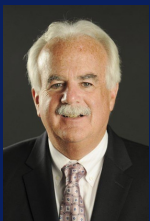
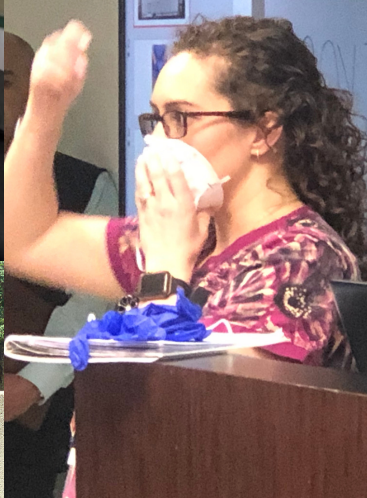




Essex County Sheriff's Department 2020 Annual Report



SHERIFF KEVIN F. COPPINGER

Table of Contents

Sheriff's Message_____	i
Executive Team Photos_____	1
Department Policy, Mission Statement & Correctional Officer's Core Values_____	2
Sheriff Kevin F. Coppinger_____	3
By the Numbers_____	4
Department Overview_____	5
Department's Three Correctional Facilities_____	7
Middleton Facility_____	7
Classification_____	9
Programs & Treatment_____	12
Chaplaincy_____	15
Specialized Re-Entry Services_____	16
Medication Assisted Treatment (MAT)_____	16
Clean and Sober Existence (CASE)_____	19
Correctional Alternatives for Re-Entry (CARE)_____	22
Essex Medication Assisted Treatment Program (EMAT)_____	22
Essex County Mental Health Diversion Program_____	23
Correctional Opportunity for Personal Enrichment (COPE)_____	24
Essex County Pre-Release and Re-Entry Center_____	25
Programs & Treatment_____	26

Career Training	28
Education	29
The Farm	30
Profiles in Perseverance	31
Women In Transition Facility	32
Community Service & Work Release	34
Offices of Community Corrections	36
One-Year Recidivism Rates	40
Daily Workings of ECSD	41
Middleton Intake	41
Criminal Records	41
Transportation	42
Inmate Property	43
Video Conferencing	43
Central Control	45
Outer Perimeter Security	46
Female Holding Area	47
Visits	47
Tool Control	47
Key Control	48
Inmate Mail	48

DNA Collection	48
Armory	49
Incident Command Structure	50
Housing Units, Inspections, & Audits	51
Environmental Health & Safety/Fire Safety	51
Housing Units	52
Audits	54
Office of Professional Standards	56
Centralized Scheduling	58
Human Resources	59
Training & Staff Development	67
Internal Affairs Division	71
Inspections & Compliance	72
Peer Support & Employee Assistance	74
Operations	75
Strategic Planning and Policy	75
Grant Funding	76
Research & Statistics	80
Director of Communications	81
Fiscal Services	82
Finance	82

Procurement	83
Contracts Management	84
Information Technology & Communications	85
Accountable Property Officer	86
Security Investigations	87
Automotive Fleet & Warehouse	89
Facilities & Maintenance	90
Food Service	91
Inmate Focus	92
Community Activity on Behalf of Inmates	92
Parole	93
Inmate Disciplinary Office	94
Inmate Grievances	94
Massachusetts Bail Fund	95
COVID-19 Inmate Inquiries Project	95
Post-Release Follow-Up	96
Technological Innovations	96
Medical Services	97
Medical Care	97
Mental Health Care	98
Spectrum Health Systems	99

Drug Screening_____	101
Serving the Community_____	102
Civil Process_____	102
TRIAD_____	102
Legal & Legislative Affairs_____	103
Graffiti Truck_____	103
K-9_____	104
Victim Services_____	105
Community Involvement_____	106
Sheriff Kevin Coppinger_____	106
ECSD Staff_____	108
Offices of the Essex County Sheriff's Department_____	110

Editor: Assistant Superintendent III Maurice Pratt

Director of Research & Statistics

(978) 750-1900 ext. 3543

mpratt@essexsheriffma.org

Research Analyst Morgan Whiton

(978) 750-1900 ext. 3365

mwhiton@essexsheriffma.org

Sheriff's Message



Welcome to the 2020 Essex County Sheriff's Department Annual Report. And what a year it has been! COVID-19 has affected us all and in the world of corrections, its impact was substantial, multi-faceted, and continues to this day. More on that to follow. But, for now, it is my pleasure to provide you with a summary of all of the activities and accomplishments of our personnel during 2020. This report will allow you to get a better picture and understanding of the impressive work done by our officers, staff, vendors, and volunteers. It was a tough year, but I remain proud and committed to serve as Sheriff of Essex County and feel privileged each and every day to be able to come to work alongside the hard working and dedicated men and women of our department.

