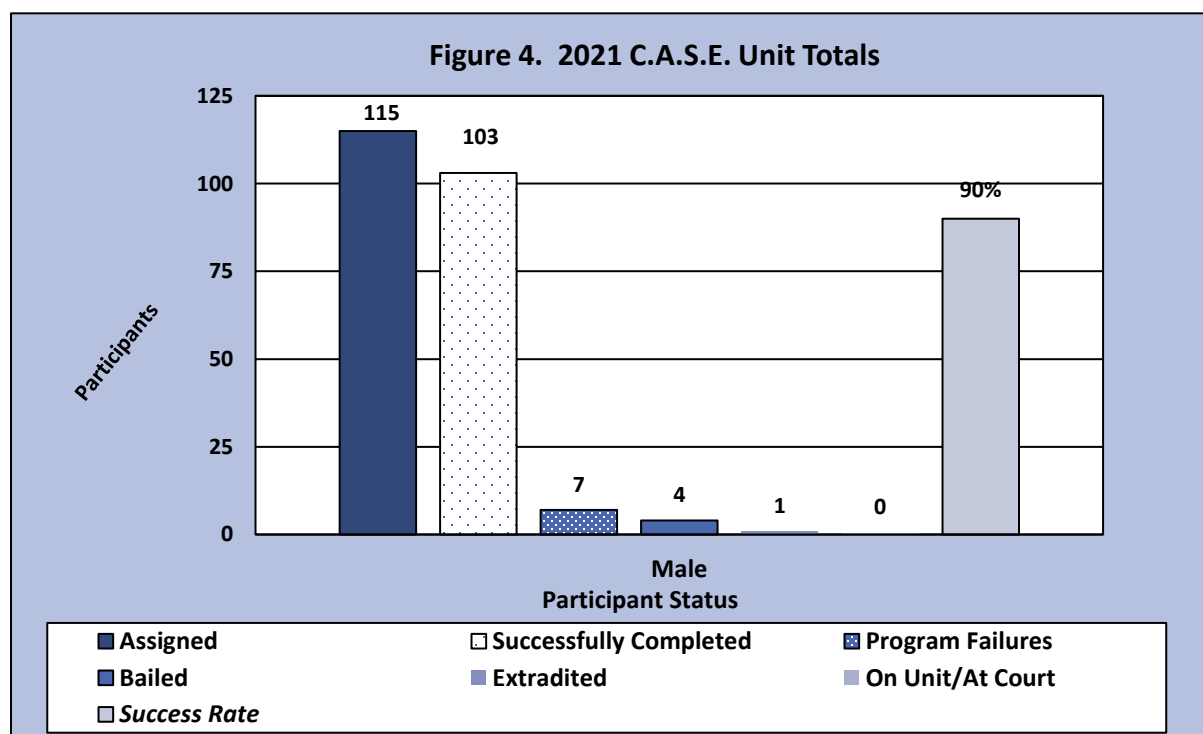
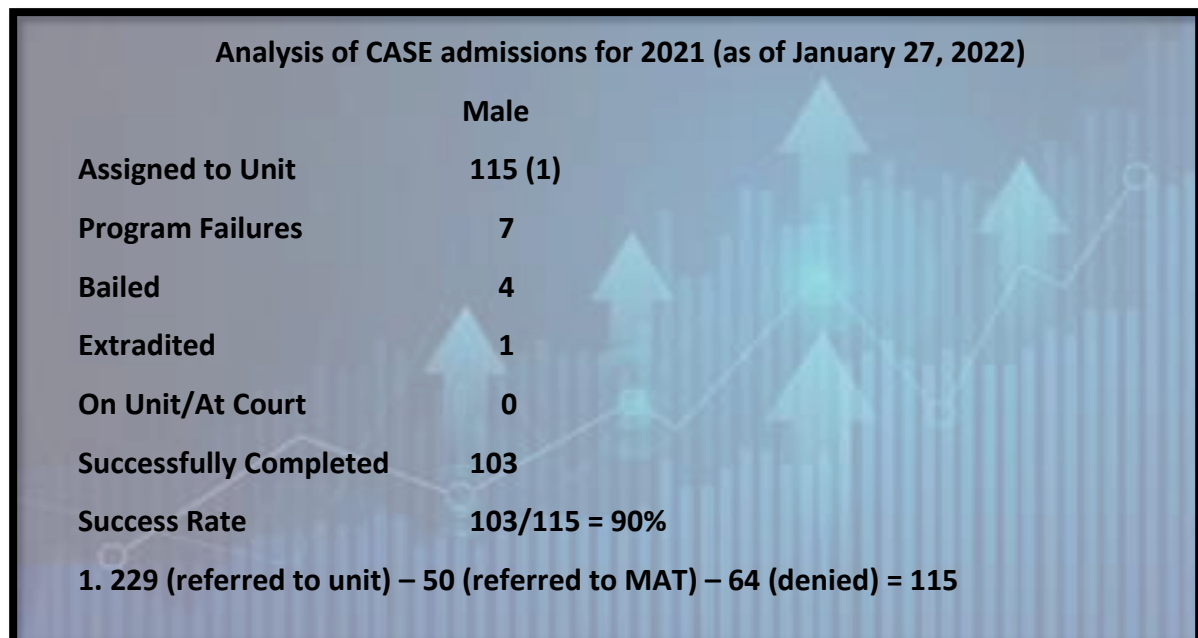
### ***Success Story***

*In August of 2021, “Tom” entered the CASE program for a probation violation stemming from class B possession charges. Tom was a graduate of Duke University, receiving his bachelor’s in education. He went on to become a 5th grade teacher in Brookline. Following a death in his family, Tom reported a seven-year history of substance abuse using mostly crystal meth. Before entering the CASE program, he was homeless, and had never engaged in any substance abuse treatment. During his time in CASE, Tom excelled in clinical groups, and developed an aftercare plan with his clinician. Upon his release, he was able to transition into the Hamilton House in Boston, a residential program run by the Gavin Foundation. Several months later, we received word that Tom was thriving in the community, and rebuilt relationships with his mother, sisters, and sober friends.*





The analysis below and Figure 4 illustrate the overall success of the CASE Unit in 2021.



### Highlights

Placed in clinical stabilization services/transitional support services holding:  
 Placed in sober house:  
 Placed in long-term residential:  
 Received home plans:

### Male

6  
 1  
 15  
 41



## **Correctional Opportunity for Personal Enrichment (COPE)**

***Funded by the Justice Mental Health Collaboration Program (JMHCP)***

The COPE Unit houses 36 inmates who have been diagnosed with mental health and/or co-occurring disorders and can benefit from increased programming and aftercare planning. COPE Program Manager Alyssa Camilleri and COPE Case Manager Ydalis Villa work closely together to deliver these services. While on the COPE Unit, individuals participate in daily programming while also receiving case management through both WellPath Mental Health clinicians and Volunteers of America case managers.

**"This program really works, and the courts and judges give time to listen. This truly helped."**

- **Announced by a client during a morning meeting**

**"I appreciate all your help, you girls really do great work on this unit. It has helped me a lot."**

- **Previous client released to VET program**

Programming includes morning motivation meetings and weekly groups. During these groups, discussions ensue to identify different ways mental health and/or substance use can interfere with day to day living and ways to overcome it. Some strategies include discussing coping skills, anger management, and healthy communication.

The Justice Mental Health Collaboration Program (JMHCP) is a collaborative effort between the Essex County Sheriff's Department and Volunteers of America, Massachusetts designed to divert individuals diagnosed with mental health and substance abuse co-occurring disorders. The overall goal is to positively and successfully integrate individuals back into their communities and decrease the risk of recidivism.

The Essex County Sheriff's Department Mental Health Diversion Program is considered the first diversion program in Essex County treating mental health and co-occurring disorders. Throughout the year, there has been an increase in mental health awareness within the criminal justice system allowing for JMHCP to make partnerships with local agencies, including the newly formed Lynn and Lawrence Mental Health Courts.



**Officer Michael Cotton (left) protecting the dispensary window while Bridget Fonseca, RN works behind the scenes.**

## Correctional Alternatives for Re-Entry (CARE)



**This dynamic duo, Director Jacquelyn Leeman (L) and Pre-Trial Re-Entry Resource Liaison Jane Sutter, continues to find treatment plans for our diverse population.**

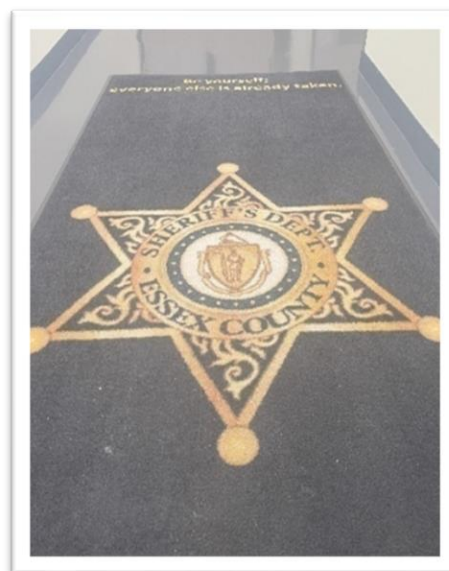
Director Jacquelyn Leeman leads this Pre-Trial Re-Entry Services initiative to provide critical institutional services as well as securing community-based services for our pre-trial population. An essential outcome of Pre-Trial Re-Entry Services is developing diversion opportunities through comprehensive treatment planning and established relationships with our criminal justice and community treatment providers.

Jane Sutter, Pre-Trial Re-Entry Resource Liaison, is the primary case manager for participants receiving CARE services. She has successfully placed many participants into differing levels of care based on their assessed needs. Jane conducts psych-social assessments, program applications, outreach,

and case management. Her ability to facilitate individualized care and treatment is what makes her an asset in her role.

Together, Director Leeman and Jane maintain a varying caseload of over 30 participants. At present they are working with approximately 45 inmates on potential treatment plans. Once a plan is agreed upon with the Attorney and/or Probation Officer, it is presented to the court and the judge makes the final decision on whether the proposed treatment plan is accepted.

We also partner with the Veteran's Courts, Middlesex County Sheriff's Department's HUMV program for Veterans, The Veteran's Justice Outreach Program, CPCS Social Workers, and Drug Court. In working with these agencies, Director Leeman and Jane facilitate paperwork, phone screens, and bridge the gap between available services, social workers, attorneys, and their clients.



## Essex Medication Assisted Treatment Program (EMAT)

This six-month program is initiated 30 to 90 days prior to release. EMAT utilizes multiple assessment tools to identify needs, target treatment, and connect participants with

community resources. Program staff utilize cognitive behavioral techniques, motivational interviewing, and case management to provide participants with services based on needs, level of motivation, deficits of skill, and use of proficient coping skills.

Serving the three ECSD facilities, program staff are available to clients 24 hours a day. EMAT aims to assist in removing barriers to recovery and serving to link clients with community services while reducing recidivism. The statistics provided below prove that the work and dedication of the team enable participants to be more productive and successful in their reintegration into the community.

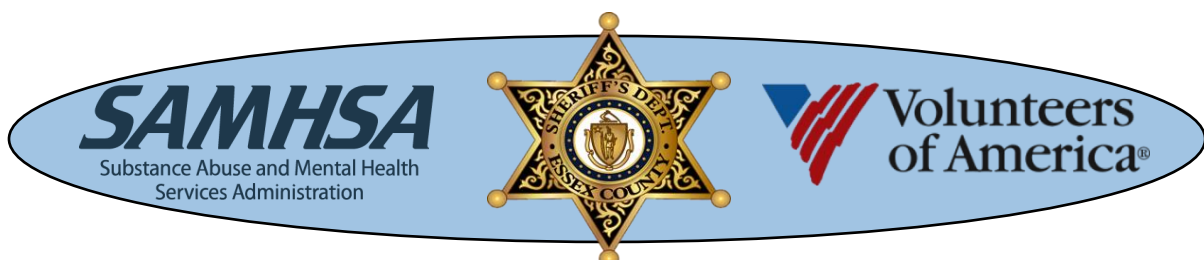
In 2021, the final grant year for EMAT, we served 89 clients, which was within our target range based on COVID-19 related barriers. EMAT participants showed a decrease in substance use (alcohol and/or illegal drugs) from baseline to six-month follow-up. The largest decreases in drug use include cocaine/crack (22% at baseline to 10% at follow-up) and heroin (18% at baseline to 6% at follow-up).

Unemployment decreased from baseline to six-month follow-up, 83% to 58% respectively. More participants reported full and part-time employment from baseline to follow-up: full-time employment increasing from 14% to 30% and part-time employment from 3% to 12%. More participants reported being in school or job training programs at six-month follow-up (41%) compared to baseline (15%), along with being stably housed at follow-up (27%) more than at baseline (9%).

Overall, the collaboration between SAMHSA, ECSD, and Volunteers of America has proven over the last three years to make a positive impact on the lives of the participants. In the upcoming years, we will expand the new funding from SAMHSA to include increased access to medication assisted treatment, counseling, and resources in underserved communities. In addition, we will partner with probation and community centers to assist individuals who have been involved with the criminal justice system.



**"I am grateful for the opportunity to work with this population, to help clients see their time here as an opportunity to commit to making positive, healthy changes in their lives."**  
– Case Manager Michelle Lane



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



Overseen by Superintendent Heidi Mora, the ECPRC is the department's Pre-Release 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 70 sentenced inmates and oversees approximately 10 more 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.

### Eligibility for the ECPRC

To be allowed to be transferred from Middleton to the ECPRC, an inmate must be referred by his case worker to the ECPRC Board. In addition to interviewing the candidate, the board reviews the inmates' criminal history, current charges, disciplinary record while at Middleton, willingness to take responsibility for his actions, and likelihood of succeeding at the ECPRC. Inmates with certain charges, or with extensive criminal record backgrounds are not considered for the ECPRC.

***"The pandemic challenged us at every level, personally and professionally. The ever-changing dynamics of it put us to the test and we learned a lot from our failures, capabilities, and adaptabilities to succeed."***

**- Assistant Superintendent Jose Hernandez**



### Step-Down Process

By providing inmates the opportunity to move from a medium-security facility to our pre-release facilities (ECPRC for males and WIT for females), we are helping these individuals prepare for a successful re-entry back into society.

### Program Focused

The Lawrence and Salisbury facilities are less "institutional", with no fence and an emphasis on programs. Inmates wear their own clothes instead of a jump suit and enjoy contact visits with friends and family. The ECPRC and WIT provide inmates with added responsibilities. These responsibilities include increased program requirements and class participation, as well as additional work assignments at the facilities, community service, and work release.



### COVID-Related Responsibilities

We navigated and implemented recommended CDC and DPH guidelines of rigorous cleaning and screening for COVID, all while continuing all ECPRC programs.

### Personnel

- Officer Nicholas Eaton was promoted to Director of Work Release.
- Shift Commander Lieutenant James Comeau assumed second shift responsibilities for the ECPRC.
- Captain John Hodgson retired from the ECPRC.
- Lt. DiPietro (pictured right, top) maintained a seamless transition when Captain Hodgson retired. With an incoming audit, Lt. DiPietro never skipped a beat and assumed the responsibilities as the only lieutenant manning all three shifts.
- We have a new addition to Spectrum, our Clinical Director Heidi Dube (pictured right, bottom).



### 2021 Highlights

- We obtained a new Graffiti Truck.
- In November 2021, the ECPRC began the process of ACA accreditation for the facility. This is the first time the facility will go through the process of obtaining accreditation.
- We got a new trailer for Hardscape to transport the excavator.

**Pictured  
right: ECPRC  
Main Building  
and Outer  
Perimeter  
Security  
Guard Shack  
(bottom right  
corner)**

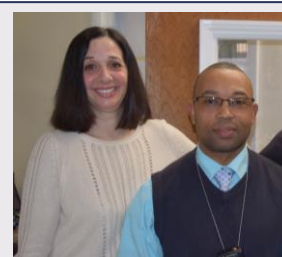


## Programs & Treatment

Educational, occupational, and rehabilitation programs are the mainstays of the ECPRC. Overseen by the Assistant Superintendent Deputy of Programs and Classification, Christine Eisenhauer provides the very best curriculum to prepare inmates for life after incarceration.

### 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.



**They go back a while:  
A.S. Eisenhauer (L) with  
Graffiti Truck Supervisor  
(and Basic Training  
classmate) Officer  
Wilson Geronimo.**

### 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 & MassHealth

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



&



### Medication Assisted Treatment (MAT)

MAT services for sentenced populations interested in accessing treatment is coordinated by assigned reintegration staff. All inmates are educated on MAT options at 90 days prior to release and have the option to make a self-referral through a reintegration staff member. The inmate is then screened by a Wellpath Clinician to verify that the inmate has an opioid use disorder. Dosing during COVID has been done by transporting inmates to Middleton and then returning them to the Pre-Release Center. During this year, we provided medication to 40 inmates from the ECPRC.



**Inmate-to-inmate  
support is important  
to recovery.**

**Career Opportunities with a Seamless Transition (COST)** This is a 12-week course and focuses on different aspects of the job search process including but not limited to: managing barriers to employment, criminal thinking errors, assessing your skills/interests, resume preparation, and interview skills. In 2021, four inmates received a certificate from the class.

**“We make a living by what we get, we make a life by what we give.”**



- Winston Churchill, Former Prime Minister of the United Kingdom

### **Youthful Offenders Engagement Services**

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

Some of our 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 model enables Roca to help young people in different ways and for an extended period. To learn more, visit their website: [rocainc.org](http://rocainc.org)



**United Teen Equality Center (UTEC)** UTEC's motto, "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 at the events hall that UTEC operates, hosting weddings, galas, and concerts. To learn more, visit their website: [www.utecinc.org](http://www.utecinc.org)



**Lawrence Youth Team (LYT)** A key component of LYT is the Sisu Program. A Finnish word meaning grit, determination, and resilience, Sisu was developed by the U.S. Department of Justice.

To learn more about Sisu, go to: [www.lawrenceprospera.org/programs/sisu](http://www.lawrenceprospera.org/programs/sisu)



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 and behavioral health services
- Trauma counseling

**EVERYTHING IS SUBJECT TO CHANGE**

To learn more, visit their website: [www.lawrenceyouth.org](http://www.lawrenceyouth.org)

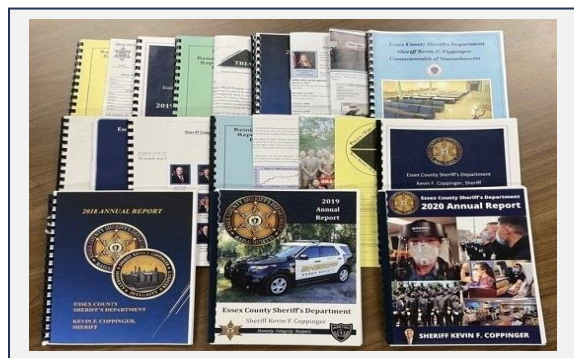
## Career Training

### Graphic Arts/Print Shop

The department's print shop has one supervisor and is staffed entirely by inmates. In addition to meeting all the printing needs of our department, Tom Donovan and his inmate work crew produce high-quality products for agencies such as the Essex District Attorney's Office, District Courts, and senior centers, as well as schools and non-profits throughout Essex County. All this while teaching inmates a valuable skill.



**Print Shop Manager Tom Donovan is a former Raytheon lithographer.**



Workers learn skills such as Introduction to Graphic Arts, Collator Operation, Offset Printing Press Operation, and Laminating. Pictured at left are just some of the works produced by our Print Shop.

***"If it involves paper and ink, Tom can do it."***

- ECSD Manager

### ServSafe Food Service Certification/Food Handlers Certificate



**Four of the 11 In2Work graduates: George, Terrell, Jonathan, and Shawn respectively with Aramark Food Services Director John Kostandin.**

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.

### In2Work Vocational Training Program

This initiative, started in 2020, teaches basic food service skills to inmates. Upon completion, each participant receives a certificate. Eleven individuals graduated this program at the ECPRC. Learn more in the *Food Service* section.



## Occupational Safety & Health Administration (OSHA)

### General Construction Certification

Students who attend all 10 hours of training and pass the final examination receive certification from OSHA. In 2021 we certified 19 inmates. Classes include:

- Introduction to OSHA
- Walking and Working Surfaces (Scaffolding and Fall Protection)
- Hazard Communication
- Fire Prevention
- Electrical
- Personal Protective Equipment
- Materials Handling & Hazardous Materials
- Machine Guarding
- Blood Borne Pathogens
- Certification Examination



At right, ECPRC Community Service participant works at a local school.



### Proud to Recycle

In April, the ECPRC donated 1,500 bottles and cans to help North Andover Boy Scout Troop 87 in their recycling drive. See photo of Corrections Specialist/retired Sergeant Dennis Laubner (left) with Boy Scouts and ECSD truck.

### Hardscaping Program (Perkins Grant)

Hardscaping students learn the basics of masonry for construction and landscaping. Curriculum includes the art of laying brick, concrete block, glass block, and stone. Students receive hands-on experience designing and building retaining walls, decorative stone, walks, and flooring. They pour concrete, install pavers, read blueprints, prepare estimates, and practice safe use of power tools. Program participants have the opportunity to take part in the Outside Project Program, working on community and commercial projects. In 2021, the Hardscaping Program certified 16 inmates with industry-recognized credentials.

### Thank you Hardscape!

Sgt. Dennis Laubner spoke with the mother of one former inmate who explained that her son participated in our Hardscape program. Not only did her son graduate from the program, but Instructor Dave Collins helped him to find a job. "I could not be prouder. I never thought my son would leave jail with a career."