With the onset of COVID-19, our most important priority was the health and safety of our staff and inmates alike. Early on, our staff recognized the seriousness of what was coming and began stocking up on Personal Protective Equipment (PPE), hand sanitizer, and other cleaning supplies. Our jail was the first in the Commonwealth to mandate mask wearing for all. 24/7 cleaning protocols were put in place and a vibrant education system was established to share preventive measures with everyone. When COVID-19 did break out, our staff, and especially our medical provider, WellPath, provided immediate and comprehensive treatment for those in need. Elaborate testing initiatives were implemented, and a detailed contact tracing system helped track any spread that occurred. And now, as vaccines are being received and administered, we are hopeful our worst days are behind us.

During 2020, the Sheriff's Department worked closely with the Supreme Judicial Court as well as the Superior and District Courts, District Attorney Jonathan Blodgett's office, and defense counsel to review inmate statuses on a case-by-case basis to determine the best course of action for them in this new era of COVID-19. Our "daily counts" diminished as some inmates returned to society. For those who remained, we took advantage of today's technology to establish a successful "video visitation" system for inmates to communicate with family along with a similar, yet confidential, system for attorney/client communication. Computer tablets were distributed to inmates to help enhance communication and programming needs. You will find more on all this in the pages to follow.

While it is true that COVID-19 took center stage in 2020, many other positive changes continued to become realities in our facilities. A new, state-of-the-art Training and Staff Development Center was opened to increase our ability to better train our staff to meet today's challenges. A new Specialized Re-Entry Services Unit was developed to address the continued needs of our mental health and/or substance abuse populations. A new Pre-Trial Diversion section was added also. Our focus remains committed to providing the very best services to meet the demanding needs of those who spend time in our facilities.

Inside this Annual Report you will find greater detail about these initiatives and much more. Please take your time and review the report in its entirety. For your convenience, the report is also available on-line at: www.essexsheriffma.org. Your tax dollars are what funds our operations and we greatly appreciate your support. This report is our way of letting you know how those dollars are spent as well as giving you an insight into the many other positive things our officers do each and every day.

Thank you. We value your input and welcome any comments.

Kevin F. Coppinger
Sheriff

Sheriff Coppinger's Executive Team



Sheriff Kevin 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
Richard Jeffrey*



*Strategic Planning &
Policy Director
Barbara Maher*



*Legal & Legislative
Affairs Director
Joseph McGowan*



*Human Resources Director
Deana Piantedosi*



*Chief Financial Officer
Kevin Sullivan*

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.

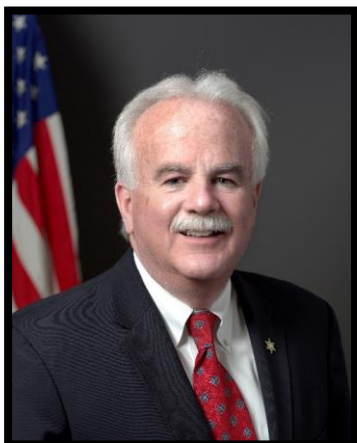
Correctional Officer's Core Values

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 203rd 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, in 2018, was a member of the Special Commission to Study Suicide Among Correctional Officers. 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.

"The men and women of our department exhibit courage, commitment, and compassion every single day and I am very fortunate to be working with such true professionals."