Pictured right: Happy graduates of the ECPRC's HiSet, Hardscape, and C-Tech Programs.



## Education

### HiSet: High School Equivalency Preparation

Through Northern Essex Community College (NECC) instruction, students can obtain their HiSet. Students are first assessed as to their existing educational levels and needs. Three levels of instruction are available: Adult Basic Education for entry level learners, Pre-HiSet, and HiSet for the higher-level students. A key component is that students are regularly assessed and progress through the levels of learning. Students are also offered onsite testing to obtain their high school equivalency credentials. Table 5 shows 2021 test results.

Table 5. 2021 HiSet Testing	
Students Tested	17
Pass	10
Fail/Parts passed	7
Pass %	59%

### Adult Basic Education (ABE)

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

Within the Essex County Sheriff's Department, the goals of the HiSet 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;
- 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.

### College Courses

College classes are offered through NECC. Courses include American History I and II, and new to the department, First Year Seminar.

### ECPRC Helping Those in Need

As we all pulled together to combat COVID in 2021, the staff at our Lawrence Pre-release facility donated winter coats, hand sanitizer, and other items in order to help individuals at the Daybreak Shelter in Lawrence. Open from 4pm to 8am, the Daybreak provides counseling, AA meetings, meals, clothing, day programs, and an onsite clinic. Learn more about services provided at:

<https://psychologicalcenter.com/our-programs/daybreak-shelter/>



ECPRC Superintendent Heidi Mora (L) & Assistant Superintendent Jose Hernandez (Far R)

## Second-Chance Act Technology-Based Career Training Program



**Our thanks to teachers such as C-Tech Instructor Luisito Rivera (R).**

Offered through a Bureau of Justice Assistance Grant, the Certified Training Program (C-Tech) focuses on advanced technology training. The main areas of study include Network Cabling, Fiber Optics, Telecommunications, Residential Audio/Video Systems, Telephone VOIP (Voice Over Internet Protocol), Energy Management, Grounding and Bonding, and Wireless Systems. Many of these areas of study provide relevant certifications showcasing the learned techniques. Read more about this in the *Grant Funding* section.

## Essex County Re-Entry Vocational Training Center Program

The ECSD, in collaboration with Volunteers of America (VOA), opened the Essex County Re-Entry Vocational Training Center Program on January 1, 2021 to serve 550 inmates of the Middleton facility, ECPRC, and WIT. The program is geared towards providing workforce services for inmates prior to release and continued services after release for participants returning to Essex County. The program is two-fold: to help reduce recidivism rates and help fill the labor needs of the community.

VOA provides case management and help to individuals in obtaining housing, assistance with meeting basic needs, legal services, substance abuse and mental health treatment, and other services needed to prevent recidivism through a comprehensive partner network. Participants can enroll in C-Tech, occupational training in Asbestos Supervisor Training, Hazardous Waste Operations, and Emergency Response Training, Northern Essex Community College training programs, and receive a credential upon Hardscape Program completion. Table 6 below illustrates our program participation. Forty-seven percent of our participants have already gained at least one C-Tech certification!

Table 6. Pathway Home Program Status	
Facility	Participants
ECPRC	112
Middleton	58
WIT	27
<b>Total</b>	<b>197</b>

**Success Story:** Orlando began the Pathway Home program at the very start. He became an active participant and acquired numerous skills, especially in the C-Tech program. With the newfound knowledge, he obtained his Broadband Professional certification while incarcerated and has since been released. He quickly became employed as a Fiber Optic Technician making \$17 an hour. Even after Orlando's release, VOA is working closely with him to secure housing and ensure he has the necessary tools to succeed.

## ECPRC's Staff & Inmates Work to Provide for Others

Senior Correctional Officer Kathleen Lawrence and Corrections Specialist/retired Sergeant Dennis Laubner oversee our working farm at the ECPRC. Inmates volunteer to work the farm, which, in a good year, can be demanding. The year 2021, however, was particularly challenging. Officer Lawrence explained, "Mother Nature did not cooperate with us this year. We had flooding from July rains, some trouble with the plants, and the deer visited us!"

Despite these issues, Lawrence, Laubner, and a crew of inmates came together to grow tons of produce. Tomatoes, green beans, peppers, and many other vegetables were harvested and given to local non-profits and schools.

### Almost 4.5 tons of vegetables

- Harvested: 8,803 pounds
- Donated: 5,310 pounds
- Utilized at the ECPRC: 2,858 pounds
- Utilized at our Middleton facility: 635 pounds

This produce was shared with the Lazarus House in Lawrence, Haven From Hunger in Peabody, Northern Essex Community College Food Bank, and many other non-profits.

### 1,020 pumpkins

These were donated to over 20 charities and schools, with a small amount being used to decorate our facilities. Charities included the Violence Intervention Program in North Andover, Boys & Girls Club in Lawrence, and Topsfield Audubon Society in Topsfield. Schools included Hillview Montessori School in Haverhill, Essex North Shore Agricultural & Technical School in Danvers, and St. John's Preschool in Peabody.

***"Through these tough times...the Sheriff's Department  
helps us feed people when they need it most."***

- Bill LaPierre of Sacred Heart Food Pantry, pictured below left, far right.



**Volunteers at the Sacred Heart Church's food pantry in Bradford.**

Parishioners at Sacred Heart Church (left) and students from NECC are grateful for the produce provided by the ECPRC.



**Two NECC students help distribute produce to students who are experiencing food insecurity.**



## Women In Transition Facility



**Women at the WIT are consistently helping out the community. Shown on left are women cleaning up Camp Cedar Mill in Rowley and on right are women cooking for Chief Will's Day in Middleton.**

The Essex County Women in Transition (WIT) is a 24-bed pre-release facility that has a strong focus on reintegration and programs. Overseen by Superintendent Heidi Mora, the program design accommodates minimum security female inmates and those approaching the end of their sentences. The Essex County female inmates are housed at the Suffolk County House of Corrections. Assistant

Superintendent Krystina McFarland and other members of the Classification Board assess eligible sentenced inmates to determine the likelihood of success at the WIT. Upon approval, coordination between the two agencies is arranged and the inmate is transferred to the WIT for the remainder of their sentence.

Assistant Superintendent Krystina McFarland, WIT Director, has been with the department for 11 years. After working as a Correctional Officer for four years, she was promoted to Assistant Director of the Lawrence Office of Community Corrections and then Director of the Lynn Office of Community Corrections. She is directly responsible for the management and administration of all matters pertaining to security, operations, treatment programs, educational and program services, as well as re-entry initiatives of the WIT facility. A.S. McFarland strongly believes in facilitating the successful reintegration of individuals in our care back into their communities equipped with the necessary tools to become productive members of society. She promotes a team-oriented approach that appropriately addresses the need of each individual we serve.

### 2021 Program Highlights

- Six inmates (pictured right) completed our In2Work Kitchen Basics program.
- WIT CORS (Creating Our Recovery Skills), a program designed to prepare inmates for re-entry, work release, and the challenges of self-management during transitions, was approved for implementation. Forty inmates attended and 29 completed the requirements for certificates.



**Congratulations to those at the WIT who successfully completed the In2Work program. Shown with our six graduates are Assistant Superintendent Krystina McFarland (left), Aramark's Jon Kostandin (middle), and Superintendent Heidi Mora (right).**

- We had 29 referrals to Volunteers of America.
- Five inmates completed our Coding Web Design course, run through The Educational Justice Institute (TEJI) and Brave Initiatives. The remote synchronous program gave incarcerated women an opportunity to come together to innovate, design, and create. Upon completion of the program, inmates received a certificate and college credits



from the Benjamin Franklin Institute of Technology.

- Seven inmates completed our Northern Essex Community College Job Readiness Training (pictured left with Sheriff Coppinger and staff).
- Along with our multiple completions and successes, we offered various programs including Roca and UTEC Youth Services, Financial Wellness by American Consumer Credit Counseling, a Parenting Support Group, COST Program (facilitated by Assistant Superintendent Todd Angilly), and our BH-JI (Behavioral Health Supports for Justice-Involved Individuals) Advocates.
- Two inmates were awarded the Magnolia Scholarship from the “Think of Michael Foundation” for people battling substance use disorders that require housing assistance.
- Two inmates received certification in ServSafe, a recognized food safety certification facilitated by Aramark, our department’s food service vendor. These two women were among some of the first women to pass this test across the country! Congratulations on your achievements, we know this is a demanding test!
- Nine inmates participated and/or took portions of the HiSet/GED Exam.
- Two women passed and were awarded their HiSet.
- We collaborated with the DOC to dedicate bed availability for MCI-Framingham step-down state inmates.
- Gesabel Feliciano (shown right) hand-crafted 15 blankets to donate to Emmaus Inc. in Haverhill, an organization that helps homeless people and those struggling with housing.



## Personnel

- Reintegration Coordinator Cynthia Deleon and A.S. McFarland trained and became certified to administer the ORAS Risk Assessment Tool.
- Sergeant Ann Zannini completed the PREA Academy, National PREA Resource Center PREA 101.
- Sergeant Ann Zannini trained and became certified as our facility’s Fire Safety and EHSO Officer.
- Captain Robert Walsh retired after 32 years of service. Thank you Captain Walsh for your help in facilitating successful re-entries for women at the WIT over the years.

## Community Service & Work Release

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

### Community Service

Community Service allows participants to gain self-confidence by giving back to society, and perhaps learn skills they can use upon release; all while saving taxpayer money. Under correctional officer supervision, work crews from the ECPRC and WIT provide services to municipal agencies and non-profits throughout Essex County and beyond.

ECPRC inmates provided over 400 work crews, with up to six people, to provide community service and keep our roadways clean. Some agencies we worked with included the Rowley Highway Department, Danvers State Police, and Middleton DPW. ECPRC crews also worked at the Massachusetts State House, where they provided 167 crews, consisting of four people, to clean multiple times a week. Our work crews additionally worked at our Middleton facility and on the department's graffiti truck working to clean up the streets through graffiti removal and landscaping. In addition, the ECPRC provided crews to clean the state highways. Thirty-six WIT participants volunteered their time at the YMCA of the North Shore Camp Cedar Mill in Rowley, Middleton Chief Will's Day, and helping the Amesbury Police by painting over graffiti in the community. In total, inmates from our pre-release facilities gave approximately 22,109 hours back to the community.

**"Great group of guys, hard workers, and would have them back any time!"**

**- Brett Waterman at Kelley Greens Golf Course in Nahant**

Community Service participants pictured below (L to R): Landscaping at Newburyport's historic cemeteries, landscaping streets in Methuen, and preparing picnic tables at Nahant's Kelley Greens Golf Course.



### Work Release

At our ECPRC and WIT facilities, the Work Release Program is an instrumental tool in decreasing recidivism rates in Essex County. The main focus of Work Release is to cultivate "career-starting" employment opportunities for work-approved offenders, by developing community partnerships with area companies. This tremendous opportunity provides a

pathway for offenders to begin reintegrating back into society. Participants who are eligible to take part in the program gain work experience and skills, all while giving them a financial base prior to being released. Each offender is paired with employers with a goal that they can continue working post incarceration. This stability is just one piece in the reintegration process to reduce recidivism in the population.

While enduring the challenges posed by the COVID-19 pandemic, the Work Release Program was fully operational for 2021. We were able to place 47 individuals with employers based on their prior work history and skills through partnering with 16 local companies. In total, Work Release participants filled 57 open positions in various employment fields.

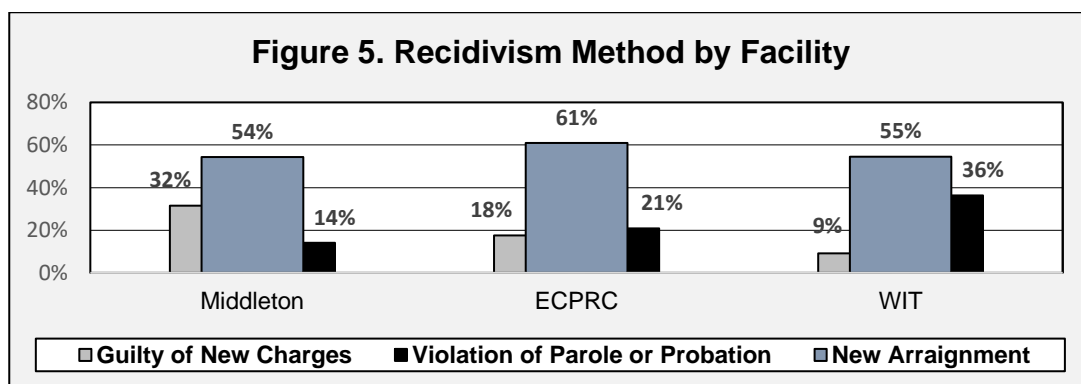
Our employment partnerships are instrumental in getting individuals continued employment post incarceration. One key partner we maintained through 2021 was Kettle Cuisine, a producer of prepared soups and side dishes for numerous national chains and brand names. Kettle Cuisine offers positions cooking, packaging, and shipping and receiving.

United Plastic Fabricating has partnered with us for a few years and has been very successful in employee retention while working to produce large plastic tanks used for water storage in fire engines. Shawsheen Coatings, a producer of cloth-based tapes and wraps mostly used in athletics and medical applications, joined as a new partner in 2021. We continue to foster these positive relationships and cultivate new opportunities for individuals for their path to reintegration.

## **One-Year Recidivism Rates: 2019 & 2020**

The Essex County Sheriff's Department defines recidivism as *an inmate having a new arraignment, being found guilty of a new crime, or violating parole or probation within one year after release*. Figure 5 below shows a breakdown of recidivism method by facility. As recidivism is measured one year after release, recidivism reports "run one year behind." The most recent report measures recidivism rates for 2020 (i.e., measured in 2021) and will be published in 2022.

The overall (General Population) recidivism rate decreased by 5.04%, from 46.62% in 2019 to 41.58% in 2020. This reflects decreases of 5.25% for Middleton, 0.96% for the ECPRC, and 8.83% for the WIT. A recent study examining over 19,000 former inmates released over the past 10 years found that ECSD programs are a key factor in reducing recidivism.





## Daily Workings of ECSD

### Middleton Intake

In 2021, Middleton's Intake booked 3,675 new inmates. This included 239 safekeeps, being held overnight or for the weekend for local police departments or the Massachusetts State Police; 2,815 pre-trial inmates held while awaiting trial or while their trials were in progress; and 621 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 approximately 7,100 intakes in 2021. When entering the facility, inmates go through rigorous security procedures to ensure the proper identity of the person and that they are not bringing in any contraband. Our Intake staff are responsible for the secure storage of inmate property.



**The Intake Supervisory Team, from left to right: 1st Shift Sgt. Stephen Carter, 2nd Shift Sgt. Courtney Hernon, and 3rd Shift Sgt. James Gonzalez.**

The correctional officers, clerical personnel, medical, psychological professionals, re-entry staff, and the transportation team work together to maintain a safe working environment, obtain accurate information from each inmate, screen each inmate for physical and/or mental health issues, and prepare each inmate to move on to Housing and Classification. The intake team works effectively to combat dangerous contraband, including weapons and narcotics from entering the facility. Our Intake Officers utilize X-Ray and metal detection technology as preventative measures. Additionally, our tech-savvy Intake Officers operate electronic fingerprint transmission and iris biometric recognition technology to positively identify all inmates who enter and exit the facility.

### ***Dedication & Commitment***

**Officer Timothy Brown consistently proved the effectiveness of the technology in 2021. Officer Brown was awarded a Letter of Appreciation for his interdiction efforts (See Human Resources, 2021 Letters of Appreciation section). From July to September, Officer Brown prevented large quantities of narcotics from entering the facility on five separate occasions through his reliance on his training and the technological tools available to him.**

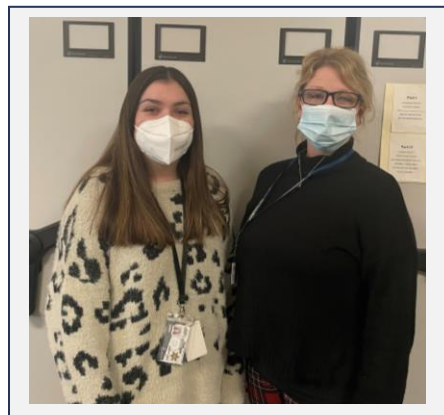
In September 2021, Officer Scott Curtis retired following over 20 years of service to the ECSD, including the last five in Intake. We wish Officer Curtis well in his retirement!

## Inmate Property

Property Officers Michael McNeil and Joseph McLaughlin oversee the storage of inmate property, to include clothing, money, jewelry, and other valuables while ensuring adherence to strict standards set for the storage, seizure, and release of property. These Officers work closely with the public, having conducted thousands of property exchanges in 2021. Our state-of-the-art property storage system was praised by auditors from the American Correctional Association as amongst the “best” in the country. In February of 2022, Joseph McLaughlin (pictured right) will be moving on from Inmate property due to a recent Sergeant promotion. We wish Sergeant McLaughlin luck in his new role!



## Criminal Records



The Criminal Records Division, located in Middleton’s Inmate Intake Building, is open 24/7/365. Criminal Records is responsible for maintaining all records for inmates in Middleton, ECPRC, and WIT custody. We continue evolving and adapting our staffing to fulfill our workload. In this effort, we welcomed two new Records Clerks, Julia Kennedy (pictured left on left) and Melanie Eaton (pictured left on right), to the department. Julia and Melanie completed their training on all three shifts and are now both assigned to second shift.

### COVID Adaptations

Since the onset of the COVID-19 pandemic, there has been a marked increase in the number of court appearances that are now taking place on video. We continue to make the Video Conference area available to accommodate court appearances and psychiatric evaluations. We also continue to process the release of inmates from Video Conference. Instead of being released directly from the court, our department is now tasked with clearing and prepping video conference releases.

### Daily duties of Criminal Records include:

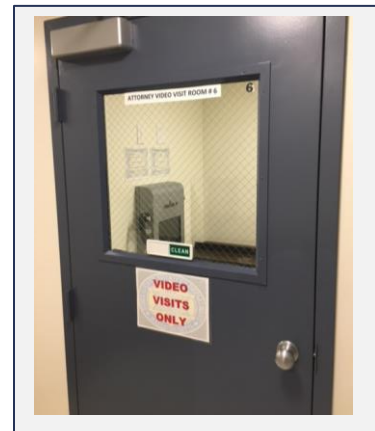
- Creating and maintaining each inmate’s case record including all documentation.
- Conducting all booking and intake of new commitments by gathering all necessary data.

- Approving, scheduling, and conducting video conference hearings and attorney video visits.
- Scheduling inmates for court appearances and maintaining the records for each court trip.
- Preparing, verifying, and scheduling inmates from all three facilities for parole and/or sentence expiration.
- Serving restraining orders and Department of Revenue Orders to individuals in custody.
- Approve and schedule all attorney Video Connect visits, as well as all friends/family video visits within the Middleton facility.
- Providing services to certified victims of crimes by making resources regarding offenders available (see the *Serving the Community - Victim Services* section).
- Responding to court orders, subpoenas, and other requests for information.

## Video Conferencing

Video conferencing requires coordination between our department and the courts, as well as reliable technology and knowledgeable staff on each end. The benefits are increased efficiency as well as decreased safety risks and transportation costs associated with driving offenders to court appearances.

Table 7 shows we had 7,737 video conferences in 2021. This is a 31% increase from 2020. Each of our conference rooms (as shown on the right) have the ability to do Polycom video conferences, Zoom conferences, and telephonic conferences. Our statistics below demonstrate our ability to lead Massachusetts for video conference numbers, available rooms, and equipment.

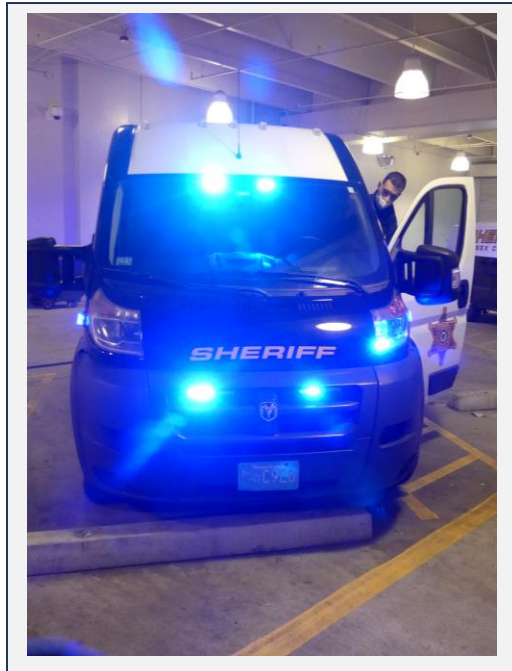


	Lawrence	Salem	Lynn	Peabody	Haverhill	Newburyport	Gloucester	Essex Superior	Other Counties	Totals
Jan	114	86	142	25	67	34	18	105	132	723
Feb	106	101	141	13	73	39	12	122	111	718
Mar	108	123	130	28	77	49	18	136	124	793
Apr	101	119	135	16	85	41	9	145	143	794
May	68	104	124	24	75	36	16	103	103	653
Jun	81	84	132	17	83	39	7	126	129	698
Jul	71	85	91	20	76	34	10	121	98	606
Aug	63	100	73	23	65	30	17	113	110	594
Sep	68	79	65	29	85	34	13	112	103	588
Oct	44	70	76	22	64	41	18	95	104	534
Nov	58	66	73	19	89	32	5	83	120	545
Dec	44	63	53	23	77	35	11	96	89	491
<b>TOTALS</b>	<b>926</b>	<b>1080</b>	<b>1235</b>	<b>259</b>	<b>916</b>	<b>444</b>	<b>154</b>	<b>1357</b>	<b>1366</b>	<b>7737</b>

## 2021 Highlights

- The volume of in-state and out-of-state video conferences rose.
- We accommodated psychological evaluations, consisting of various mental health screenings (e.g., competency and commitment screenings) for courts and attorneys.