- Sheriff Kevin Coppinger

2020: By the Numbers

Communities Served	34
Citizens of Essex County Served	800,000
Inmates Processed Through Intake (1)	3,229
Sentenced Inmates Released	981
Average Daily Population (ADP)	
Middleton Facility	937
Essex County Pre-Release & Re-Entry Center	124
Women In Transition Facility	<u>15</u>
Total	1,076
One-Year Recidivism Rate	46.62%
Released in 2019. Measured one year later, in 2020.	
Inmate Visits, (all facilities, privileged & nonprivileged):	13,554
Inmate Video Conferences/Court Appearances:	5,897
Academized (uniformed) Staff	516
Non-academized Staff	60
Deployed for Military Service	13
ECSD Peer Support Team Members	19
K-9 teams	12
K-9 deployments	1,505
Doses provided for rehabilitation purposes in the <i>Medication Assisted Treatment (MAT) Program</i>	46,392
Pounds of produce donated to schools and non-profits from the farm at the Essex County Pre-Release & Re-Entry Center	25,800
Vehicles	111
Miles Driven (2)	2,500,000
Gallons of Gas Used (2)	72,000
Gallons Used for Water & Sewer (2)	20,000,000
Meals Served to Inmates (2)	1,200,000

1. Middleton (3,189) and WIT (40) only, as ECPRC inmates are processed through Middleton.
2. Approximate

Pictured: Officers Felicia Moore assigned to the Medical Unit & Barry McCafferty of Transportation.

Department Overview



“2020 was an especially challenging year for the team of the Essex County Sheriff’s Department. The organization is indeed a team, especially while confronting challenging situations. Coronavirus management, reform issues, campus infrastructure initiatives, and a challenging population all required constant attention. Thanks to the dedicated ECSD team, medical, mental health, substance abuse, educational, diversion efforts, and re-entry preparations, all priorities of the Sheriff, thrived throughout 2020’s distractions.”

- William Gerke
Special Sheriff

“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 nearly 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 516 uniformed and 60 civilian personnel, as well as our volunteers, vendors, and subcontractors work as a team. We operate three correctional facilities, a Civil Process Division, and three Offices of Community Corrections (OCCs).

Table 1. 2020 Average Daily Population			
Facility	In House	Electronic Monitoring Program (EMP)	Total
MIDD	937	0	937
ECPRC	112	12	124
WIT	13	2	15
Total	1,062	14	1,076

Within our three facilities, we had an **Average Daily Population (ADP) of 1,062** inmates in custody and another **14 on electronic monitoring** (see Table 1). In addition, our **OCCs had a monthly average of 87 individuals enrolled.**

3,229 inmates were processed through Intake:

- **242 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.
- **2,465 pre-trial** through Middleton, awaiting trial or while their trials are in progress.
- **522 sentenced:** 482 through Middleton and 40 processed through the WIT.

The 522 sentenced inmates in 2020 had a total of 1,158 charges against them.

3,700 inmates were released:

- **295 safekeeps**, through Middleton
- **2,424 pre-trial**, through Middleton.
- **981 sentenced**, 621 through Middleton, 301 through the ECPRC, & 59 through the WIT.

COVID-19

In 2020, all staff were asked to take on extra responsibilities. We learned the “new normal” in dealing with the pandemic. This required many people to assume new roles – and even new titles. Chief Financial Officer Kevin Sullivan said of his staff, “We’ve all been working two jobs – our regular responsibilities and our COVID responsibilities.”

For inmates and staff, medical provider WellPath performed COVID testing. WellPath and ECSD personnel worked together to conduct contact tracing.

On March 13, 2020, WellPath staff began testing the inmate population. They tested 2,573 inmates in nine months. Of those tested, 457 were positive and appropriate contact tracing was conducted.



Officers Hai Nguyen (L) & Ryan Danahey outside the COVID screening tent at the Middleton facility.

As of March 23, 2020, when the first employee case occurred, we began contact tracing for all staff. We tested 1,320 employees. Of those tested, 157 were positive: 125 academized staff, four civilians, and 28 vendors. Appropriate contact tracing was conducted.

In addition to battling the COVID-19 pandemic, the department had some other major developments in 2020.

- **Funding Commission to review funding levels of the Department of Corrections, Sheriffs’ Departments**

ECSD’s structural deficit has been addressed in the FY21 budget. This is a major step in stabilizing the funding and providing better predictability for proper financial management of the agency.

The “Section 101 Commission,” the Corrections Funding Commission, continued to meet in 2020. Although work slowed due to COVID, the Commission engaged the National Institute of Corrections to undertake a staffing analysis at various county sheriffs’ facilities and the DOC.

- **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.

- ***An Act Relative to Justice, Equity, and Accountability in Law Enforcement in the Commonwealth***

The legislature passed, and Governor Baker signed into law, this so-called “Police Reform Legislation,” which will impact the department staff, operations, and policy. The implementation of the new law will continue in the coming year.

ECSD's Three Correctional Facilities

Middleton Facility



**Middleton
Superintendent
Aaron Eastman**

The Essex County Sheriff's Department parent facility, Middleton House of Corrections, is a medium-security facility which has experienced the effects of a worldwide pandemic in 2020. The presentation of COVID-19 has changed the face of corrections. This is especially true for our Middleton facility.

In 2019, our average daily population was 1,142, which included safekeeps, pre-trial detainees, and sentenced inmates. In March of 2020, however, as Governor Baker announced shutdowns and quarantines due to the virus, our department's population and protocols began to change.

In response to the pandemic, we established a Quarantine Unit, which allowed the facility to isolate all newly booked inmates. Additionally, we suspended the acceptance of pre-arraigned individuals known as "safekeeps." The Commonwealth experienced a large reduction in total inmate population via the court system. Due to these changes, our 2020 average daily population decreased to 937. Even given the lower population, our facility remained full. Our physical layout was adjusted, to include moving beds to no less than six feet apart and distancing inmates during mealtimes, showering, and recreation.

Through much adversity, our staff adapted to new ways of operating under the veil of many changes and challenges. Our Incident Command Structure (ICS), led by Captain Rick Ferrari and Lieutenant Jotham Garbin, worked together with countless staff and outside resources to procure personal protective equipment (PPE), hand sanitizer, and cleaning supplies. Sub-groups were created to secure and inventory supplies, establish testing and quarantine protocols, and triage outside inquiries.

Opening Windows

In the last nine months of 2020, the department adopted major new protocols focused on inmate communication.

- April: *COVID-19 Inmate Inquiries Project* was created, an initiative to review and respond to concerns from inmates' loved ones. We expanded on this, publishing an official policy assisting hundreds of attorneys in connecting with their clients.
- September: Under the direction of Deputy Kimberly Murtagh and Deputy David Marescalchi, in conjunction with Securus, we implemented a new tablet program enabling inmates to connect from their cells with their loved ones and attorneys.
- November: We implemented attorney-client video visits.
- December: Video visits for family and loved ones began.

These programs are significant, and they have created lasting changes to our operations. We have creatively modified our procedures, functioning soundly in the face of a serious challenge. This required the efforts of our staff to come together, not only to create these new programs, but also to change the culture of our department.



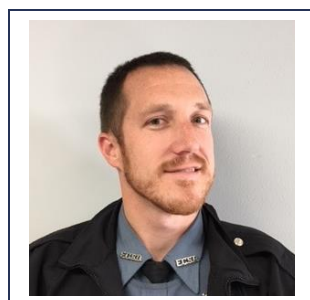
Superintendent Aaron Eastman (4th from left) & staff holding one of many COVID meetings.

Throughout the pandemic, we have consulted the Massachusetts Department of Public Health and numerous infectious disease experts to fight the virus. As COVID-19 statistics in the community waivered, so did the numbers at the Middleton facility. We saw an initial spike in COVID-19 cases in April and May, followed by another significant increase in the fall.

In October, the department tested all inmates and staff across the entire agency (see *COVID Tracing* below). This initiative allowed us to get a greater grip on the pandemic from within. Our health care provider, WellPath, continues to monitor all inmates effectively and their countless hours of triaging, testing, and treating has made the difference in keeping the inmate population safe.

Amid the health care crisis, we continued to operate effectively and focused on the reduction on our use of force incidents. From 2018 to current, use of force incidents have decreased by over 50%. This is a direct result of the change in philosophy of utilizing de-escalation techniques, updates to the department's Use of Force and K-9 policies, updates to internal response procedures and training curriculum, as well as establishing a Use of Force Review Board in June. In addition, we established an all-new Mental Health Unit to identify and treat the needs of inmates requiring this support.

Even with the pandemic, we found ways to continue recruitment of new officers. We welcomed two new basic training academies that graduated and were placed into service this year. ECSD added 37 new officers, assigning them to all three shifts at the Middleton facility.



Although 2020 was a difficult year, department personnel were motivated to give to those in need. For the first time, members of our staff participated in *No Shave November*, collectively raising \$14,486. These funds were donated to Home Base No Shave, benefitting veterans and military families. ECSD was the top fundraising law enforcement agency in the state to participate in the program. Pictured left is *No Shave November* participant Officer Justin Miller.