## Transportation



The department's transportation team facilitates inmate movements outside the perimeter of the Essex County Correctional Facility. In 2021, the transportation division provided 6,132 secure individual transports with 12 vans and a bus to and from courts, medical facilities, correctional institutions, and treatment facilities. In 2021, eight new transportation vans were assigned, increasing the safety and security of our staff and inmate population. The transportation teams can be found providing mutual aid to law enforcement throughout the state with medical events, vehicle accidents, and emergency situations. These trips are coordinated by Transportation Supervisors Sergeants Ben Roberge and Mark Swiniarski. The Transportation Division implemented thorough cleanings of every van after every individual transport to ensure the safety of the population.

In 2021, the Transportation Team provided the following transports:

- 138 medical appointments to 16 facilities.
- 1,337 transfers to 35 correctional and treatment facilities.
- 4,657 court appearances (4,206 in Essex County and 451 out-of-county).

In November of 2021, Deputy Sheriffs Jhoan Rosario and Phil Hyde (pictured L to R) transported a new arrest from Peabody District Court to the Essex County Correctional Facility in Middleton. While monitoring the secured individual on the video monitoring system, Officer Rosario noticed the individual displaying signs of an opiate overdose and activated an emergency medical response, and they saved his life with their quick actions.







It is with a heavy heart that we lost Correctional Officer Anthony J. Pasquarello (left), age 37, of Saugus, Massachusetts due to complications of COVID-19 on December 9, 2021. He was a 15-year veteran of the Essex County Sheriff's Department and excelled within the Transportation Department through his work ethic and perseverance.

*"Officer Pasquarello was a courageous, dedicated member of the Essex County Sheriff's Department who served with great distinction, and we are simply devastated by his passing. His service to our department, as well as the good people of Essex County, will always be honored and remembered."*

- Sheriff Coppinger



## Middleton Security Captain

Cpt. Edward Melanson, pictured right, oversees Central Control, Outer Perimeter Security, Female Holding, Mail, In-person Visits, Video Visits, Key Control, Restraint Equipment, Tool Control, Security Equipment, Handheld Restrictive Housing Unit Cameras, and Video Court. In addition, Cpt. Melanson works with Lt. Jotham Garbin to support Security Investigations in maintaining all cameras, the operation of all back-up positions on all cameras, and touch screens throughout the facility. Lt. Garbin also works with Cpt. Richard Ferrari to maintain the department's COVID Command Center.



## Central Control



Continuously functioning 24/7, the staff is responsible for:

- Working with COVID-19 Incident Commanders to ensure only authorized personnel have access to the area where supplies are kept.
- Running background checks to allow only individuals with the appropriate clearance access to the facility.
- Overseeing the issuing of vehicles, weapons, and restraint equipment to officers.
- Monitoring all incoming and outgoing mail.
- Supporting Security Investigations in maintaining all cameras and locking doors in the facility.

Pictured (L to R) are Central Control Officers Justin Perry, Andrew Gentile, and Joseph D'Alelio.

## Female Holding Area

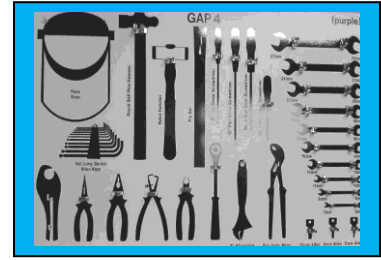
Due to COVID, this *former* female unit is now used to house inmates who return from court. This allows us to isolate these individuals as part of a tiered system to control the spread of COVID.

***"The staff's ability to change and their versatility was outstanding as this unit's classification was adjusted...Their flexibility in dealing with COVID classifications, maintaining cleanliness, and adapting to the additional responsibilities has been remarkable."***

- Captain Edward Melanson

## Tool Control

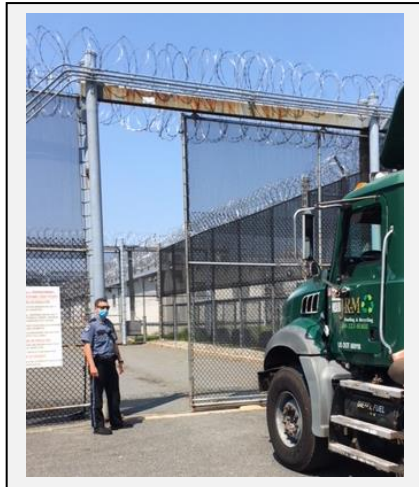
Officer Daniel Whipple is revamping the entire tool crib and inventory. This process takes any tools offline that are outdated. The shadow boards and cribs are cleaned, painted, and re-shadowed. This process frees up needed space for new tools and reduces the size of the overall inventory.



## Outer Perimeter Security (OPS)

These officers provide primary security by:

- Screening every person that enters the facility.
- Ensuring all vehicles follow security protocols.
- Monitoring traffic flow from the facility's garage.
- Performing outer perimeter security and fence checks.
- Monitoring the parking lot and areas surrounding the facility.



**Day or night, rain or shine, dedicated OPS officers are on the job.**

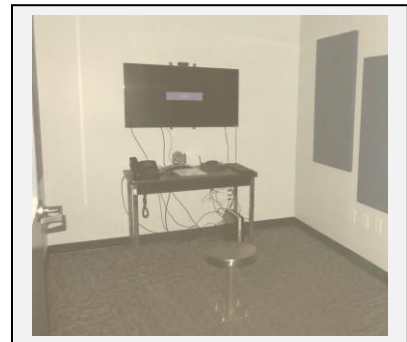
2021 OPS enhancements included:

- Key card access to the Administration Building.
- Plans for lobby reconfiguration to increase security and efficiency.
- Improved visitor entrance procedure.

\*COVID screening methods were suspended for a short time, but the spike in the Delta Variant forced us to bring these screening methods back.

## Inmate Visits

For most of 2021, in-person “nonprivileged” (family and friends) visits were suspended as part of our COVID safety precautions. Family and friends were able to utilize the department’s video visit system through our contractor Securus. By exercising appropriate safety protocols, “privileged” (attorneys and other professionals) visits were allowed in-person or through video. We also provide a





*Privileged Video Visits System* for attorneys. Other professional visitors, such as the Department of Children & Families (DCF), Department of Developmental Services (DDS), social workers, private investigators, and court-appointed or hired psychiatrists, etc., can contact us to schedule a “Zoom” type meeting through our Criminal Records Department.

In 2021, ECSD had 7,992 visits: 6,839 privileged and 1,153 non-privileged.

### **Video Court Rooms**

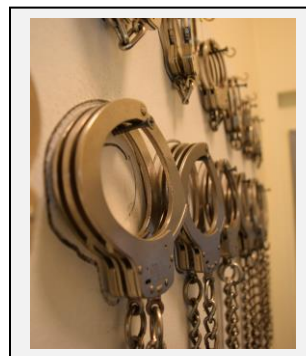
Each “satellite” court room was freshly painted. Read more about our work with the courts in the “Video Conferencing” section.

## **Key Control & Restraint Equipment**



to the one pictured above, make in-cell meals, when necessary, easier, and safer. Officer McAuliffe also tracks and maintains all the department’s restraint equipment.

In addition to his regular job, that is, keeping every door, lock, and key accounted for and in good working order, Officer Joshua McAuliffe partnered with Tool Control Officer Daniel Whipple to install new food ports in our 120 Unit. These ports, similar



## **Inmate Mail**

Officer Kevin Clark brings 15 years’ experience to his position overseeing visits and mail. Inmate mail has had a large transformation over the past year. Most of the mail is now scanned off property and electronically forwarded to our mailroom daily. These scans are then downloaded, printed in color, and distributed to the inmates. Privileged mail (i.e., from attorneys) is handled differently. This process has increased security.

## **Security Equipment**

In July 2021, multiple Security Staff attended DSA Detection classes where they received training in X-Ray image analysis and metal detector operation. This training was invaluable to OPS staff and supervisors. In addition, Tool Control Officer Whipple (pictured left), who also oversees the department’s security equipment, was trained in calibrating the X-Ray and Fluoroscope machines.



**At the entrance to our Middleton facility are Sgt. John Nguyen (L) & Officer Justin Miller.**



## Use of Force Review Board



The Use of Force Review Board was created in 2020 and continues to review incidents. In 2021, the board reviewed 29 incidents. The board examines use of force incidents that may need further review. Once a use of force incident occurs, the Shift Commander determines if the incident requires further attention.

The Use of Force Review Board will examine all aspects of the incident to include videos, reports, training, and policy and procedure. Upon a review of the incident, the review team will recommend the following: take no action, handle the incident at their level, or forward the matter to other avenues if needed (i.e., refresher training, discipline, or Internal Affairs).



The Use of Force Review Board consists of the following individuals:

1. The Superintendent or designee of the facility where the incident occurred.
2. An Essex County Sheriff's Department Use of Force instructor.
3. The Director of Research and Statistics and/or an Assistant Superintendent III or IV.
4. The Director of Training.

## 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 "deoxyribonucleic acid," or DNA sample. In addition to sharing pertinent information, we facilitate CODIS technicians coming to our facilities to collect DNA samples.

In 2021, we worked with each of our three facilities and provided CODIS with 206 DNA samples (see Table 8).

Table 8. 2021 DNA Collection by Facility	
Facility	# Collected
MIDD	166
ECPRC	36
WIT	4
Total	206

## Armory

Supervision of the armory falls under the Director and Assistant Director of Security. The department's armorers ensure all assets of the armory are stored and maintained properly. In 2021, the department had six experienced armorers:

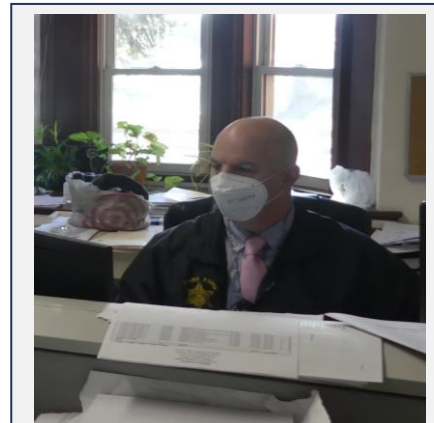
**Superintendent Aaron Eastman**  
**Assistant Superintendent Jason Frampton**  
**Captain Shelley Ehlers**  
**Investigator Jerome Jellison**  
**Sergeant Travis Mustone (pictured right receiving promotion)**  
**K-9 Officer Matthew Ritvo-Cabezas**



Research and Statistics (R&S) personnel reconcile weapon inventory each month. R&S also conducts armory audits every six months and annually, with a complete physical inventory and audit conducted every two years. A complete physical inventory and audit were conducted in January 2021, and a six-month audit was conducted in August 2021. Both audits showed excellent results with no exceptions. Along with continuously maintaining rigid standards, the armory made several upgrades to armory inventory.

The department has 13 range instructors who ensure employees are proficient and safety-focused:

**Superintendent Aaron Eastman**  
**Assistant Director of Security Investigations**  
**Jonathan Campbell**  
**Assistant Superintendent Christopher Smith**  
**Assistant Superintendent Anthony Turco**  
**Assistant Superintendent Jason Frampton**  
**K-9 Cpt. Thomas Cote**  
**Cpt. Shelley Ehlers**  
**Lt. James Comeau**  
**Lt. Jamie Forcino**  
**Investigator John Zaccari**  
**Investigator Jerome Jellison**  
**Sgt. Travis Mustone**  
**K-9 Officer Matthew Ritvo-Cabezas**



**Captain John Hodgson retired in 2021 after serving as a range instructor for 21 years.**

**Thank you Captain Hodgson!**

### Sharpening Skills

In addition to our regular training, 44 ECSD employees completed interactive, scenario-based training utilizing the Middlesex Sheriff's Office's Mobile Training Center (MTC). The MTC is a specialized trailer that allows officers to train for responses to incidents that they may encounter during their duties.

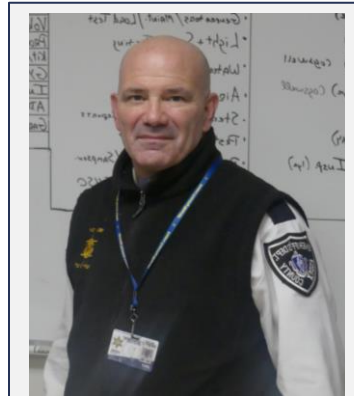
# Inspections & Housing Units

## Environmental Health & Safety Officer/Fire Safety Officer

Lieutenant Peter Lundy is the department's Environmental Health and Safety Officer (EHSO) and Captain Michael Schultz is our Fire Safety Officer (FSO). The EHSO meets with an auditor from the Department of Public Health (DPH) twice a year for a quality-of-life audit of the entire operation that examines the physical condition of the facility. Once each audit is complete, the auditor submits a list of any violations to the EHSO. The EHSO then has limited time to repair the violations.

Inspections/testing include:

- All AED machines, monthly
- Air quality, every three years
- Flashlights, monthly
- Generator, weekly, monthly, quarterly, and annually
- Light and sound, annually
- Negative air flow (Medical Housing Unit), monthly
- Pest control, monthly
- Sanitation, weekly (unit managers) and monthly (EHSO)
- Water temperature, monthly
- Elevators, monthly and annually



**As Fire Safety Officer, Captain Michael Shultz ensures our facilities are up to code.**

### Middleton Fire Department

Middleton Fire Department officials and our Fire Safety Officer conduct annual inspections of the entire facility. Middleton Fire submits a letter of its findings to Sheriff Coppinger and any deficiencies are addressed.

The following inspections are also done:

- Ansul (kitchen) and Sapphire (IT) systems, biannually
  - o Emergency lights/exit signs, weekly (unit managers) and monthly (FSO)
  - o Fire alarm system, quarterly
  - o Fire extinguishers (all facilities and vehicles) annually
- Fire hydrants, inspected and flushed annually
- Fire inspections, weekly (unit managers) and monthly (FSO)
  - o Sprinkler system, quarterly and every five years



During 2021, we completed a fire sprinkler suppression system project where we replaced sprinklers across the facility over eight months. We also added 10 electrostatic sprayers to our Victory Electrostatic Cleaning System to continuously ensure all three of our facilities are kept clean.

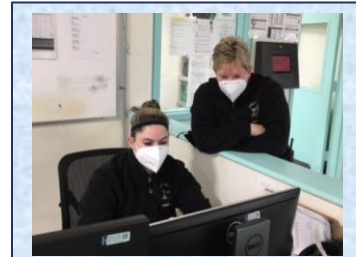
# Housing Units

## Middleton

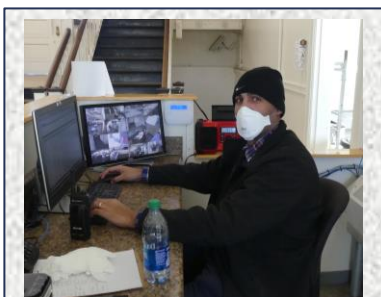
- 240 Building (4 units: A, B, C, & D)
  - o 240A, Quarantine Unit
  - o 240B, At-Risk
  - o 240C & D, General Population
- 120 Building (2 units: A & B)
  - o 120A, Restrictive Housing Unit (RHU): Disciplinary Detention, Administrative Segregation, & Protective Custody
  - o 120B, Opening Avenues for Re-Entry Success (OARS)
- 80-Bed (2 units: Upper & Lower)
  - o 80 Lower, DCAMM project
  - o 80 Upper, Sentenced
- 60-Bed, OARS
- Voke Building (4 units: 1, 2, 3, & 4)
  - o Voke 1, Correctional Opportunity for Personal Enrichment (COPE)
  - o Voke 2, At-Risk
  - o Voke 3, Correctional Alternatives for Re-Entry (CARE) and Clean and Sober Existence (CASE)
  - o Voke 4, Correctional Recovery Academy
- Medical Housing Unit, Multifunctional (medical/mental health)
- Female Holding Area, Court Returns



**Shift Commanders, such as Captain Shelley Ehlers (L) and Captain Arthur Statezni, manage incidents that arise on housing units.**



**Sergeant Tanya Cubelli (L) and Sergeant Karen Beals on Middleton's Voke 4.**



**Officer Mervin Reyes at the ECPRC watching over facility operations and ensuring proper movement.**

## ECPRC

- Main Campus: Pre-Release, General Population
- Annex: Housing
- Back Building: Housing
- Electronic Monitoring Program (EMP): Monitored by Staff

## WIT

- Main House: Pre-Release & General Population
- Electronic Monitoring Program (EMP): Monitored by Staff



## Office of Professional Standards



**"This doesn't happen without teamwork, everyone seemed to always be working together to make this happen."**

- **Superintendent Linda Clifford reiterated our positive auditor feedback after passing one of our many audits**

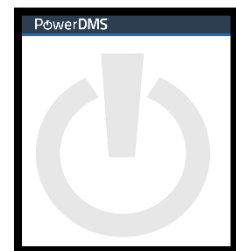
The Office of Professional Standards (OPS) has broad responsibilities and oversight to support the department's mission and to ensure that the high standards and integrity of the department are maintained.

We have direct oversight of Human Resources, Internal Affairs, Training and Staff Development, the Basic

Training Academy, Inspections and Compliance Division, and Centralized Scheduling. Together, these divisions institute "best practices," by collaborating with all other entities within the department. Our mission is to promote open channels of communication, plan for future growth, and to continually assess the department's needs by collectively utilizing its employees' knowledge, skills, and abilities.

### **2021 Highlights**

- We rolled out a department-wide document management system, PowerDMS, which serves as our policy, procedure, post order, and training document/certification system. This paperless system eliminates hard copy policies and procedures and creates an online database for storing documents.



- We are assisting our Deputy Sheriffs with navigating the Commonwealth's newly instituted Massachusetts Municipal Police Training Committee (MPTC) Bridge Academy by supplying them with discussion forums, necessary documents and equipment, and valuable updates to support their participation.

- We continue our long-standing partnerships with Northern Essex Community College for our Basic Training Academy and Essex North Shore Agricultural and Technical School for our Youth Leadership Academy and continuous support of our Training and Staff Development Center.



- We have conducted and hosted the American Jail Association New England Jail Leadership Training for our officers as well as for other Massachusetts Sheriffs' Departments.

- Our newly promoted Sergeants were provided with an intense week of first line Supervisor Training through Team Training Associates.

**"It was an honor to collaborate with Sheriff Kevin Coppinger and his professional staff during their proactive leadership development initiatives this past year. The team of supervisors from ECSD were enthusiastically engaged and among the finest public safety professionals we have worked with. The proactive approach the Sheriff and his team are taking is setting new standards of excellence for other agencies to follow."**

- **Dr. Eric Murray, Team Training Associates**



- We incorporated Officer wellness and stress management into our Basic Training Academy to best support our incoming officers.

- We graduated two Basic Training Academies this year.

- We continue assessing and editing existing policies and procedures, as well as developing new ones as needed. This department-wide effort utilizes the expertise of all departmental employees to maintain a professional decorum.

### **Coming in 2022**

- In keeping with our commitment to both training and leadership, we look forward to hosting three FBI LEEDA Trainings in 2022. Those include Supervisor Leadership, Command Leadership, and Executive Leadership.
- We continue to look for avenues to assist our inmates with disabilities through tablet apps, such as Sorenson' video relay that assists hard-of-hearing inmates.
- As we continue to enhance our workforce, we are looking at conducting three academies in the coming year.



As documented in the individual division sections that follow, each have had a challenging and successful year. We have brought some new faces and tremendous talent to the Office of Professional Standards in 2021:

- Assistant Superintendent Rachel Goguen, Inspections and Compliance Division
- Human Resources Specialist Michelle St. Pierre, Human Resources Division
- Junior Clerk Samantha Kenney, Training and Staff Development
- Investigator Steven Boucher, Internal Affairs Division



**Welcome to the team Samantha Kenney!**

We also want to congratulate our newly promoted Assistant Superintendent Jason Frampton in the Training and Staff Development and Assistant Superintendent Joseph Magnarelli in the Inspections and Compliance Division. Welcome and congratulations to all!

## Centralized Scheduling

Critical to daily operation of the Essex County Sheriff's Department is our Centralized Scheduling Office. This office is comprised of Scheduling Manager Captain Peter Cignetti, Payroll Director Jason D'Amelio, Scheduling Administrator Pamela DiGirolamo, Payroll Specialist Kristina Gikas, and Detail Officer Vincent Troisi.



Under the supervision of Director of Human Resources Deana Piantedosi, Centralized Scheduling is responsible for coordinating time off requests, maintaining daily staffing levels and assignments, addressing overtime needs, and ensuring there is effective communication between Human Resources, Payroll, and Scheduling. This unified approach improves both information flow and productivity.

These, and many other ongoing initiatives, set forth by the Office of Professional Standards, serve to promote positive department enhancements that will support Sheriff Coppinger in his mission and continue to reinforce our core values of Honesty, Integrity, and Respect.