As we continue to navigate in a “new normal,” the department anticipates positive changes to come. The resiliency of this department, and more importantly our people, is resounding and proves to be the foundation for our future.

COVID Tracing

Inmates

On March 13, 2020, the WellPath medical staff began testing the inmate population for COVID-19. WellPath tested 2,573 inmates in nine months. Of those tested, 457 were positive. WellPath and ECSD staff conducted contact tracing.

Staff

As of March 23, 2020, when the first case occurred, the department began contact tracing for all staff. A total 1,320 tests were conducted, with 125 correctional employees, 28 vendors, and four civilian employees testing positive.



Staff, vendors, and volunteers wait to be tested at our Middleton facility.

Classification



**Assistant
Superintendent of
Classification &
Programs
Jessica Olje**

This year tested our flexibility. We shifted priorities while focusing on quality re-entry, treatment referrals, and appropriate classification practices. As COVID hit, we shifted and moved, then shifted and moved again.

“...2020 was a year of growth, change, and challenges for Classification. This allowed us to regroup, refocus, and look for opportunities to try something different.”

- Director of Classification & Programs
Assistant Superintendent Jessica Olje

Some of our COVID-related adjustments included:

- The addition of the New Man Unit.
- Shifting our New Inmate Orientation procedure, to include on-unit orientation as needed.
- A significant bed reduction in dorm units.
- Relocating our sentenced workers unit to allow more cells for the at-risk population.
- Working with the Programs team to reclassify inmates involved in clinical and educational programs as needed.

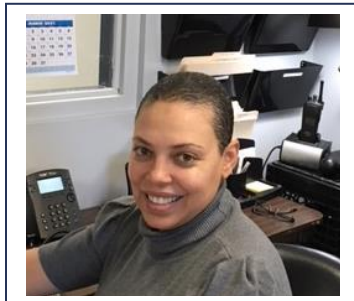
- Working with the Specialized Re-Entry team to classify inmates identified for the CASE, COPE, or CARE Units.
- Redefining the role of the Young Offender Classification Caseworker.
- Developing alternatives to transferring and receiving inmates from other county facilities.
- The number of inmates in Administrative Segregation status was greatly reduced as the Restrictive Housing Unit interdisciplinary team found creative approaches to work with this challenging population.

Personnel

- Lt. Heath Carafa joined the division in January.
- Officer Ivett LaFave became our Young Offender Caseworker.
- Reintegration Coordinator Eric DiVenuti assumed RHU Classification hearings and recommendations.
- Several staff members participated in Roca's *Rewire* Cognitive Behavioral Therapy (CBT) training.



**New Classifications team member
Eric DiVenuti**



We were pleased to designate Ivett LaFave (pictured left) as Middleton's Young Offender Caseworker. Ivett believes in the possibilities for young people when they have the right tools, human connections, and community partnerships needed to address the toughest situations and disrupt the cycle of violence.

Re-Entry Planning

Many residential programs and sober houses were not accepting clients in March and April. In May, however, we obtained a new funding source through a program 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 2020, we placed 52 sentenced inmates in residential or sober housing.

Table 2. 2020 Aftercare Living Arrangements					
Living Arrangements			Funding		
Residential Program	Sober House	Total Placed	MASH Funding	Other Funding	Total Funded
12	40	52	28	4	32

Inmate-Driven Care

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

- Ronald Regan

This seems to be the philosophy of Reintegration Coordinator Jennifer Poulin (pictured right) who covers several areas in Classification.



Partnering with Department of Mental Health

We continue our relationship with Department of Mental Health (DMH) staff, focusing on providing care for inmates with mental health issues. Reintegration Coordinator Poulin works with a DMH liaison to ensure each inmate in need receives a comprehensive release plan that involves DMH caseworkers and program directors, as well as the Probation Department. In 2020, we averaged a caseload of 31 DMH clients per month.

Sex Offender Population

Although her case load decreased a bit due to COVID, Reintegration Coordinator Poulin still had 27 sex offenders she was working with at the end of 2020. In addition to coordinating their treatment, programs, and classes while incarcerated, she prepares them for life after incarceration.

In 2020, Poulin began working 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*. This was our first full year utilizing the *Gender Identity Forms*. Completed by every inmate at booking, the forms allow 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).