### 2021 Highlights

- In June, we added the attendance and leave module onto our payroll and timekeeping systems. This has assisted in tracking different forms of leave, FMLA, PFMLA, and sick call tracking.
- Throughout the year we have worked to streamline scheduling between our three main facilities, Middleton HOC, ECPRC, and the WIT. This has assisted in reducing forced overtimes and given officers the opportunity to work at different facilities.
- In December, the temporary outage of our scheduling system impacted Centralized Scheduling, but we were able to work together to ensure that this outage did not affect the operations at our facilities.

### Payroll

- In conjunction with paid COVID Leave, an estimated \$130,000 of reimbursable sick pay was processed during FY21 and FY22 (as of pay period ending 1/15/2022).
- Payroll was tasked with the calculation and manual entry of COVID-19 Pay Adjustments totaling approximately \$1,100,000 in calendar year 2021.
- As of pay period ending 1/15/2022, Payroll has processed and reconciled approximately \$2,864,750 of overtime pay to ECSD staff in FY22.

### Details

In 2021, our officers provided the following coverage:

- Filled 305 details in Essex County communities.
- Assisted Massachusetts State Police with 329 Mass Highway Details.
- Provided nine teams for Community Action Team (CAT) Saturation, Sobriety Checkpoints.
- Special events included FBI Mutual Aid Transportation, Yankee Homecoming, Haunted Happenings, and Topsfield Fair.



## Human Resources



### The Impact of COVID-19

COVID-19 continues to impact operations at each of the Essex County Sheriff's Department facilities. Since the beginning of this global pandemic in March 2020, Human Resources has been actively involved in contract tracing, workplace accommodations, testing for staff, and coordinating vaccines.

Human Resources continued their role of scheduling employees, vendors, and volunteers for COVID-19 testing. Upon receiving test results, we continue to notify all employees of their results. We provide guidance to employees while adjusting to the Centers for Disease Control and Prevention (CDC) guidelines. We also continue to provide Sheriff Coppinger and his Executive Team

with daily updates of COVID-19 affected employees.

In keeping with recommended CDC guidelines and the Commonwealth of Massachusetts mandate, staff and inmates are required and continue to wear masks. In addition to the above actions, the department's data is sent daily to the Department of Public Health, the Supreme Judicial Courts, local judges, and the Massachusetts Sheriff's Association.

### 2021 Highlights

- We hired 13 new staff members, and among them we welcomed a new member to our Human Resources team.
- We introduced a new Assistant Superintendent of Inspections and Compliance, and a new Sergeant joined our security ranks.
- We created a new position to provide continuity of care for medical and mental health services at each facility.
- A Director of STAR, a newly developed program, was created and hired.
- Junior clerk positions were hired in Training, Civil Process, STAR, and Records.
- An IT Technician was hired to assist in computer needs of the facilities.
- An Assistant Superintendent position to address pre- and post-employment placement for inmates was developed and filled.
- The ECSJ was proud to graduate two training academy classes.
- Throughout the year, several staff members were presented with Letters of Recognition and Appreciation for efforts in performing their duties.





## ***2021 Letters of Commendation***

### **January 26, 2021**

For outstanding actions that exemplified bravery and may have saved a life during an inmate altercation:  
Officer Caitlyn Bradbury

### **April 26, 2021**

For outstanding actions during a suicide attempt that saved a life:  
Sergeant Anthony Enderle

### **November 29, 2021**

Commended for their lifesaving efforts and devotion to duty in an extremely challenging and high-risk environment:  
Officer Jhoan Rosario  
Officer Philip Hyde



**Officer Caitlyn Bradbury exhibits courage and dedication to keep our inmates and staff safe.**

## ***2021 Letters of Recognition***

### **December 22, 2020**

For outstanding teamwork and effective responses during an attempted escape of an inmate:

Lieutenant Mark Chaklos  
Sergeant Craig Koulopoulos  
Sergeant Greg Turner  
Sergeant Christopher Walsh  
Officer Jason Vlahos  
Officer Bryan Shedd  
Officer Jared Lopez  
Officer Joseph Nunez-Roman  
Officer Ryan Danahey  
Officer Justin R. Perry  
Officer Sarean Kao  
Officer Derek DePietro  
Officer James Ward  
Officer Andrew Keegan  
Officer Nicholas Scally  
Officer Diego Martin

### **February 23, 2021**

For outstanding work in maintaining orderly running of the facility and displaying leadership during an unpredictable circumstance:



**Officer Joseph Nunez-Roman accepts his Letter of Recognition from Sheriff Copping.**



**Officer James Ward accepts his Letter of Recognition from Superintendent Heidi Mora.**

Lieutenant Scott Sousa  
 Sergeant Matthew Leeman  
 Sergeant Brendan K. Walsh  
 Sergeant Charles Ober  
 Sergeant Brett Feldman  
 Sergeant Jacob Menard  
 Sergeant Brendan M. Walsh  
 Sergeant Aaron Kenney  
 Officer Kyle Anderson  
 Officer Ryan Smith  
 Officer Justin R. Perry  
 Officer Christopher Jodoin  
 Officer Said Djedid  
 Officer Christian Calix  
 Officer Jose Murcia  
 Officer David Finlay



**Sergeant Charles Ober accepts his *Letter of Recognition* from Assistant Superintendent of Security David Earle.**

#### **April 21, 2021**

For quick recognition, response, and providing immediate aid to an inmate choking:  
 Officer Ryan Danahey

#### **May 15, 2021**

For quick response and immediate aid to save a choking inmate's life:  
 Officer Randy LaCroix

#### **April-June 2021**

For outstanding effort and dedication in apprehending several fugitives of justice:  
 Assistant Director of Security Jonathan Campbell  
 Investigator Jerome Jellison  
 Investigator John Zaccari  
 Investigator Arnaldo "AJ" Mora  
 Investigator Richard Smith  
 Investigator Carl Crowley



**Sheriff Coppinger provides honored Apprehension Team members with their *Letters of Recognition*. Shown (L to R) are Sheriff Coppinger, Investigator Jerome Jellison, Investigator Carl Crowley, Investigator John Zaccari, Investigator Arnaldo "AJ" Mora, Assistant Director of Security Jonathan Campbell, and Investigator Richard Smith.**

### ***2021 Letters of Appreciation***

#### **February 23, 2021**

For outstanding work in providing support during a volatile situation:  
 Sergeant Craig Koulopoulos  
 Sergeant Greg Turner

Officer Michael Zizzo  
 Officer Michael Palm  
 Officer Ryan Gabriel  
 Officer Ryan Baring  
 Nurse Jonathan Cobbett  
 Nurse Nathan Sebatta

### March 12, 2021

Learning Specialist Carlos Espendez, Northern Essex Community College, for his outstanding response after noticing a student was under medical distress.

### April 26, 2021

For a quick response and outstanding support during a traumatic incident:

Officer David Finlay  
 Officer William Clancy  
 Officer Luis Lopez

### July 25, 2021

Sergeant William Chiccarelli for his hard work, leadership, attention to detail, and de-escalation skills during distressing medical emergencies.

### July-September 2021

Officer Timothy Brown for his attention to detail in reading body scan images and incredible effort in performing proper procedures, which stopped a significant amount of narcotics from entering our facility.



Shown (L to R) are Officer Ryan Baring, Nurse Jonathan Cobbett, Nurse Nathan Sebatta, and Officer Michael Palm receiving their *Letters of Appreciation* from Sheriff Coppinger.

## Additional Recognitions



Sheriff Coppinger recognized Director Kevin Cranston of the Massachusetts DPH for his liaison role with our department, which facilitated a comprehensive vaccination plan for our facilities.



L to R: Director of Nursing Taylor Smith, Lieutenant Jotham Garbin, and Captain Richard Ferrari were honored at the Haverhill Exchange Club for their tireless efforts in leading the COVID-19 response.



## Military Leave

In 2021, our military personnel were called upon to assist the Commonwealth of Massachusetts during many moments of civil unrest, disturbances, protests, and demonstrations. We thank each of them for their actions and for supporting the Commonwealth of Massachusetts in times of need.

Sergeant Jacob Menard  
Correctional Officer Patrick Kiggins  
Correctional Officer Colin Bode  
Correctional Officer Jake Skusevich  
Correctional Officer Nathan Coates  
Correctional Officer Gary Roy



Sergeant Jacob Menard, who is currently deployed to the Middle East as a member of the Massachusetts National Guard, was promoted to Sergeant. His wife Shelby accepted his promotional certificate for him after he took his Sergeant's Oath over Zoom.



## Recognition Day

## POW-MIA

The Essex County Sheriff's Department hosted its annual ceremony honoring Massachusetts Vietnam War POW-MIAs on September 17. The Department's Middleton facility is home to the state's only monument bearing the name of each of the brave souls still missing. The ceremony included the solemn reading of each of their names, followed by the ringing of a bell, as well as a presentation of the Missing Man table to honor their service. Leading the ceremony was Sheriff Kevin F. Coppinger. Also speaking were Congressman Seth Moulton, State Representative Linda Dean Campbell, and William Shuttleworth of Vets Don't Forget Vets.



## Personnel

As of the end of 2021, we employed 567 people in the Sheriff's Department.

### Uniformed Staff\*

Correctional Officers	324
Sr. Correctional Officers	35
Sergeants	82
Lieutenants	18
Assistant Superintendents	28
Captains	12
Superintendents	5
Sheriff	<u>1</u>
Total Uniformed	505

Non-Uniformed Staff 62

Total 567



\*Uniformed staff includes individuals who have completed a correctional or law enforcement academy and are currently working in that capacity.

Congratulations to the 46 employees who received promotions in 2021.

### Name

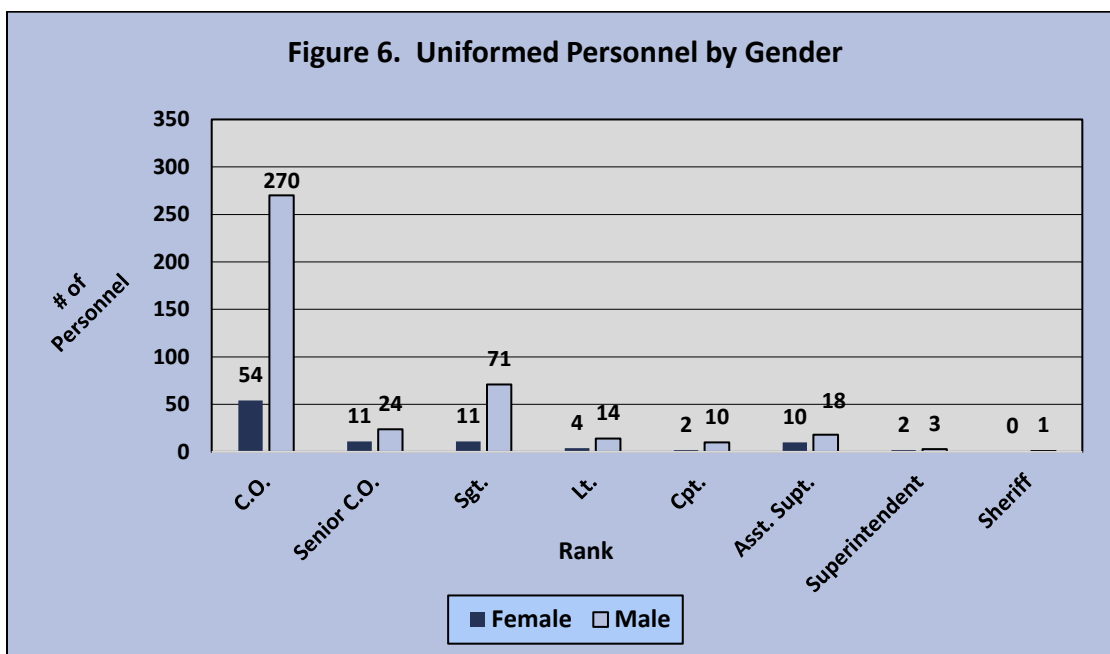
### New Title

Joseph Magnarelli	Asst. Superintendent I, PREA/Suicide Prevention/ADA
Marianne Thibault	Senior Correctional Officer I, Reintegration
Cassandra Evans	Procurement Specialist
Caroline Siebert	Clerk, Civil Process
Jason Frampton	Asst. Superintendent I, Assistant Director of Training
Jeffrey Cruz	Maintenance Officer I
Nicholas Eaton	Senior Correctional Officer III, Director of Work Release
Joseph Riley	Senior Correctional Officer II, Security Investigations
Jessica Oljey	Asst. Superintendent IV, Programs, Re-entry, STAR
Jillian Nelson	Asst. Superintendent III, Director of Programs

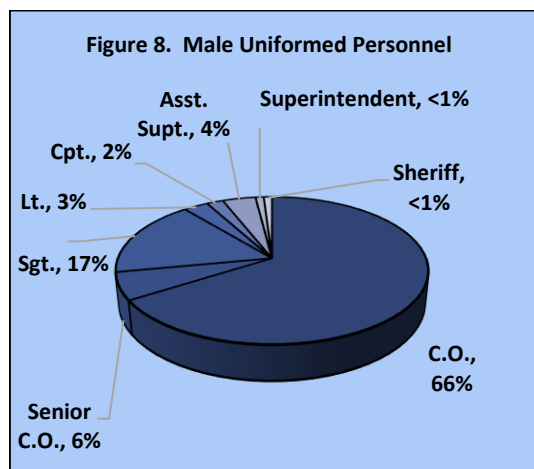
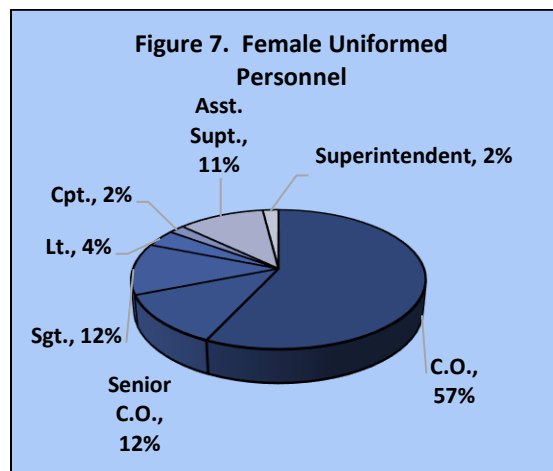
### New Sergeants:

Dominic Cannata, Nicholas Cotoia, Brett Feldman, Kevin Hughes, Daniel Juralewicz, Danny Kao, John MacDonald, John Mahoney, Jacob Menard, Travis Mustone, John Nguyen, Charles Ober, Louis Potvin, Anthony Roman, Bonnie Stevens, Alexander Todd, Jared Valeri, Guy Ventura, Christopher Walsh, Brendan M. Walsh, Patrick Barry, Andrew Delloiacono, Ryan Devaney, Tanya Cubelli, Anthony Enderle, Ryan Hockney, Aaron Kenney, Joseph McLaughlin, Marc Miranda, Alexandre Nascimento, Matthew Nikas, Benjamin Skusevich, Charles Sullivan, Joseph Twomey, Danielle Petroni, Frank Waterman

Figure 6 provides a breakdown of uniformed personnel by gender: 411 males and 94 females.



Figures 7 and 8 show that for the rank of Correctional Officer through Superintendent, female officers continue to have a larger percentage than male officers in higher ranks (e.g., Captain, Assistant Superintendent, and Superintendent).



L to R: Special Sheriff Gerke, Asst. Supt. Murtagh, Chief Financial Officer Sullivan, and Asst. Supt. of Security Earle meet and share a laugh.

## Welcome New Officers!

### Basic Training Academy 21-01

James Atkins, Jr.  
William Catherwood  
Melvin Lee Cummings  
Christal Dunston  
Joseph Ferraro  
Christopher Freepartner  
Grace Gordon  
James Hinesley  
Deirdre Johnson  
Rory McKane  
Bryan Meinelt  
Nicholas Pointer  
Melvinson Reyes  
Nicholas Spinale  
Derek Zwiercan

**Class Motto: *"Follow Through!"***



### Basic Training Academy 21-02

Mackenson Adescar  
Boris Akim  
Anthony Angelesco  
Wyatt Bressel  
Colby Buccheri  
Aron Butler  
Ethan Champeau  
Jean Charles  
Kevin Clark  
Daniel Falotico  
Kelsey Fitzsimmons  
Maria Granados  
Michael Kuyoro  
Arianna Lesslie  
James Lozzi  
Michael Luciano  
Paul McCabe  
Nicholas Medeiros

Wilnette Memeus  
Coltin Omasta  
James Paul  
McDouglas Pewee

Emiky Pires  
Morgan Rodriguez  
Nancy Swecker  
Kevin Trainor

**Class Motto:**  
*"Whatever  
it Takes!"*





***We extend our Best Wishes to the 18 employees who retired in 2021:***

Lawrence Bethune  
Robert Sice  
Annette Tucker  
Michael Donaher  
Joseph Rigol  
Kenneth Giaquinta  
Susan Kern  
Kevin Coleman  
Steven Boucher

Mark Mazzaglia  
John Hodgson  
Kevin Riley  
Rand Nichols  
Jason Robito  
Scott Curtis  
Robert Walsh  
Donna Thurlow  
Carl Cox





## Training & Staff Development

*"The Training Division's goal is to bring positive change and innovative training to the Essex County Sheriff's Department. Enthusiasm, collaboration, and teamwork drive the division in the achievement of our goal."*

- Training & Staff Development Vision Statement

Assistant  
Superintendent  
Michael  
Smolski,  
Director of  
Training



## The Journey of becoming an Essex County Correctional Officer: *Joining Our Team!*

### Recruitment



Recruitment Specialist, Correctional Officer Stephen D'Apolito (shown left on right with Officer Jared Lopez) works with colleges and universities, veterans' groups, and other platforms to promote the department and determine highly qualified candidates. In addition to his recruiting responsibilities, Officer D'Apolito is certified as an instructor in CPR/1st Responder, Active Shooter, Train the Trainer, and FitForce.

The Training Division hosted their first ever informational session (pictured right) for applicants interested in starting a career with the Essex County Sheriff's Department. Three information sessions were held in 2021. These information sessions provide applicants with a better understanding of the hiring process and assists them in preparing for each step. The applicants received a virtual tour of our Correctional Facility and were shown the many divisions we have here at the department. The informational session allows the applicants to ask any questions they may have about pursuing a career with the Essex County Sheriff's Department.



### Application Process

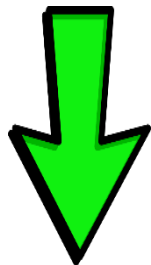
Beginning July 2021, the Training Division implemented New Hiring Process Standards. There is a new Physical Fitness assessment standard for all academy applicants. The new Physical Fitness Assessment consists of:

- 19 Pushups
- 1 Minute plank hold
- ¼ Mile Run and Mannequin drag
- ¼ Mile Run and handcuffing station



The education requirements have also been updated. This requires the applicant to have a minimum of a high school degree or GED. An associate degree, 60 college credits, or two years military service is no longer required upon application. An education incentive is in place for those who do have a college degree.

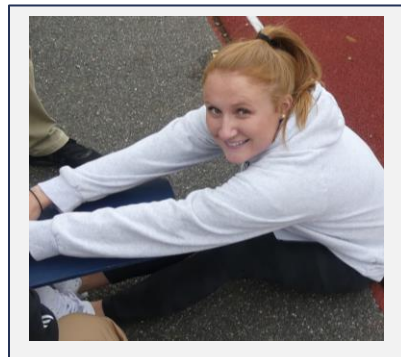
The hiring process consists of a six-step application process which includes:



- Physical Fitness Assessment
- Oral Board Interview
- Social Media Background Review
- Background Investigation
- Psychological Written Assessment and Interview
- Drug Screening
- Medical Screening

### New Additions

Assistant Superintendent Jason Frampton (pictured right on left with Sheriff Coppinger) was promoted to Assistant Director of Training in April of 2021. Assistant Superintendent Frampton has been with the department since 2008. He has held the rank of Sergeant and was previously a member of the Security Investigations Unit. Assistant Superintendent Frampton brings a wealth of experience and knowledge to the Training Division. He is a certified MSA/MPTC instructor in Defensive Tactics, CPR/First responder, and Firearms. He also holds certifications in Train the Trainer II, SPEAR, ICAT, and FitForce.



Junior Clerk Samantha Kenney (pictured left completing the Physical Fitness Assessment) began her career with the Essex County Sheriff's Department in April 2021. She is a 2020 graduate of Saint Anslem College where she obtained a Bachelor's degree in Criminal Justice. Samantha is hard-working, organized, and dedicated to the goals of the Training Division. She is heavily involved in the correctional officer hiring process and recruitment. She was instrumental in the success of the 2021 Youth Leadership Academy.

### Basic Training Academy

Once an applicant passes the hiring process, they enter our 12-week Basic Training Academy, which is held twice annually at Northern Essex Community College in Haverhill, MA.

**Fun Fact: As Correctional Officers, believe it or not, you exercise as you work! The average floor Officer walks about 10,000 steps during a shift, which is close to 5.1 miles.**

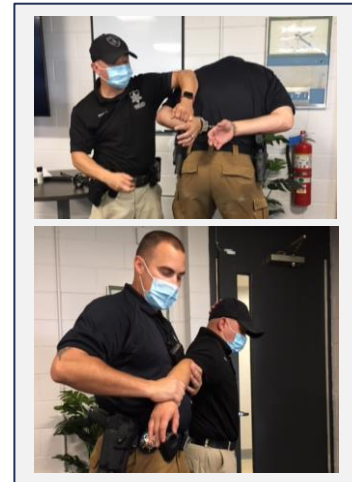
Director Allisson Hernandez (pictured right) has been with the Sheriff's Department since 2006 and holds instructor certifications in Train the Trainer II, Defensive Tactics, FitForce, and CPR. Under her guidance, the 12-week academy provides extensive training and prepares recruits both mentally and physically for their careers in the Essex County Sheriff's Department.



Picture above (L to R): The academy Drill Instructors are Officer Matthew Goodwin, Sergeant Danny Kao, and Sergeant Guy Ventura. New to the Drill Staff is Officer Matthew Goodwin. He has been with the department since 2016 and is an excellent addition to the drill staff.

Areas of instruction include but are not limited to:

- CPR/1st Responder
- Use of Force/Defensive Tactics
- Firearms Qualification
- Cultural Diversity
- Ethics and Professionalism
- Report Writing
- Courtroom Testimony
- Fire Safety
- Suicide Prevention
- Mental Health First Aid
- De-Escalation/Interpersonal Communication



In addition to classroom instruction, recruits complete a rigorous physical fitness program, learn military bearing through drill and ceremony, and participate in team building activities aimed to build character and integrity. To apply online, go to our website: [www.essexsheriffma.org](http://www.essexsheriffma.org)

### **Mentorship/Field Training Officer Program**

Once an academy recruit graduates and is sworn in as an officer, they are assigned a Field Training Officer, an officer or sergeant who embodies ECSD's core values of *Honesty, Integrity, and Respect*. Monthly meetings with trainees build career lasting bonds and provide mentorship to the newest members of the Essex County Sheriff's Department. Sergeant Jon Credit has played a large part in the development of this program, which now has 27 officers. Sergeant Credit brings 23 years of experience to the Training Division. In



addition, he supervises the Youth Academy and has certifications in CPR/1st Responder and Train the Trainer I.



**Pictured left: Two of our newest Field Training Officers, Officer Christopher Jodoin (with Assistant Superintendent Jason Frampton) and Meghan Cokely (with Assistant Superintendent Michael Smolski).**

### **Versatility & Innovation**

Our increased technological capabilities, coupled with versatile staff, have allowed the Training Division to impact many areas of the department. Officer George Arauz brings a unique skill set as an instructor in Crisis Intervention, CPR/1st Responder, Defensive Tactics, and Mental Health First Aid. Using his background in audio/visual production, Officer Arauz has produced a host of videos showcasing different areas of the department. His work can be seen on our Facebook page: [www.facebook.com/essexcountysheriffsdepartment](https://www.facebook.com/essexcountysheriffsdepartment)

### **2021 Highlights**

- Basic Training Academy Classes 21-01 (pictured top) and 21-02 (pictured bottom) graduations were held in person at Northern Essex Community College.
- The Training Division had four college students complete internships within 2021.
  - o Salem State students Brandon Chartier, Christopher Gayton, and Tyrone L'Italien.
  - o Northern Essex Community College student Shannon Duffy.
- Our CPR instructors, Sgt. Credit, Ofc. D'Apolito, Sgt. Jenna Walsh, and Ofc. Arauz attended Combat Medic Training.
- Middlesex County Sheriff's Department provided their mobile Firearms Unit and approximately 44 staff members were trained in virtual Use of Force scenarios.



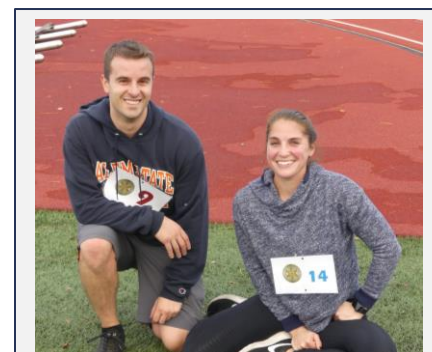


- The updated physical fitness requirements and education have led to an increase of applications in the hiring process.
- BTA 21-02 participated in the Special Olympics Torch Run.
- Hosted numerous events and trainings:
  - o Two Promotion Ceremonies for new Sergeants (both pictured right).
  - o Team Training Associates for First Line Supervisory Training for newly promoted Sergeants.
  - o MSA Monthly Sheriff's Conference and luncheon with special guest Johnny Bucyk.
  - o Axon Body Camera Training for Security staff.
  - o HHMD/X-ray Training for Security staff.
  - o Riverside Trauma Suicide Prevention Training.
  - o American Jail Association Leadership Conference.
  - o CIT Training for ECSD and statewide Sheriff's Departments.
  - o Two BTA informational sessions for prospective recruit candidates.
  - o ORAS Training for Programs staff.
  - o Beverly High students and SRO Steven Fiore for an informational session and virtual tour.



#### **Additional Responsibilities:**

- Conduct 40 hours In-Service Training for academized staff.
- Conduct 24 hours In-Service Training for non-academized vendors.
- Conduct 40 hours orientation for new employees, volunteers, and interns.
- Oversee the employee Physical Fitness Test.
- Administer the Sheriff's Youth Academy.
- Administer the Bi-Annual Basic Training Academy
- Oversee the Training Advisory Committee.
- Conduct the hiring process for correctional officers.
- Oversee the Field Training Officer Program.
- Participate in MSA-ETC meetings.
- Oversee and coordinate Bridge Academy Training.
- Implement and manage PowerDMS Training.



**Congratulations to Officers  
Cameron LaBrecque (L) and  
Justina Cositore who held the two  
fastest times for the employee  
Physical Fitness Test run in 2021.**

#### **2021 Statistics**

- Training is provided for over 600 employees annually.
- Training is provided for over 300 new non-academized vendors, volunteers, and interns.
- Physical fitness test is administered to over 250 ECSD employees.
- Approximately 100 applications are received to get each class of 20 to 25 recruits.
- There is approximately a 90% pass rate for the new Physical Fitness Assessment.

## Internal Affairs Division



### Mission Statement

The Internal Affairs Division (IAD) under the direction of Sheriff Kevin F. Coppinger ensures that the department is maintaining strict compliance with its rules and regulations as outlined in the *Employee Handbook, Policies and Procedures, Post Orders*, and its *Code of Ethics*. IAD is independent and impartial in its work product and is a “checks and balances” for the department.

IAD investigates allegations of employee misconduct with the overall objective of preserving the public’s trust, protecting the department, its employees, and those in custody. IAD investigates matters involving, but not limited to, violations of law, use of force reviews, contraband, harassment, sexual harassment, and discrimination. IAD also conducts comprehensive Background Investigations for all department employees and Security Clearance Reviews for all civilian vendors.

IAD works jointly with local, state, and federal law enforcement agencies as well as the Essex County District Attorney’s Office and the United States Attorney’s Office.

### Sheriff Kevin F. Coppinger’s Initiative within IAD:

In 2018, Sheriff Kevin F. Coppinger instituted a Detail Background Investigator position within IAD which affords qualified Correctional Officers with an opportunity to conduct New Employee Background Investigations, Vendor Security Clearances, and department ID renewals. To date, Steven Boucher, Lynne Hansen, Stephen D’Apolito, Vincent Troisi, Justin Miller, and Joseph Magnarelli have participated in this detail.

This detail assignment involves communicating with the State Courts, Federal Courts, numerous Police Departments within the United States, as well as the International Criminal Police Organization (Interpol). It also involves conducting telephone interviews with applicants, personal references, and current and former employers. In addition, duties include analyzing data, writing comprehensive reports, searching social media platforms, and reviewing multiple law enforcement databases to obtain historical law enforcement contact by the applicants.

Currently, Correctional Officers Megan DiNocco and Anthony Gray are participating in this Background Investigators assignment.



(L to R): Officer Megan DiNocco,  
Assistant Superintendent Lauren  
Iannelli, & Officer Anthony Gray



In May 2021, Officer Gray graduated from the Massachusetts School of Law. He sat for the Bar Exam in July 2021, and in November 2021 was sworn in as an attorney in the state of Massachusetts. In August 2021, Officer Gray completed a background Investigation Training through Commonwealth Police Legacy.



In April 2021, Officer DiNocco completed thirty hours of Domestic Violence Advocacy Training through the Jeanne Geiger Crisis Center for her role as one of the Domestic Violence Coordinators within our department. Officer DiNocco teaches Domestic Violence classes during the department's orientation for new employees. In August 2021, she completed Background Investigation Training through Commonwealth Police Legacy. In October 2021, she completed twenty-seven hours of Critical Incident Stress Management (CISM) training for her role as a Peer Support Member.

Steven Boucher joined IAD as a part-time Background Investigator in May of 2021. Investigator Boucher had a distinguished 20-year Correctional Officer career with the department. Since coming to IAD, Boucher has attended training with John E. Reid and Associates, completing the Reid Technique of Investigative Interviewing & Advanced Interrogation, and completed a Background Investigations for Police Applicants held by Law Enforcement Seminars. He has also completed a Background Investigation Training sponsored by Commonwealth Police Legacy.



**Former Drill Instructor Steven Boucher utilizes his attention to detail in his current IAD position.**



*Thank you to our training agencies.*

The following summary represents IAD's workload for the year 2021:

- 149 Promotional IAD Contact Reviews
- 107 Vendor Security Clearance Reviews
- 103 Employment Background Investigations
- 101 Promotional Prisoner Rape Elimination Act Reviews
- 96 Department Identification Clearance Reviews
- 49 Administrative Reviews
- 41 Law Enforcement Contact Reviews
- 11 Internal Investigative Activity
- 657 Total matters initiated by IAD

IAD Staff, Front, L to R: Assistant Superintendent Lauren Iannelli, Superintendent David Tobin, Officer Megan DiNocco. Back, L to R: Investigator David Wentzell, Investigator Gerald Mohan, Investigator Steven Boucher, Officer Anthony Gray.



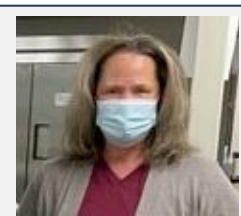
## Inspections & Compliance

The Office of Inspections and Compliance (OIC) is responsible for reviewing policy language to ensure compliance with all federal, state, and local laws. OIC is also responsible for maintaining accreditation with the American Correctional Association, PREA, and the Department of Correction for the Middleton, ECPRC, and WIT facilities.

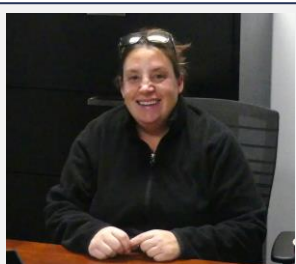
### New Additions and Staffing Makeup

In March, Rachel Goguen joined the Essex County Sheriff's Department as the Assistant Superintendent of Inspections and Compliance. A.S. Goguen came to Essex County from the Massachusetts Department of Correction after 32 years of service, including work in ACA/PREA, Inspections, and the audit process.

Joseph Magnarelli was hired as the PREA/ADA/Suicide Prevention Coordinator in March 2021. Lt. Karen Paluzzi continues to excel in her role of ACA/Policy Coordinator.



**Assistant Superintendent Goguen has already provided innovative ideas and tremendous audit contributions.**



**Thank you for all your help Officer Orlando!**

Lt. Paluzzi was instrumental in the success of the ACA audit, which took place in November. The Middleton facility received a score of 98.6%, the highest score achieved by this facility. Lt. Paluzzi has been involved in PowerDMS since its implementation and continues to provide training as well as policy compliance. Officer Jaclyn Orlando joined the OIC in July and aided in preparing for the ACA audit, updating policies, compliance checklists, and statistical information. Morgan Whiton continues in the OIC as a part-time assistant.

### 2021 Highlights

#### Department of Correction (DOC) Audits

The DOC conducted their initial audits in Middleton in June, and the ECPRC and WIT in July. These audits assessed cycle 1 standards including a physical plant tour, fire safety, medical, and classification/programs.

The DOC audit at our Middleton facility assessed 49 standards. Through the diligence of our officers and staff, our DOC audit found all 49 standards (100%) to be in compliance. The next Department of Correction audit is scheduled for June 2022.

The audit at the ECPRC also covered 49 standards. The ECPRC employees worked tirelessly to ensure full compliance. All 49 standards (100%) were met. Our female facility, the WIT, also had full compliance. Thanks to our WIT team, all 49 standards were met for an evaluation of 100%. The next DOC audit for both the ECPRC and WIT facilities is scheduled to take place in July 2022.

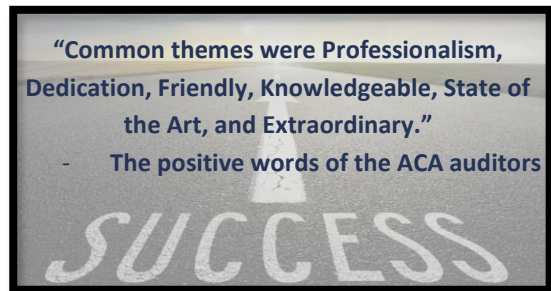


**Lt. Karen Paluzzi (L) leads fellow employees through our Middleton facility.**



### American Correctional Association (ACA) Audit

In November, an audit team assigned from the ACA visited the Middleton and WIT facilities to address over 600 unique standards. These standards included administration, training, fire safety, medical, fiscal, staffing, and living quarters. Middleton received its highest score since beginning the accreditation journey, with a 98.6% compliance rate for non-mandatory standards and 100% compliance for mandatory standards. The WIT facility received a compliance score of 100% for both mandatory and non-mandatory standards.



This audit is conducted every three years. Middleton and the WIT facilities are accredited, with the next ACA audit being held in 2024.

### Upcoming ACA Audits

The ECPRC is currently preparing for an initial ACA accreditation in November. The physical plant of this facility, as well as additions to policy, practice, and programming has prepared the facility to undergo this initial accreditation. The Training Academy and In-Service Training Departments are also preparing for their initial accreditation in November, addressing new employee training, new recruit training, annual in-service requirements, firearms, chemical agent certifications, CPR/First Aid, fire safety, sanitation, health care, and environmental conditions. The ECSD Training standards are in compliance with the new law enforcement training standards and each of the 103 ACA training standards are in compliance.

### Prison Rape Elimination Act (PREA)



**Congratulations on your promotion Assistant Superintendent Magnarelli!**

The ECSD works closely with the US Department of Justice (DOJ), Office of Justice Programs (OJP) and Bureau of Justice Assistance (BJA) on the Implementation of PREA Standards, Protecting Inmates and Safeguarding Communities program (PREA Grant) received in 2020. Assistant Superintendent Magnarelli has assumed the PREA role to ensure all reporting requirements are met. He works closely with management team members to ensure compliance with PREA cases, assessments, and standards. We are continuing preparation for the upcoming PREA audit, scheduled for March 2022.

### PowerDMS Implementation

In March 2021, we launched PowerDMS, a secure cloud-based repository to manage policies and procedures. This program helps develop, review, approve, distribute, and track policies and post orders. Staff are involved in reviewing policies and post orders to ensure current practice and policy are operationally sound and in compliance with federal, state, and local laws. Since the implementation of this system, policies and post orders are easily tracked for reviews, changes, and ease of information dissemination. We continue to explore additional uses for this program, including the publishing of memos and training videos.

# Operations

As the department's Chief Operating Officer, Special Sheriff William Gerke not only oversees the department's three correctional facilities and Civil Process, but also Operations.

## Strategic Planning & Policy



**Strategic Planning &  
Policy Director  
Barbara Maher**

Barbara Maher has served ECSD for over 26 years. As the Strategic Planning & Policy Director, she is responsible for department-wide reviews of all programs, the collection of data for evidence-based practices, grant funding reporting and overseeing state and federal ongoing grants, fiscal budgeting, strategic planning, staffing, our website, and media relations.

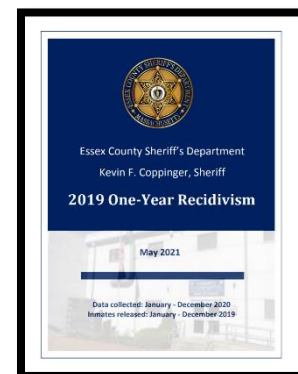
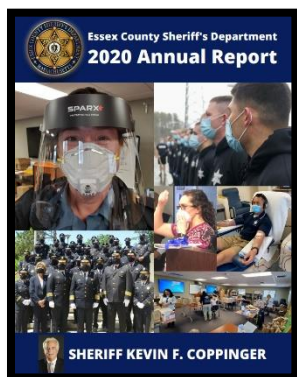
Director Maher supervises the Grant Funding, Research and Statistics, and Director of Communications Divisions. She also oversees and collaborates with all divisions within the department in the development and maintenance of our website and media relations such as LinkedIn, Facebook, Instagram, Twitter, and YouTube. Due to her extensive experience, she serves as a Special Projects manager to execute department projects outside the scope of her regular duties.

### 2021 Highlights Grant Funding

The department had a very successful grant funding year in 2021. The department was awarded four federal grants and one state grant, totaling over \$6.7 million dollars in funding and/or services over the next several years. This funding will allow for the creation of programs that will continue to provide evidence based, pre- and post-release services.

### Research & Statistics

The Research and Statistics Division, led by Assistant Deputy Superintendent Maurice Pratt, continues to produce reporting such as the Annual Report (shown left below), annual recidivism reports (shown right), population counts, and regular audit reports. The division also assists the Grants Division with evidence-based data collection as required by federal and state grants.



### Director of Communications

Communications Director Gretchen Grosky expanded ECSD's social media presence via department accounts on Facebook, Twitter, Instagram, LinkedIn, and YouTube. During 2021, Gretchen used these platforms to keep the families, public, and attorneys up to date on the continuous challenges and changes being brought

on by the COVID-19 pandemic. These tools allowed for two-way, real-time communications and up to date information sharing.

### Intern Program

ECSD continues to work with local colleges and universities to offer professional learning and exposure to correctional work experiences through non-paid internships. These semester internships offer students time to work in settings connected to their studies. Internships often lead to opportunities for full-time jobs.



### 101 Correctional Funding Commission

The Correctional Funding Commission was created by Section 101 of the Fiscal Year 2020 General Appropriations Act to conduct a comprehensive study regarding the appropriate level of funding for the Department of Correction and all Massachusetts County Sheriffs' Departments. Sheriff Coppinger and Bristol County Sheriff Thomas Hodgkins sit on the Commission, representing all Massachusetts Sheriffs' Departments. Over the past two years, ECSD provided an enormous amount of data to the Commission members regarding all aspects of the department's operations. In conjunction with the Commission's work, ECSD partnered with the National Institute for Corrections as part of an extensive, virtually led, pilot Staffing Analysis Training. The staffing analysis, when completed department-wide, would identify the number of custody personnel positions required to staff a safe and secure, constitutionally compliant facility that meets all federal and state requirements.

### The Locals at Essex

ECSD's food service provider, Aramark, worked closely with the department to transform its former staff dining areas in Middleton and the ECPRC into Micro Markets that will provide employees with a variety of convenient grab and go meals, snacks, ice cream, customizable hot coffee, cappuccinos, or lattes. The new Locals at Essex received extensive aesthetic upgrades to ceiling, flooring, paint, new lighting, and custom tables and chairs to provide lounge areas to offer a quiet place for all staff to unwind and enjoy a meal or snack.



**Opening ceremonies for *The Local* are shown at the Middleton (top) and ECPRC (right) facilities.**



## Grant Funding

Partnering with agencies throughout Massachusetts and beyond, Grant Administrator, Assistant Superintendent Leah Harrington secured grant funding for inmate programs, education, treatment, and employment training.



The “Grants Committee” was developed to guide the department in the research of best and evidence-based practices to implement programmatically and correctionally sound initiatives through grant development. Members of the committee include Programs, Security, Executive Administration, Superintendents, and contracted vendors to serve as subject matter experts. The Grants Office monitors all reporting and compliance of any grant award and implementation.

Through communication and teamwork, ECSD has been awarded several funding opportunities, totaling nearly five million dollars, to address the department’s re-entry efforts, the ongoing opioid epidemic, as well as other areas within the department.

### **Congressional Community Project Funding (CPF), The STAR Program (Supporting Transitions and Re-Entry): \$850,000**

STAR will enhance post-release services for sentenced and pre-trial, male and female inmates to establish a full continuum of care, including “wrap-around services,” with the overall goal of reducing recidivism and providing individuals the tools to be a productive member of society. In collaboration with the Courts, Probation and Parole, and District Attorney and Defense Counsel, the program will receive referrals to enhance participant success through conditions of the court, probation, and parole.



### **Department of Health and Human Services (DHHS) Substance Abuse and Mental Health Services Administration (SAMHSA), for the Medication Assisted Treatment – Prescription Drug and Opioid Addiction (MAT-PDOA), year one of five: \$2.625 million**

Essex Medication Re-entry Grant Expansion (EMRGE) will serve 950 clients over the course of the grant award. EMRGE will continue to address the growing need to expand and enhance MAT and other recovery support services for inmates with opioid use disorders (OUD). Program goals include (1) increased capacity in Essex County to provide a continuum of MAT services; (2) expanded Medication for Opioid Use Disorders (MOUD) and comprehensive OUD psychosocial





services; (3) expanded provision of rehabilitative services through a whole-person, integrated treatment model, in partnership with community-based providers.

**Department of Health and Human Services (DHHS) Substance Abuse and Mental Health Service Administration (SAMHSA), year three of three: \$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 continue to address the growing need to expand and enhance MAT and other recovery support services for inmates with opioid use disorders. Partners include:

- Volunteers of America (VOA) – Case management
- Police Assisted Addiction & Recovery Initiative (PAARI) – Mentoring
- Advocates for Human Potential – Performance assessment and program evaluation

**Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) PREA Implementation - FY 2020 Implementing PREA Standards, Protecting Inmates, and Safeguarding Communities, year one of two: \$250,000**



To grow our PREA Expansion Program through evidenced based practices following [www.CrimeSolutions.gov](http://www.CrimeSolutions.gov)'s proven model of the prevention, detection, and response to inmate sexual assault, abusive behaviors, and sexual harassment. Together with our medical/mental health provider, WellPath, we concentrate our efforts on strengthening our response to reported and unreported sexual assault on incarcerated individuals.



**Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) - FY 2020 Improving Re-Entry for Adults with Substance Use Disorders Program, year two of four: \$900,000**

To fund the Essex County Opioid Recovery and Behavior Change Project (ORBC). Due to the growing impact of opioids among high-risk youth in our communities, ECSD will partner with Roca and UTEC to create a comprehensive pre- and post-release Cognitive Behavioral Therapy (CBT) response to break the cycles of incarceration and substance use.

**The Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) - FY 2020 Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP), year two of three: \$1.2 million**



To fund our Essex Medication Assisted Treatment Recovery Project (EMATRP). ECSD is expanding and enhancing our current MAT Program and pre- and post-release support services through evidence-based treatment, as well as recovery support to 3,000 inmates. Danielle Marie Carkin-Lacorazza, Ph.D. and Rimonda Maroun, Ph.D. will serve as the evaluators for the proposed project.



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

Awarded to expand our Essex Tech Training Program at the ECPRC. This will enable the program to implement a one stop career center from the local workforce investment board to assist with career readiness and allow the C-Tech Program to provide classes such as Fiber Optics, Copper, and

Audio Visual. Volunteers of America (VOA) will provide case management and re-entry services.

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

A partnership with the Essex North Shore Technical School to implement a Hardscape Program where inmates receive an industry recognized credential. Inmates also receive a Job Readiness certificate from Northern Essex Community College and OSHA-10 certification.



**MA Department of Elementary and Secondary Education, Title One - Part D: \$112,455**

Provide inmates under the age of 21 with the Adult Basic Educational Program to assist in obtaining their HiSet while incarcerated and transition services such as vocational training, counseling, career advising, ESL, family engagement, and professional development.

**MA Department of Elementary and Secondary Education, HiSet - \$1,446**

Assist in the payment of inmates to take their HiSet exams.



**MA Executive Office of Public Safety and Security (EOPSS) awarded the Department Edward Byrne Memorial Justice Assistance funds: \$60,000**

To expand our current Body Worn Camera (BWC) program with an additional 60 cameras.

**MA Executive Office of Public Safety and Security (EOPSS) awarded the Department Residential Substance Abuse Treatment: \$2,000**

The Correctional Recovery Academy (CRA) is grounded on the Therapeutic Community philosophy. Staff and community members work together at developing recovery treatment plans to encourage a more pro-social thought process.

**MA Department of Public Health, Bureau of Substance Abuse Services: \$70,200**

The Correctional Recovery Academy (CRA) is grounded on the Therapeutic Community philosophy. Staff and community members work together at developing recovery treatment plans to encourage a more pro-social thought process.



**MA Department of Public Health awarded the department State Opioid Response (SOR): \$500,000**

To address the barriers to receiving MAT by reducing the cost of treatment, developing innovative systems of care to expand access to treatment, engage and retain patients in

treatment, address discrimination associated with accessing treatment, and support long-term recovery services.

**Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) Justice and Mental Health Collaboration - Program Category III, Implementation and Expansion, year two of three: \$750,000**

To fund our Essex County Mental Health Diversion Program designed to divert pre-trial offenders diagnosed with mental health and substance abuse co-occurring disorders (CODs) for comprehensive and individualized treatment. This project also includes data collection, performance measurement, and local evaluation of factors contributing to recidivism conducted by Danielle Marie Carkin-Lacorazza, Ph.D. Through this funding opportunity, ECSD had two staff certified from PRA Institute as Train-the-Trainers in Trauma Informed Care Response.



**New England High Intensity Drug Trafficking Area (NEHIDTA), Essex County Youth Leadership Academy (YLA): \$86,125**

ECSD partners with New England HIDTA to fund our Youth Leadership Academy (YLA). The YLA traditionally serves over 525 at-risk youths in Essex County, ages eight to 14-years-old. The mission of YLA is to offer our attendees, referred to as Cadets, a safe, challenging, and fun atmosphere with a variety of activities, demonstration projects, classes, and field trips through which they will develop teamwork, coping, leadership, and good-decision-making skills. See *Youth Leadership Academy* section for more information.

**National Police Dog Foundation, K-9 Heat Alarm Grant: \$1,500**

Provided Heat Alarm equipment to a K-9 patrol car to reduce the amount of unnecessary injury and death from heat exhaustion in patrol cars.



**Community Partnership Funding**

ECSD partnered with several community agencies to expand its services to specialty populations leaving incarceration.

- Substance Abuse and Mental Health Services Administration for the Medication Assisted Treatment – Prescription Drug and Opioid Addiction (MAT-PDOA) awarded Lynn Community Health \$2.625 million to assist inmates returning to the Lynn area with its battles with opioid addictions for wrap around pre- and post-release services.
- The Executive Office of Health and Human Services (EOHHS) and the Department of Public Health (DPH) awarded Greater Lawrence Family Health Center and Lynn Community Health Center part of a \$2.3 million grant to provide recovery-based services for Black and Latino men who are at risk of fatal overdoses upon release from incarceration. Culturally responsive wraparound services and case management will be provided pre- and post-release, including individual recovery support from any substance.



## Research & Statistics

### 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

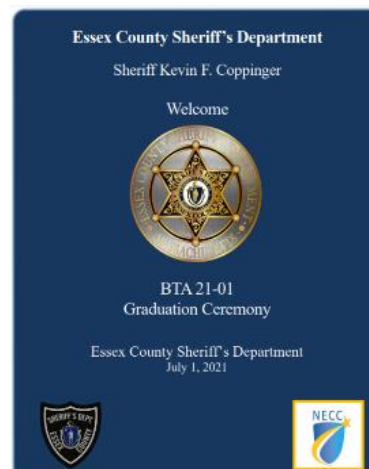
- Conduct research and analysis to produce reports as well as ad hoc projects.
  - o Data supports grant applications, mandatory state and federal reporting requirements, as well as partnerships with educational, clinical, and law enforcement agencies.
  - o The *One-Year Recidivism Study* includes detailed analysis of factors affecting the success of former inmates.
- Present research findings, reports, and requested information to fellow employees, superiors, outside agencies, and the public.
- 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, annual, and biennial weapons audits.
- Produce ECSD's yearly *Annual Report*.



In addition to Director of Research and Statistics Assistant Superintendent Maurice Pratt's (R) day-to-day responsibilities, he works hand and hand with TRIAD Officers from various agencies, such as Corporal Elizabeth Carpenter (L) of Hampden County, to provide support and advice for seniors in the community.

### 2021 Highlights

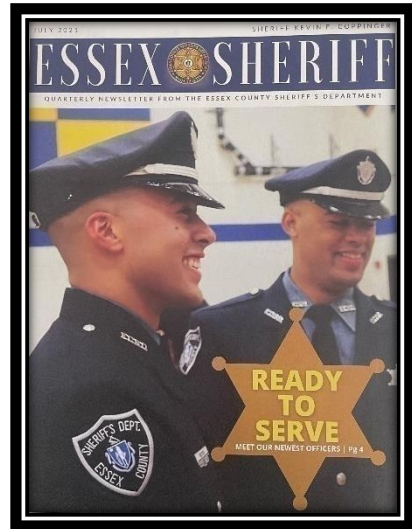
- Significant Reports:
  - o *Essex County Sheriff's Department 2020 Annual Report*
  - o *2019 One-Year Recidivism Study*
  - o *Two Six-Month Armory Audits*
  - o *Two BTA Graduation Programs* (BTA 21-01 program pictured right)





## Director of Communications

In 2021, we celebrated the return of the Sheriff's newsletter "Essex Sheriff" (pictured right). The quarterly newsletter provides an inside look at some of the work that goes on within our facilities to support justice-involved individuals. It also highlights the great work of our employees. The newsletter can be found at community and senior centers throughout Essex County, as well as online at [www.essexsheriffma.org](http://www.essexsheriffma.org). To request a copy, email Gretchen Grosky at [ggrosky@essexsheriffma.org](mailto:ggrosky@essexsheriffma.org).



The Essex County Sheriff's Department also held its annual POW-MIA Recognition Day ceremony in September. Our Middleton facility is home to the state's only monument to the Commonwealth's prisoners of war and those missing in action. We were joined this year by Congressman Seth Moulton, State Representative Linda Dean Campbell of Methuen, and Newburyport veteran William Shuttleworth. Several of our own correctional officers, who also served in the military, also participated in the ceremony, making it a very special one for us.

Important news, developments, and information about the Essex County Sheriff's Department can be found on our website at: [www.essexsheriffma.org](http://www.essexsheriffma.org)  
**Facebook** page at: [www.facebook.com/essexcountysheriffsdepartment](https://www.facebook.com/essexcountysheriffsdepartment)  
**Twitter** at: [www.twitter.com/EssexSheriff](https://www.twitter.com/EssexSheriff)  
**Instagram** at: [www.instagram.com/essexsheriff](https://www.instagram.com/essexsheriff)  
**LinkedIn** at: [www.linkedin.com/company/essexsheriff](https://www.linkedin.com/company/essexsheriff)

**The spirit of giving** - Just a few of the Facebook posts Gretchen Grosky gave us in 2021:



**L to R: LT. Col Tanya Costa (Military Friends), Officer Paul Cerino, Exec. Asst. Judy Lacroix, and Officer Jason Carter helped gather donations for the Military Friends Foundation.**



**Officer Wilson Geronimo participated in Wakefield's Relay For Life Touch-a-Truck.**



**L to R: Officer Andrew Delloiacono, A.S. Maurice Pratt, and Officer Achilles Gikas took the Polar Plunge to benefit Massachusetts Special Olympics.**

## Fiscal Services

### Finance

Chief Financial Officer Kevin Sullivan (pictured right) oversees the Fiscal Services Division, encompassing Budgeting, Procurement, Accounts Payable, and Contract Services. This unit handles all the fiscal transactions for the department and assists with the processing of federal grants, police details, civil process, and interdepartmental service agreements. The department, overall, has a combined budget for state and federal funding of \$86 million. We had one main Administrative appropriation spending budget for \$78.3 million in fiscal year 2021. Additionally, the department has funding in four other appropriations for approximately \$2.2 million as well as two capital accounts, four trust accounts, and eight federal grants totaling \$1.2 million.



**Table 9. FY21 Adjusted Spending per Inmate**

<b>Civil Process</b>	<b>\$1,050,377</b>
<b>Detail</b>	<b>\$32,326</b>
<b>OCC</b>	<b>\$132,131</b>
<b>Payroll Tax of the Above</b>	<b>\$28,109</b>
<b>Clinical/Education OCC Costs</b>	<b>\$307,199</b>
<b>OCC Rent and Utilities (1)</b>	<b>\$29,628</b>
<b>COVID-19 Related Costs</b>	<b>\$389,367</b>
<b>Total Excluded (2)</b>	<b>\$1,969,137</b>
<b>ANF Spending</b>	<b>\$77,551,896</b>
<b>ANF Current Year PYD Payment</b>	<b>\$0</b>
<b>ANF Next Year PYD Payment</b>	<b>\$0</b>
<b>ANF Final Adjusted Costs</b>	<b>\$77,551,896</b>
<b>ECSD Final Adjusted Costs (3)</b>	<b>\$75,582,759</b>
<b>ECSD Average Daily Population</b>	<b>997</b>
<b>ECSD Cost Per Inmate (Annual)</b>	<b>\$75,810</b>

Table 9 shows the key figures from FY21 (July 1, 2020 – June 30, 2021) with an average cost per inmate of \$75,810 per year or \$208 per day. These figures have been calculated from an adjusted budget that excludes expenses that do not pertain to care and custody of inmates, as itemized.



ECSD: Sheriff's Department, Essex

ANF: Commonwealth's Administration and Finance

1. Most of the OCC rent and utilities are now covered in the OCC budget as of 10/1/2021.
2. Exclusions are expenses that are not inmate care and custody related.
3. Final Adjusted Costs: ECSD fiscal year expenditures – total excluded.

## Personnel

This Fiscal Department has over 150 years of combined state service. This combination has enabled the department to work together as a team to promote their mission to eliminate waste, fraud, abuse, and to produce an efficient and well-run operation.

The following list shows the experience breakdown.

<u>Title</u>	<u>Staff</u>	<u>Years of State Service</u>
Budget Analyst II	Kathleen Curran	3
Accountable Property Officer	William Raynard	5
Budget Analyst I	Kristina Ferguson	6
Procurement Director	Sarika Shrestha	7
Procurement Manager	Cassandra Evans	9
Budget Director	Marilyn Scott	15
Assistant Budget Director	Jeffery Lariviere	16
Budget Analyst	Mary Picariello	22
Chief Financial Officer	Kevin Sullivan	36
Contract Manager	Rosemary Bevins	41



### The Fiscal Team

Front (L to R):

Marilyn Scott,  
Cassandra Evans,  
Kristina  
Ferguson.

Back (L to R):

Rosemary  
Bevins, Jeffery  
Lariviere,  
Kathleen Curran,  
Sarika Shrestha,  
Kevin Sullivan,  
Mary Picariello,  
William Raynard.

## 2021 Highlights

- Processed 30 new vendors to the state-wide vendor system and 23 updated vendor profiles.
- Issued 3,700 payments.
- Renewed property leases for Civil Process Office in Salem and added a new lease in Lawrence and Lynn for new STAR program.
- The IT team was able to expand the IT capabilities of staff, vendors, and inmates by quickly installing pertinent services and equipment.

- Fiscal processed almost 407 payments, doubling last year's amount, to our Correctional Officers who assisted cities and towns with Detail services (see *Details* in the *Centralized Scheduling* section).
- Added enhanced features to the new time keeping system purchased in 2020. New time keeping clocks were purchased in 2021 and a test clock was installed at Civil Process.

## Procurement

The Procurement Department ensures that all the purchases of goods and services are solicited conducting the *Best Value Procurements Method* and according to department procedures, following state and federal regulations ensuring an open, fair, and competitive procurement process, as well as an efficient and transparent purchasing process.

### 2021 Highlights

- Cassandra Evans was promoted to Procurement Specialist in March 2021.
- We were able to design and outfit our Medical Housing units with improved office space, breakroom furniture, and medical furniture for our staff and vendors.
- Our technology updates in audio visual systems have improved workplace efficiency, enhanced communication, and advanced capabilities during the pandemic.
- To increase safety, efficiency, and effectiveness, we upgraded the security camera systems at the WIT in Salisbury.
- We secured filing locations for our Internal Affairs and Human Resources Division, allowing historical files to remain on site in one central location. This practice has doubled our storage capacity and improved our organizational system.
- The Training Department Intrusion and Intercom System helped us monitor any unauthorized access to the building on off hours and added a security layer.
- Adding partitions to our newly leased space for training helped us accommodate multiple classes simultaneously.
- By utilizing the OSD State Contract User Guide for ITT57, we were able to procure over 87 radios and charging units for our correctional staff to keep the team coordinated and connected for security measures.
- By utilizing the OSD State Contract User Guide for TRD01, we were able to procure the installation services for replacing doors, helping to eliminate hazardous situations, and increasing workplace safety for our employees, vendors, and inmates.
- By utilizing the OSD State Contract User Guide for VEH98, we were able to procure 15 vehicles, replaced the graffiti truck, and a trailer.



**Cassandra Evans received her promotional certificate from Sheriff Copping.**



- We purchased a body scanner for the pre-release center to deter any inmates returning from work release or community service from bringing in contraband.
- As the pandemic persisted, we continued to secure all PPE, equipment, cleaning products, and testing to ensure inmates and staff were protected from COVID.



**Procurement Director Sarika Shrestha (L) and Budget Director Marilyn Scott have brought tremendous experience and ideas to the team.**

## Contracts Management

Rosemary Bevins, our Contract Management Liaison, is charged with maximizing fiscal efficiencies between ECSD and its contracted vendors and ensuring contract compliance. This is accomplished through direct on-sight monitoring, effective system coordination, and enhanced communication processes.

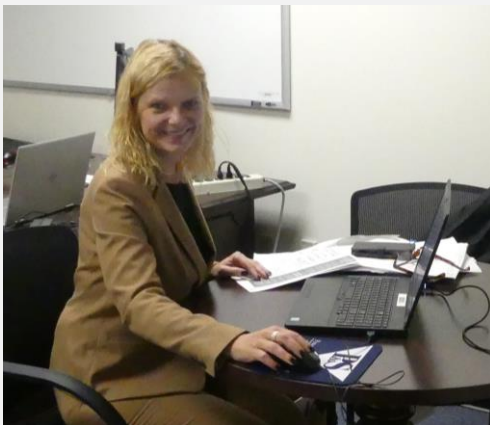
Rosemary assures all technical aspects of the contracts are fulfilled, and that all performance measures and benchmarks are achieved.

### 2021 Highlights

- We continued to efficiently maintain established benchmarks with our five major service contracts for inmate dining, medical/nursing support, educational/training programs, clinical/re-entry services, and the MAT Program.

Some of the accomplishments of our vendor partners during 2021 were:

- Opened “The Local” staff dining options at Middleton and the ECPRC.
- Continued maintenance of the weekly medication utilization rate below the established baseline.
- Expansion of the clinical, therapeutic, and educational program opportunities through participation in restructuring the service delivery model (OARS - Opening Avenues for Re-Entry Services), which provides greater assessment, implementation options, and accountability of all program services.
- Improved the wireless and IT capabilities and tablet functionality within the facility.



**ECSD contracts with a certified public accounting firm, Powers & Sullivan, to perform annual audits of Civil Process, Inmate Canteen, the Police Details account, and GAAP reporting. The inmate canteen review includes the Commissions account managed by ECSD staff and the inmate commissary accounts managed by Aramark staff. In the audit report, conducted by Auditor Reneé Davis, CPA, MBA (pictured left), there were no material areas of concern that were raised. Regarding the Commissions account, the report states: “In all instances, expenditures were indeed made for the benefit of the inmates.”**

## Accountable Property Officer

William “Bill” Raynard, Accountable Property Officer, was instrumental in our move from the OCCs to our STAR offices in Lynn and Lawrence. Truckloads of furniture and equipment needed to be moved between facilities and reassigned for use in the new STAR spaces or put into storage. He was responsible for determining which equipment and furniture was surplus or outdated based on Operational Services Division guidelines and arranged for the disposal of such items. As part of his inventory, Bill was able to recycle 71 pieces of electronic equipment and numerous pieces of furniture to reduce the start-up costs for STAR. He also coordinated the removal of outdated drug testing machinery that could not be moved by conventional methods and required the use of a crane.

Bill was also key in updating and streamlining our records retention process. He trained staff on improving the electronic record-keeping process. He also worked with a record retention vendor to destroy reams upon reams of outdated records based on the Statewide Records Conversation Schedule.

## Information Technology & Communications



**IT team members Sr. C.O./IT Officer Neil Turmenne (L) and IT Technician Michael Griffin provide continuous support throughout the department.**

Our IT staff are resourceful and knowledgeable, serving all seven facilities (including STAR) 24/7/365.

### 2021 Highlights

During COVID-19, in addition to daily duties, the IT team was able to expand our capabilities of staff, vendors, and inmates by quickly installing pertinent services and equipment. This included several major projects reoccurring in 2021 for inmates: new tablets and the availability for video conferencing for attorneys, families, and friends. Projects throughout 2021 for staff included new laptops to enable remote access, including dual authentication for security purposes, video conferencing equipment, major upgrades to the ECSD network

infrastructure, server virtualizations, and upgrading staff and vendors’ workstation hardware systems. An Incident Command Structure (ICS) unit, focused on COVID-19 needs, was established in 2020 and remained active during 2021.

### Continuing Improvements

- In 2021, with direction from our new Securus Project Manager, Assistant Superintendent Christine Arsenault, the 2020 tablets were replaced with newer model tablets and enhanced wi-fi connections were provided that



**L to R: Assistant Superintendent Christine Arsenault, Assistant Superintendent David Marescalchi, and Officer Jaclyn Orlando work on the new tablets.**

greatly improved functionality. Inmates can use these tablets for phone calls, entertainment, education, religious purposes, and other programming.

- Due to the prolonged pandemic, we continue to enhance video visitation for the inmates to meet with their attorneys and have video visits with friends and family.
- We moved to utilizing digital mail, which is printed out to inmates. Previously, original mail items were distributed to inmates. The mail was scanned for contraband; however, it is impossible to identify all contraband. This shift in mail processing has greatly reduced the amount of contraband that is smuggled into the facilities.



**Action Shot: Ken Surett of Securus bringing new inmate wall phones into the facility.**

Assistant Superintendent Arsenault oversaw multiple other IT projects as well, including securing and managing Internet for inmate educational needs, body worn camera upgrades from multiple grant awards, and the replacement of all inmate wall phones.

The IT team works together as an integrated unit to efficiently produce results. A breakdown of the team and years of experience is shown below.

<u>Rank\Title</u>	<u>Staff</u>	<u>Years of State Service</u>
Assistant Superintendent IV/CIO	David Marescalchi	28
Systems Manager	Kosta Spanos	27
Communications Director/NEMLEC*	David Spinosa	21
Senior Correctional Officer/IT Officer	Neil Turmenne	23
Senior Correctional Officer/IT Officer	Chris Warren	29
IT Technician/NEMLEC*	Michael Griffin	Since 2021
Assistant Superintendent IV/Project Manager	Christine Arsenault**	21

\*Northeastern Massachusetts Law Enforcement Council (NEMLEC) members David Spinosa and Michael Griffin provide Communications support for NEMLEC and maintain NEMLEC's Communication vehicle.

\*\*Assistant Superintendent Christine Arsenault is part of the Middleton Superintendents Team and has been assigned as a project manager to work with IT & Communications for multiple projects including the Securus Tablet and Video Visits upgrades, inmate wall phone replacements, and Body Worn Camera project.

### Upcoming

- STAR Program implementation.
- Offender Management System (OMS) major systems upgrade scheduled for Spring 2022.
- Aversys Drug testing/ECSD OMS Data Integration.
- Inmate Tablet Digital Mail - full digital integration via tablets.
- Inmate Tablet eMessaging.
- Contracting or additional Securus administrative support.

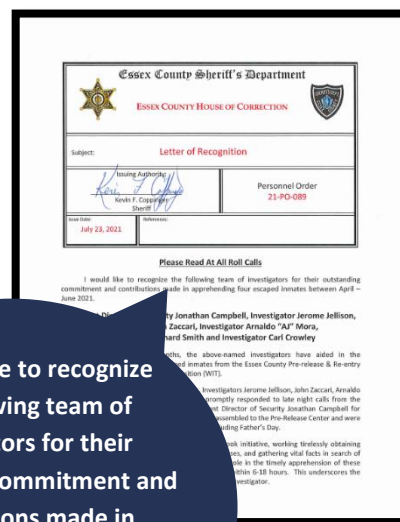
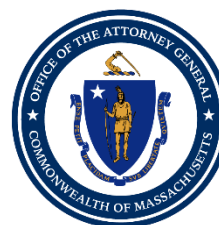
## Security Investigations

The Security Investigations (S.I.) team (pictured right), led by Director of Security David Earle, investigates any alleged criminal activity in the department. This includes assault, sexual assault, possession of contraband, and conspiracy to commit a crime. In addition to investigations and the prosecution of crimes, S.I. focuses on the gathering and sharing of intelligence.



### 2021 Highlights

- Members of the ECSD Investigations Unit were assigned to work closely with investigators from the Massachusetts Attorney General's Office to investigate abuse of COVID-19 stimulus funds and unemployment benefits.
- Members of the ECSD Investigations Unit worked closely with detectives from the Haverhill, Lawrence, and Lynn Police Departments related to multiple homicide investigations that occurred in 2021. ECSD Investigators provided valuable information that helped with the arrests of suspects involved in homicide cases.
- During the summer of 2021, Deputy Jon Campbell, along with Investigators Arnaldo Mora, Jerome Jellison, Carl Crowley, Richard Smith, and John Zaccari of the Investigations Unit were recognized for their quick response and work to arrest several individuals that left the ECPRC and WIT. They were presented with a Letter of Recognition (shown on right with quote) from Sheriff Coppinger for outstanding efforts and tireless work.
- ECSD has five Deputy Sheriffs assigned to the Northeastern Massachusetts Law Enforcement Council (NEMLEC) Rapid Response Team (RRT), a tactical unit comprised of highly trained and well-equipped sworn law enforcement officers who assist in emergencies or major events.
- ECSD NEMLEC members were deployed to various cities and towns throughout Essex County and the Northeast region of Massachusetts to assist local cities and towns.



**"I would like to recognize the following team of investigators for their outstanding commitment and contributions made in apprehending four escaped inmates between April – June 2021." – Sheriff Kevin Coppinger**



ECSD/NEMLEC RRT members responded to 10 emergency call outs in 2021, mostly to assist with locating missing individuals.

- **Success:** The most notable activation occurred when assisting with an investigation and arrest of 11 heavily armed individuals associated with the “Rise of the Moors” group on July 3, 2021 in the Wakefield, MA area.

- In July 2021, Investigator Joseph Riley (pictured right) was promoted to the Investigations Unit. Investigator Riley has been employed with the Sheriff’s Department for over 15 years, holding the rank of Sergeant while working on various housing units and the K-9 Unit.



- Investigator Sean Richards is assigned to the FBI North Shore Gang Task Force. Throughout 2021, Investigator Richards, working with multiple federal, state, and local law enforcement agencies, conducted investigations into gang members related to violent crime and narcotic trafficking in the Merrimack Valley area.



- **Success:** Investigator Richards worked on a long-term federal investigation that resulted in the arrest of 13 known Gangster Disciple members from the Merrimack Valley and Southern New Hampshire area. Copious amounts of narcotics and firearms were seized during the investigation.

- Investigator William Castro is currently assigned to the DEA’s Bedford, NH office. Throughout 2021, Investigator Castro, working with federal, state, and local partners, conducted numerous narcotic investigations in the Merrimack Valley area, Southern New Hampshire, and Maine.



Both Investigators Richards and Castro, along with the members of each task force, have been successful with seizing large quantities of narcotics and arresting dangerous individuals.

#### **Tactical Team**

Falling under Security Investigations, these specially trained officers respond to large-scale or high-risk situations.

#### **Statistics**

424 Inmate requests/assisting inmates

809 Clearances

153 Non-criminal reports

143 Gang validations

103 Criminal cases

56 Prison Rape Elimination Act (PREA) cases

#### **Some of the agencies ECSD partners with on a regular basis include:**

- FBI
- Massachusetts State Police Crime Prevention and Control (CPAC) Unit
- Lynn Police
- Salem Police
- Lawrence Police
- Haverhill Police
- Essex County District Attorney’s Office
- Middlesex County Sheriff’s Department
- Worcester County Sheriff’s Department
- Rockingham County, NH

## Automotive Fleet & Warehouse

Maintaining the department's 115 vehicles takes a skilled team. In addition to ECSD staff, inmates, who have been appropriately cleared, work in Middleton's automotive garage five days per week. Here, they are taught general vehicle maintenance.

As we do each year, in 2021 we upgraded the department's fleet. This included purchasing eight new inmate transportation vans, five administrative vehicles, and one plow truck and anti-graffiti truck for the ECPRC. In total, our fleet covered 771,482 miles using approximately 38,372 gallons of fuel per our Fleetistics GPS tracking system.



**Officer Jeffrey Cruz works hard in the garage to further our goals and achieve our integrated working dynamic.**

At ECSD, employees and inmates work side-by-side in many areas: the kitchens, on the blocks, and outside in common areas, just to name a few. The work these individuals do together helps our department run smoothly. Some inmate workers perform landscaping, cleaning, and facility maintenance at Middleton. Others are assigned to the warehouse, where they handle shipping, receiving, and storage for the entire department. From repairing cars and stocking the warehouse to picking vegetables and painting the housing units, they pull together to get the job done.

Security is always paramount, and an inmate must earn the opportunity to be classified as a worker. However, the working relationship between staff and inmates is based largely on mutual respect and trust.

### 2021 Highlights

- We welcomed Officer Theodore Nichols and Officer Jeffrey Cruz in the garage. They have both already proved to be an excellent addition to the team!
- We assisted the Middleton Police Department by performing suspension work and tuning for their antique cruiser, Car 54 (pictured above with trophy), that they were going to enter in the Cars and Cops Car Show in Saugus. Officer Jeffrey Cruz really dug in and wheel buffed the entire car and applied a coat of ceramic wax. The end result of this hard work was a first-place finish in the Antique Cruiser Category. Thank you to Officer Jeffrey Cruz and Mechanic Tom MaGuire for their hard work.



- Sergeant Joseph Rigol and Lawrence Bethune retired and although they will be truly missed, we wish them well in their retirement!
- Deputy Christopher Smith located and introduced a new product, the Eco Security Spoon (pictured right), for staff and inmate safety in July. This utensil helps slow the manipulation of locking devices and eliminates the plastic utensil weapons.



- In June we received a new fleet of floor scrubbers (shown left) that we purchased to help keep our facility clean and safe.



- We renovated a van in March 2021 to best fit our range needs. This largely allowed for a portable secure metal cabinet for range equipment. Assistant Superintendent Jason Frampton is pictured right securing the newly renovated van.

## Facilities & Maintenance

These individuals are responsible for care and maintenance of all department/state-owned property.

### 2021 Projects

#### Middleton Facility

Attorney Joseph McGowan works closely with the Department of Capital Asset Management and Maintenance (DCAMM) to secure funding and track progress on projects. Facilities Director Jeffrey MaGuire oversees daily operations. Projects included:

- 80 Bed Updates and Restoration Project  
New bathrooms have been installed in the 80 Bed Units. Construction began on the 80 Bed Building renovation, including the façade, windows, and introducing air conditioning. Northern Construction is the



**As part of the 80 Bed work, Northern Construction orchestrated fence repair work.**



General Contractor, and the project is valued at \$5.7 million. The substantial completion date is September 30, 2022, and will include new windows, siding, security ceilings, and internal climate control.

- 240 Building Roof Replacement and HVAC systems

The department undertook the final planning and design for the replacement of the roof and HVAC systems on the 240 building. This is a \$8.4 million project that will begin construction in May 2022.

- DCAMM Vocational Building and New Inmate Services Building

We worked closely with DCAMM, HDR Architects, the Middleton Fire Department, and State Office of Public Safety and Inspections (OPSI) to develop a comprehensive plan and construction documents to address code compliance construction efforts in the Vocational Building. The estimated total project cost is \$13.2 million. A construction manager, Commodore Builders, was engaged for this project and the planning for the replacement of the Inmate Services Building. This will be an estimated \$45 million construction project.

- Painting Upper Administration

The entire Upper Administration floor was repainted by a



team of ECSD employees and inmates (pictured left), providing a fresh new look to

the floor. The stairway, walls, doors, and trim were all completed along with a new Sheriff's Department seal (shown above, right) marking the front entrance.



- Sprinkler Replacements

All of the sprinkler heads were replaced at the Middleton Jail and House of Correction except for the Vocational Building and the new Intake Building. This was a \$600,000 project.

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

- Numerous remodel projects began
  - o Rollcall room and lockers for staff.
  - o Staff gym (pictured right, front).
  - o Rooms.
  - o AA room.
- Hardscape created a new patio with new picnic tables (pictured right, behind).





## Food Service



**Dashan (L) and Food Service Director John Kostandin**

Aramark provides the department's food service and inmate commissary. Our three facilities had a combined average daily population of 1,036 in-custody inmates (i.e., not including those on the Electronic Monitoring Program). This means the Aramark team prepared a total of 1,256,892 meals in 2021. In addition, the crew handled the catering needs for the department, primarily consisting of coffee, muffins, and sandwiches. Fortunately, as a former Bureau of Prisons Director of Food Services and North Carolina Department of

Corrections Captain, John Kostandin is quite capable as our Food Service Director.

All meals for Middleton and the ECPRC are prepared on-site, while the meals for the WIT are made at the ECPRC. Each meal is delivered in a safe manner, arriving at the WIT fresh and ready to serve. We added 10 new menu items in 2021, including shepherd's pie, cheddar cheese broccoli, burritos, and more freshly baked items like oatmeal and sugar cookies. Middleton staff consists of 12 Aramark employees and 24 inmates who stay for the entire day. ECPRC staff consists of five Aramark employees and 24 inmates, 12 on the morning shift and 12 in the afternoon. We hired new morning and evening cook supervisors in 2021, and both will start in 2022.

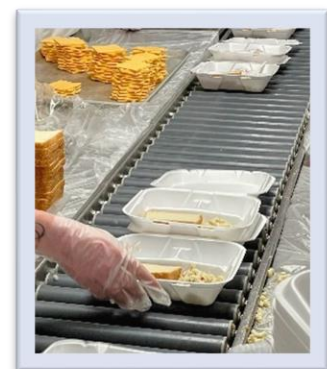
### ***In2Work Vocational Training Program***

After learning basic food service skills, 11 participants graduated from the program at the ECPRC (see *Essex County Pre-Release and Re-Entry Center* section) and six at the WIT (see *Women in Transition Facility* section). In addition to our successful graduations, a few key highlights for the program include:

- Earned the National Governors Award for Private Partnerships.
- No cost to taxpayers.
- All correctional facility menus are designed by Registered Dietitians to meet the nutritional requirements specified by the facility, as well as the guidelines set by the American Correctional Association (ACA). Aramark partners with each individual correctional facility to determine the nutritional specifications for the menus we create (e.g., calories, portions, and religious meals).



**Milibian Barrios, head morning Kitchen Supervisor with six years of Aramark experience, oversees everything from the loading dock to food preparation.**



## Aramark EverSafe™

Food Service practices Aramark EverSafe™ by implementing five key standards:

- Good health and hygiene practices.
- Appropriate spatial separation practices.
- New and enhanced cleaning, sanitation, and disinfecting procedures.
- Employing available and emerging technology.
- Introducing new service offerings and capabilities.

Pictured right: Workers prepare meals at the Middleton facility's kitchen.



## Inmate Focus

### Post-Release Follow-Up



Corrections Specialist, retired Sergeant Dennis Laubner (pictured left) cares greatly about former inmate successes. He works hard to contact individuals after their release.

His diligence paid off. In 2021, Dennis reached out to 114 former inmates and connected with 71, or 62%, of them. Of the individuals he spoke with, 56% stated that they were working and 7% were disabled. Forty-six percent stated they were in substance/alcohol counseling or treatment. Upon their release, some inmates receive cell phones from Volunteers of America, which has helped Sgt. Laubner in his post-release contact efforts.

### Massachusetts Bail Fund



We 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 \$1,000 bail to allow low-income individuals to stay out of jail while addressing their cases. Through the efforts of our staff, between five and 11 inmates per month receive bail assistance from the Bail Fund.

In 2021, 92 ECSD pre-trial inmates were released with the help of the Massachusetts Bail Fund. Learn more about the Massachusetts Bail Fund at: [www.massbailfund.org](http://www.massbailfund.org)

## Parole

By having parole officers in each of our three facilities, inmates can meet with the officers and, if eligible, go before the Parole Board. The Parole Board may then approve supervised conditional release for the inmates who qualify. This transition from confinement to parole discharge provides a basis for responsible conduct on the part of the parolees with supervision and support.



### 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.



Parole Officers are crucial to the successful implementation of this mission. For example, Paul Fennelly, with 24 years of experience, enjoys working with parole to help individuals get their lives back on track. With an open-door policy, he welcomed inmates into his office daily.

Table 10 illustrates Parole's success with ECSD inmates.

Table 10. 2021 ECSD Inmates Seen by Parole				
	MIDD	ECPRC	WIT	Total
Saw Parole Board	170	90	12	272
Received Parole	141	71	11	223
Got Released	98	70	17*	185

\*Of the 17 WIT releases, eight are not reflected in "Saw Parole Board" or "Received Parole" due to a mandatory release and some inmates receiving parole in the prior year or at another institution.

## Inmate Disciplinary Office

At the ECPRC and WIT, minor matters are handled in-house. Major issues such as drugs, escape attempts, threatening staff, or fighting, would be referred to higher custody: ECSD, Middleton for men and the Suffolk County Sheriff's Department for females.

The Middleton Disciplinary Office oversees the inmate disciplinary process. Disciplinary Sergeant Alex Wilson (pictured right) 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, they may plead guilty to the Disciplinary Sergeant. All findings are entered into the ECSD 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. Tables 11 and 12 show the results of the 2,468 formal disciplinary cases heard and the 79 appeals in 2021.

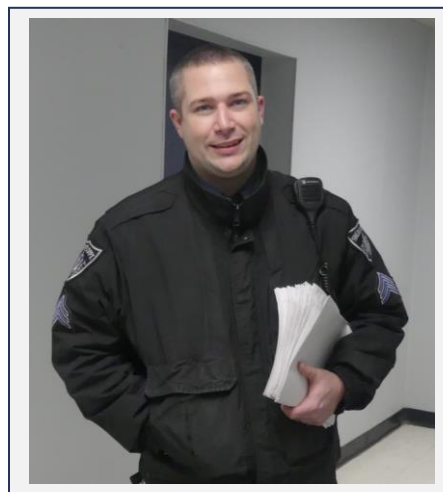


Table 11. 2021 Formal Disciplinary Action	
<b>Disciplinary reports received</b>	<b>2,468</b>
Found Not Guilty	21
Dismissed	252
Dismissed due to time constraints	3
Released	168
Guilty	1,919
Guilty – reduced to minor matter	44
No Action Taken	61

Table 12. 2021 Appeals	
<b>Findings appealed</b>	<b>79</b>
Appeals approved	2
Appeals denied	62
Appeals modified	15

## 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, they may appeal the grievance decision to the Assistant Superintendent to whom the Grievance Officer reports.

Of the 1,253 grievances that were submitted at the Essex County Correctional Facility in 2021, 87 were approved, 139 denied, 174 resolved, and 853 returned, withdrawn, or invalid.



# Medical & Mental Health Services

## Medical Care

Through WellPath, our healthcare contractor, we ensure that individuals in our custody receive excellent physical and mental health care. Our Medical Housing Unit provides 24-hour professional staff. If an inmate requires additional treatment, we transport them to the appropriate outside facility.

Our National Commission on Correctional Health Care (NCCHC) audit is completed every three years. This is a health services accreditation program that 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. We are also accredited by the ACA (American Correctional Association) as we had our two-year accreditation in 2021. Our upcoming audit with the NCCHC will be conducted in March of 2022.

We have a dedicated medical team of medical professionals composed of doctors, nurses, mental health providers, and other clinical staff. We are responsible for the healthcare needs of the clients we serve.

Following is a breakdown of care provided.

### Evaluations\*

Initial Screenings	3,397
Physical Assessments	2,104
Mental Health Evaluations	937

### Medical & Mental Health Visits (Sick Calls)

Medical Provider**	2,129
Nurse**	2,700
MH Professional*	548
MH Provider*	937
Dentist	147

Patients sent to Emergency Dept.	244
Patients admitted to the hospital	98



**Abigail Ragusa, RN (L) and Sarah Whitney-Swenson, MSW, LICSW took on major roles in aiding the medical and mental health services throughout 2021.**

\*Some mental health screenings, assessments, evaluations, or sick call visits resulted in mental health appointments (see the *Mental Health Care* section).

\*\*Includes MD, Nurse Practitioner (NP), and Physician's Assistant (PA).

## Personnel

Abigail Ragusa, RN was promoted to the Assistant Director of Nursing. Nurse Ragusa has worked with the department since the start of her nursing career over 10 years ago. Additionally, we were fortunate to have Sarah Whitney-Swenson, MSW, LICSW as the Mental Health Director.

## Success Story

We persevered through the COVID-19 challenges by solidifying the partnership between ECSD and WellPath. As partners, we succeeded in meeting the needs of the inmates and meeting the expectations of the community. We are also thankful to our community partners as they supplied necessary PPE, sanitizing products, and encouragement. Together we are stronger!

Demonstrating our dedication to teamwork are (L to R) Brianna Murdock, WellPath Clinician, Brooke Pessinis, MAT Program Director, and Deana Iandolo, Acadia Clinical Director.



## Mental Health Care

We are proud to have WellPath as our mental health care provider. With a dedication to inmate care, WellPath staff held over 10,300 patient encounters in 2021.

### Number of Inmates Served

#### Individual Mental Health Patients:

Middleton	1,012
ECPRC	54
WIT	<u>45</u>
Total	1,111

#### Mental Health Patient Appointments:

Middleton	7,465
ECPRC	142
WIT	<u>152</u>
Total	7,759

#### Psychiatric Patient Appointments (MH Provider):

Middleton	812
ECPRC	19
WIT	<u>15</u>
Total	846

#### Group Therapy Sessions:

Middleton	216
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### **Providing Continued Support Throughout COVID-19**

The Wellpath Mental Health Department continued to provide support and services to inmates with a creative approach as the pandemic continued into 2021. During times of limited movement out of cells, the Mental Health staff provided services to inmates within their housing units. The staff maintained a presence on general population housing units at least once a week and multiple times a week on the Quarantine and Restrictive Housing units. Efforts were made to provide in-cell Mental Health literature and programming within all the housing units.

### **Collaboration**

The Wellpath Mental Health Department continued to collaborate with staff from Volunteers of America in 2021 to identify inmates with significant mental health conditions who would benefit from placement on the Mental Health Unit (COPE). Inmates in this housing unit benefit from specialized programming that focuses on behavior modification through individual and group sessions provided by both Mental Health and VOA staff.

### **Continuing Education**

In partnership with the ECSD Director of Clinical Services, the Mental Health Department was joined by two Social Work graduate students in 2021 who are pursuing Master's Degrees at Salem State University. These graduate students have each defined an area of focus which includes some of the most at-risk inmates incarcerated at the jail. Inmates who are diagnosed with severe mental illness and inmates who fall between the ages of 18 to 25 are being followed weekly through this program. This partnership provides a diverse learning opportunity for the graduate students while offering this vulnerable population a chance at more focused and frequent support.



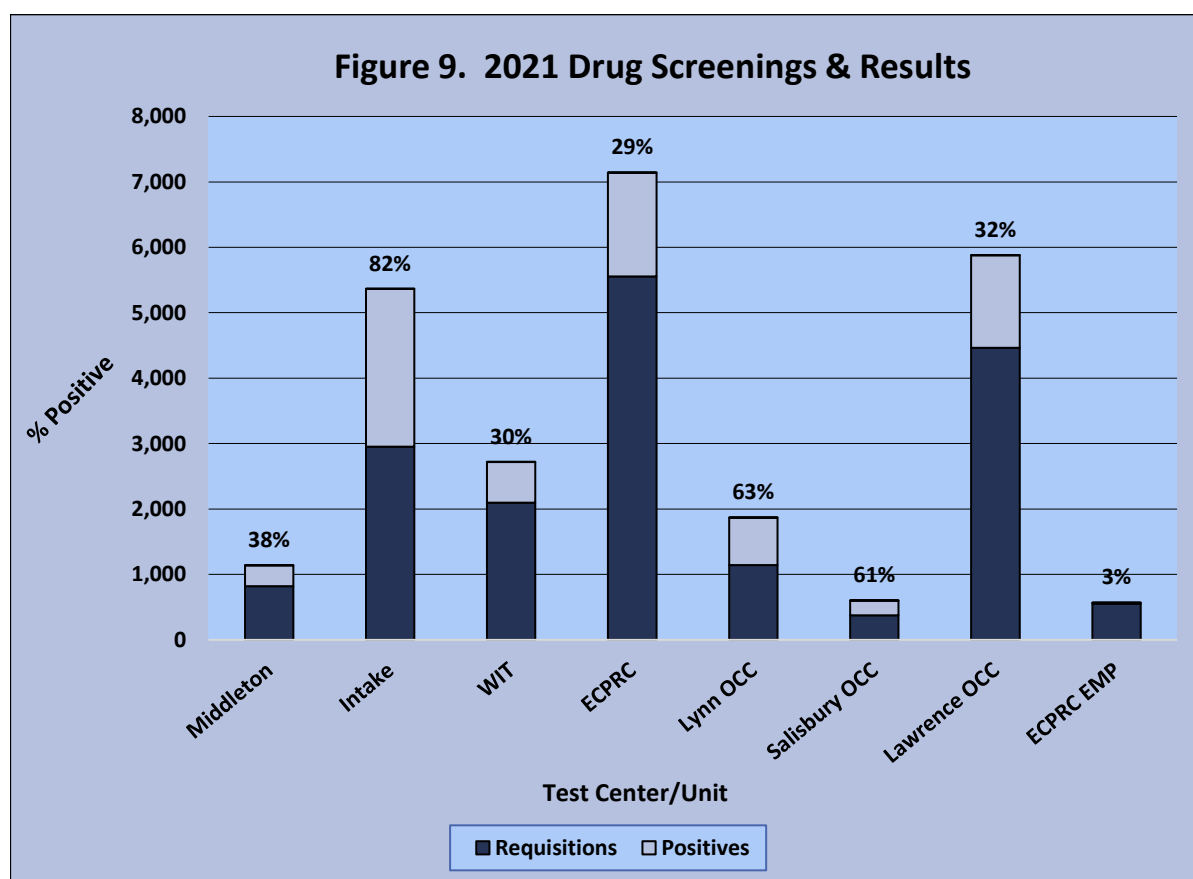
ECSD staff attended the American Jail Association *Health & Wellness Summit* in Ohio to attend workshops focused on providing a workplace that promotes employee well-being.

Taking a tour of the Franklin County Corrections Facility in Columbus are (L to R): Special Sheriff William Gerke, Clinical Director Jennifer Padre, Franklin County Sheriff's Department Major Chad Thompson, Sheriff Kevin Coppinger, Superintendent of our Middleton facility Aaron Eastman, & Director of Research & Statistics Maurice Pratt.

## Drug Screening

In late December 2021, Urine Analysis Coordinator Claudia Franco was assigned the supervision of ECSD's drug laboratory. Welcome Claudia! Our drug laboratory performed 17,959 drug screenings in 2021. Of these, 11,426 came through our Middleton, ECPRC, or WIT facilities. Lynn, Lawrence, and Salisbury Offices of Community Corrections (OCCs) day reporting clients accounted for 5,982 screenings. Another 551 screenings came from our Electronic Monitoring Program (EMP). See Figure 9 below.

Laboratory technicians must run a large number of screenings efficiently and accurately. Each screening includes tests for several substances. The 17,959 screenings run in 2021 included a total of 183,213 drug tests.



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

From 2015 to 2019, 24.58% of sentenced inmates released from our custody were committed on drug charges. This figure illustrates the impact that drugs have on our culture.



# Serving the Community

## Legal & Legislative Affairs

As Superintendent of Legal & Legislative Affairs, Attorney Joseph McGowan is often in contact with citizens to share information, offer advice, and assist them with department-related matters. Attorney McGowan also works closely with government officials, outside agencies, and contractors. Attorney McGowan's responsibilities include:

- Directing the implementation of department policies and objectives involving state government affairs and the strategic management of capital projects, construction, and planning.
- Analyzing proposed legislation to determine the potential impact on our organization and develop appropriate responses.
- Working with the Executive and Legislative branches as well as other state agencies toward common goals and to provide services for those in our custody.

In 2021, Attorney McGowan was very active as our "working manager" by coordinating the planning, design, construction, and implementation of capital projects (see the *Facilities & Maintenance* section).

Attorney McGowan is also instrumental in the implementation of the *Criminal Justice Reform Act* of 2018 at ECSD. From capital improvements to inmate-related policies, this Act has resulted in positive changes at our facilities. Massachusetts has achieved one of the lowest incarceration rates in the nation in recent years, but state leaders realized they needed to do more to address recidivism. After using a Justice Reinvestment approach, Massachusetts passed this legislation that aims to keep more people out of jail, while encouraging and rewarding good behavior. This approach focuses on diverting people from incarceration to treatment and programming while strengthening community supervision, among other measures.



## Graffiti Truck



Officer Wilson Geronimo (shown left with our new graffiti truck) and a crew of two inmates staff the ECSD Graffiti Truck, traveling throughout Essex County to remove graffiti from public buildings, monuments, and bridges. They operate from early spring until late fall. ECPRC Director of Operations Sean Gallagher explained in addition to the "standard graffiti" removal, they sometimes respond to emergency

situations involving something that needs to be removed immediately. All work is done in an environmentally safe manner, using the latest advancements in equipment and technology.

## Civil Process



**Civil Process Uniformed**  
**Back (L to R): Deputy Dave Fortune, Asst. Director Kerri Patterson, Deputy Paul Atkinson, & Deputy Junior Encarnacion.**  
**Front (L to R): Director Robyn Clarke & Sheriff Kevin Coppinger.**

In her jovial and energetic voice, Civil Process Director Robyn Clarke stated, **“No team works without teamwork.”** In spending only a few moments with Director Clarke, it is evident she is very proud of her team.

As we entered 2021, Civil Process was still encountering the effects of the COVID-19 pandemic. Although the Civil Process Division remained open for business, via telephone and a drop off box, the office remained closed to the public. In April 2021, the Essex County Sheriff's Department Civil Process Division opened their doors to the public. This enabled customers to personally drop off documents, ask questions, or discuss issues in person with a Civil Process staff

member. Since opening the Civil Process Division to the public, the division has assisted over 1,000 “walk-in” customers with their process needs.

***“I truly believe with the team we have here at Civil Process, it has enabled the division to move forward in the most trying of times.”***

- **Civil Process Director Robyn Clarke**

In 2021, Caroline Siebert (pictured right with Sheriff Coppinger) was promoted to the Civil Process Division Staff. Caroline previously worked in the Records Department for seven years and has become a proven asset to the Civil Process team.



In April 2021, we secured the Lawrence Housing Authority as a new account. On their behalf, we served approximately 20 summary process summons and complaints. In October 2021, the Civil Process Division brought back all serving deputies to assist with the division's growing needs. This allowed the Enforcement Team to focus on the increase of service needs without interruption.

In 2021, the Civil Process Division was able to effectuate and process close to 9,000 legal documents and generate over \$400,000 of revenue. The revenue generated through the process service helps the Civil Process Division, as well as other areas of the department.

L to R: Civil Process Clerks Debra Nunez and Colleen Guiney have been dedicated ECSD employees for 24 years and 28 years respectively.



# Youth Leadership Academy



The Essex County Youth Leadership Academy is funded through a grant from HIDTA (High Intensity Drug Trafficking Areas) and by the Essex County Sheriff's Department. The Youth Leadership Academy (YLA) is a non-profit educational service designed to provide a structured youth diversion program for at-risk adolescents ages eight to 14. All adolescents in Essex County are welcome to attend and challenge

themselves physically and mentally. This well-structured and disciplined program uses a wide variety of game and team-building activities, helping to develop teamwork and cooperation.

After a hiatus in 2020 due to COVID-19 restrictions, the YLA was held at 50% capacity with 325 youths participating in the eight-week academy. This Academy is free of charge with each participant attending one week. The YLA was diligent in adhering to all CDC, state, and city protocols and activities were adjusted to fit these standards.

This year's activities included:

- *PaddleSmart* with the USCG Auxiliary
- Ropes Course at Essex North Shore Agricultural & Technical High School
- K-9 demonstration
- Children's Hospital Safety program
- Drug and Alcohol Awareness class
- CPR
- Curious Creatures
- Various outside games
- Bullying/Social Media Bullying class
- "Get To Know Your School Resource Officer" program
- Gang Awareness presentation
- End-of-the-week cookout
- Visits to:
  - o Launch Trampoline Park
  - o Danvers Fire Department
  - o Captain George's Whale Watch



The YLA placed an emphasis on maintaining an awareness of the risks of drug and alcohol abuse, bullying, and cyber safety through teamwork and cooperation with our new and seasoned partnerships in all cities and towns in Essex County.

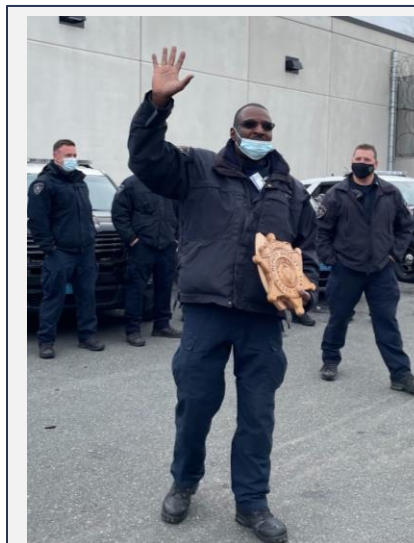


## K-9

Captain Thomas Cote, his officers, and the dogs of our K-9 Division are incredibly dedicated to their jobs. In addition to working at our facilities, performing crowd control, and drug searches as well as responding to disturbances and monitoring inmate movement, the teams provide mutual aid to other law enforcement agencies. 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 normally provide demonstrations at civic events.

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 and maintains a minimum certification in Patrol Work and Narcotics Detection.

There was some staffing movement on the K-9 unit in 2021. We added a new patrol team consisting of Officer Kyle Kidger and K-9 Django. Sergeant Carl Cox (shown right) and K-9 Koda retired in December after 22 years of excellent service. Sergeant Joe Riley became an investigator and therefore moved into the Security Investigations Unit.



**Thank you for everything  
Sergeant Carl Cox and K-9 Koda!**

### 2021 Highlights

- We conducted multiple K-9 demonstrations.
- We had two of our handlers, Officer Justin Boleski with K-9 Blue (shown right on left) and Sergeant Steve Tsoukalas with K-9 Demois (shown right on right), obtain National certifications with the USPCA in 2021, both in patrol and narcotics.
- Sgt. Steve Tsoukalas obtained his “judging certification” in narcotics and tracking for the USPCA.
- We responded to numerous Mutual Aid calls from other law enforcement agencies for patrol and narcotic services, as well as Crowd Control due to multiple protests that went on.
- We had a total of 10 requests to assist in locating missing persons.





## Statistics

### Narcotics Deployments:

Inside facility	1,116
Outside facility	54

### Patrol Deployments:

Inside facility	508
Outside facility	39

Demos 29

School Searches 4

Total Deployments 1,750



**Our K-9 Unit kicked off the Topsfield Fair with one spectacular demonstration!**

## Notable Cases:

### Patrol/Apprehension

3-23-21: Seized 13 off road vehicles, arrested six individuals, and summoned three individuals.

9-6-21: Assisted in locating a missing 10-year-old male.



**Captain Thomas Cote (L) worked with Officer Kyle Kidger, our new addition, along with our whole K-9 unit to achieve these successful apprehensions and narcotics discoveries.**

9-13-21: Assisted in locating a 13-year-old autistic male.

9-25-21: Assisted Lawrence Swat and Tactics with securing perimeter for protests.

10-13-21: Requested to assist with locating a 6-year-old male.

11-18-21: Called to assist with locating an 80-year-old patient.

### Narcotics

1-5-21: Located 468 grams of Fentanyl and 32 grams of Crack in an apartment.

1-13-21: Located one finger of Heroin in a hidden compartment inside a vehicle.

4-9-21: Located one kilogram of cocaine inside a package for the Post Office General.

5-23-21: Located a rubber glove finger with white powder inside an inmate laundry bag.

7-2-21: Located cocaine on a person using the passive Lab during a traffic stop.

7-20-21: Located crack cocaine on a person using the passive Lab during a traffic stop.

## Victim Services

The Victim Services Unit, in conjunction with the Victim Service Registry of Massachusetts, is committed to assisting certified victims of crimes as well as family members, witnesses, and others impacted by crimes. Services include but are not limited to:

- Victim related resources
- Notification of:
  - o Offender final release from incarceration
  - o Offender transfer to a lower security facility
  - o Offender transfer to another facility
  - o Offender escape
  - o Offender deceased
- Safety planning and crisis intervention
- Advocacy for victims working with other agencies
- Address Confidentiality Program

The Criminal Record's Department makes any notifications issued by the District Attorney's Office regarding any updates for pre-trial inmates with victim notifications. This process makes resources and information regarding offenders available.

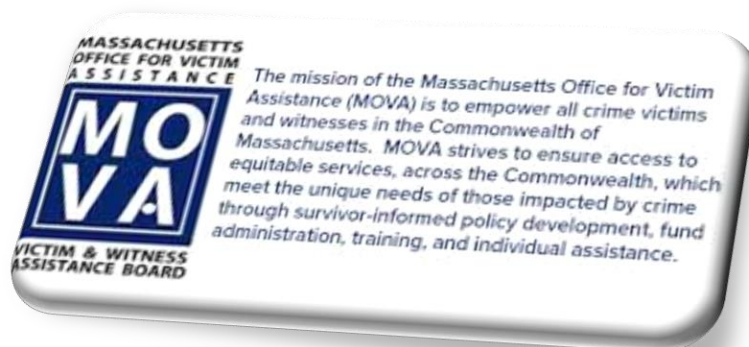
### Putting Victims First

We strive to "provide information, timely notification, and support to victims of crime and other concerned individuals with respect, compassion, and confidentiality" in accordance with the Commonwealth of Massachusetts (see <https://www.mass.gov/service-details/victim-services> for more information).



### 2021 Highlights

- Housed 251 offenders with certified victims throughout the year (some offenders had more than one incarceration).
- 98 active offenders were being held as of December 31<sup>st</sup>, 2021.
- While offenders usually have between one and five victims, some have more.



# Community Minded - Essex County and Beyond

## Sheriff Kevin Coppinger

Sheriff Coppinger actively supports businesses, charities, and fellow law enforcement agencies. In 2021, he took part in many events. Some of the highlights include:



L to R: Sheriff Coppinger, League President Jeff Earp, and one of our Community Service crew members helped prepare the ballfields at the Bowser Complex in Lynn.

Sheriff Kevin Coppinger (L) and Mayor Kim Driscoll (R) congratulated newly sworn-in Salem MA Police Chief Lucas Miller.



Sheriff Kevin Coppinger visited Senator Tarr's Toy Drive at the Capitol Diner in Lynn. Shown (L to R) are Sheriff Coppinger, Senator Bruce Tarr, Governor Charlie Baker, and North Shore 104.9's Erika Hemingway.



Sheriff Kevin Coppinger read to third graders in Lynn's Harrington Elementary School's virtual Harrington Community Reads Day and answered their questions regarding his own reading habits.



Sheriff Kevin Coppinger (second from right in front) joined sheriffs from across the country at the USS Constitution for the Major County Sheriffs of America Conference.



Sheriff Kevin Coppinger (R) helped celebrate National Night Out, an important community public safety event with multiple other Sheriffs and Police Departments.





The Essex County Sheriff's Department partners with Essex County Outreach (ECO), a collaborative effort among the 34 police departments within Essex County, the Essex County Sheriff's Department, and multiple community partners to combat substance use disorders and mental health matters.



Sheriff Kevin Coppinger joined the Marblehead Rotary Club to discuss the ways our department serves the community.



Sheriff Kevin Coppinger (R) helped serve breakfast to veterans and thanked everyone for their service at Lynn's Veterans Day ceremony.



Sheriff Coppinger (second from right in front) attended the inspirational September 11 Memorial Ceremony held by Lynn Police and Fire.



Sheriff Kevin Coppinger (center) attended the annual Sunday BBQ with the Islamic Society of the Northshore in Lynn.

Sheriff Coppinger helped congratulate North Shore Latino Business Association's Executive Director Frances Martinez for her well-deserved Leadership Award at the NSLBA 10th Annual Gala. Shown (L to R) are Sheriff Kevin Coppinger, Lynn Mayor Tom McGee, Frances Martinez, State Rep. Dan Cahill, and Lynn Police Chief Christopher Reddy.





## ECSD Staff

As members of our community, ECSD staff dedicated their time to giving back.



One of our medical providers from Wellpath, Registered Nurse Practitioner Michael Horvath, traveled to Peru to volunteer at a clinic in Cusco city (pictured) caring for children. NP Horvath lived with a local family and even donated some of his personal medical equipment due to the city's shortages.



Officer Michael Anderson participates in the Boston Marathon "Tough Ruck" every year where he marches 26.2 miles in full uniform with a rucksack weighing over 35 pounds (center). To generate additional funds this year, he marched the "Tough Ruck" (L) and ran the Boston Marathon (R) in the same week, totaling 52.4 miles. His team raised \$14,636 for the Military Friends Foundation!

BTA 21-02 participated in the LETR Peabody Torch Run to help support Special Olympics.



Assistant Director Kerri Patterson of the Civil Process Division maintains her active role in the community by volunteering for youth football in the North Shore area.



ECSD's Sergeant John Magulas worked with the Violently Injured Police Officers (V.I.P.O.) Organization, which is a group who supports officers injured in the line of duty and tasked with highlighting safety concerns to protect officers.



Drill Instructor Matthew Goodwin (L) dedicates his time to coaching the North Reading/Lynnfield Co-Op Varsity Wrestling program. He has been coaching wrestling for the past 11 years. Shown with Drill Instructor Goodwin is Lynnfield Police Chief Nick Secatore who shared the following sentiment:

*"Matt is a role model for those he coaches; someone who teaches, leads, cares for, and serves the members of his team."*



ECSD led in fundraising for Home Base, a Red Sox Foundation and Massachusetts General Hospital Program. ECSD employees, including Officer Dan McGarry, donated and participated in Home Base's No Shave November event to raise money for veterans.

Executive Assistant Judy Lacroix has dedicated most of her life to volunteering. She has served on the Board of Directors at Opportunity Works since 1988 to help empower people with disabilities, serves on the Board of Directors of Yankee Homecoming in Newburyport, developed volunteer programs in Newburyport, and more.

Pictured: Judy Lacroix (R) with husband Lucien Lacroix volunteering at the Vietnam Memorial Moving Wall at Plum Island Airport.



Shown (L to R) delivering the donations are Director of the food pantry Sue Gabriel, ECSD's Lt. Karen Paluzzi, and ECSD's Assistant Superintendent Rachel Goguen.

ECSD employees donated 420 pounds of food to Beverly Bootstraps for the December holiday season.



Our Honor Guard participated in the presentation of the colors and the national anthem at the New England Revolution game at Gillette Stadium. Shown (L to R) are Officer Andrew Delloiacono, Captain Laura Dow, Officer Stephen D'Apolito, and Captain Shelley Ehlers.

Officer Gina McGinness (R), along with multiple other volunteers, has been cooking between 40 and 80 meals (center) every week for the last six years at the Seabrook Community Table.



Major County Sheriffs of America conference in Boston: Representing ECSD was Assistant Superintendent Todd Angilly (center) singing the national anthem and Captain Shelley Ehlers (two right from Asst. Supt. Angilly) joining the joint Honor Guard.

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

165 Marston Street  
Lawrence, MA 01840  
(978) 750-1900 ext. 4309

## **Women In Transition**

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

## **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**

360 Merrimack Street, Entrance G, 4<sup>th</sup> Floor  
Lawrence, MA 01843  
(978) 750-1900 ext. 4401, [civilprocess@essexsheriffma.org](mailto:civilprocess@essexsheriffma.org)

## **Supporting Transitions and Re-Entry (STAR) – Lawrence Office**

360 Merrimack Street, Entrance G, 4<sup>th</sup> Floor  
Lawrence, MA 01843  
(978) 681-4747, Option 1, [starprogram@essexsheriffma.org](mailto:starprogram@essexsheriffma.org)

## **Supporting Transitions and Re-Entry (STAR) – Lynn Office**

100 Willow Street  
Lynn, MA 01901  
(978) 681-4747, Option 2, [starprogram@essexsheriffma.org](mailto:starprogram@essexsheriffma.org)



## For Updated Information:

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



Facebook: [www.facebook.com/essexcountysheriffsdepartment](https://www.facebook.com/essexcountysheriffsdepartment)



Twitter: [www.twitter.com/EssexSheriff](https://www.twitter.com/EssexSheriff)



Instagram: [www.instagram.com/essexsheriff](https://www.instagram.com/essexsheriff)



LinkedIn: [www.linkedin.com/company/essexsheriff](https://www.linkedin.com/company/essexsheriff)