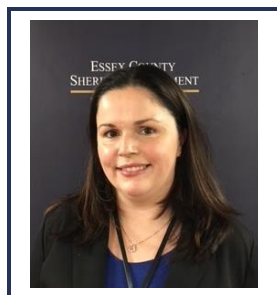
In an unprecedented instance, a transgender female was released from our CASE Unit and we assisted her in transitioning to a female residential program.

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.

Programs & Treatment



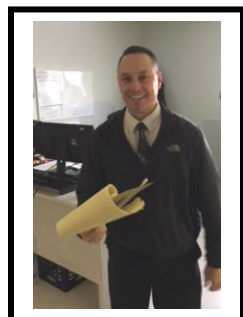
In her role as Assistant Superintendent of Programs, Jillian Nelson (left) performed the remarkable feat of improving the caliber and scope of programs from January to where we were at the end of 2020. A.S. Nelson worked closely with Spectrum Health Services, Northern Essex Community College (NECC), and Spiritual Care Services to formulate a vigorous and diverse selection of programming opportunities.

This commitment to inmate services is shared by Sheriff Coppinger. During a visit to our facility by NECC President Lane Glenn, Sheriff Coppinger explained, “We’ve made a commitment to providing opportunities for inmates to improve themselves through our Consolidated Re-Entry Services Division with a continuum of services, including education services, career and college readiness advising, life skills, vocational training programs, and more.” To read Ernie Greenslade’s full article about NECC at ECSD, please go to: www.necc.mass.edu/newsroom/2020/03/09/essexcounty/

In the face of COVID, distance learning became vital. Spectrum, NECC, and Chaplaincy staff rose to the challenge, creating in-cell packets for delivery, in an effort to keep the population motivated and engaged. In July, programming resumed, and new strategies were implemented to manage the daily operations. The new “COVID schedule” meant that units were no longer able to participate in programming together within the same space. In addition, a rigorous cleaning routine was implemented, and staff and inmates were issued personal protective equipment (PPE). Partnering with outside agencies, however, meant many phone calls, emails, and Zoom meetings.

“The commitment, dedication, and loyalty of staff during this difficult time has been nothing short of inspiring.”

- Assistant Superintendent of Programs Jillian Nelson



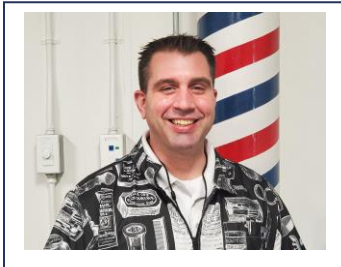
WHEN YOU FEEL LIKE QUITTING.
THINK ABOUT WHY YOU STARTED

L to R: Reintegration Coordinator Jonathan Carbone, one of many Zoom meetings, and a sign that hangs in our Programs Building.

Personnel

We had several new additions in 2020:

- A barber for 10 years, Paul McGinnity (pictured left) has been instructing inmates.
- Fr. William Buccifero (pictured center), a Catholic Priest since 1983, provides spiritual support.
- Darla Lamanna joined us as the new Education Director for NECC.



We are pleased to offer a comprehensive collection of treatment programs, education, vocational classes, and religious/spiritual programming in each of our three facilities.

Some of the offerings at our Middleton facility:

- Correctional Recovery Academy
- Drug & Alcohol Program
- Alternatives to Violence Program
- Family & Relationships
- Dialectical Behavioral Therapy
- Conflict Resolution
- Health & Wellness
- English as a Second Language (ESL)
- Special Education Institutional Settings (SEIS)
- College Credit Courses offered by NECC & Merrimack College
- Petey Greene Tutoring – College students help inmates prepare for HiSET
- Parenting Skills
- Life Skills
- Anger Management
- Victim Impact
- Cognitive Behavioral Therapy
- Relapse Prevention
- Title One Education
- Computer Literacy
- College and Career Readiness

2020 Program Additions

- Restrictive Housing Unit (RHU) Program
Places emphasis on cognitive restructuring, helping participants replace troublesome thinking with problem-solving techniques. Sr. Clinician Martha Rumble (pictured left) and Clinical Director Marufa Hupper of Spectrum Health Services assisted tremendously with the RHU programming, ensuring consistency throughout the program.



- Pro-social Relationships
With an emphasis on issues related to “gang” or “street life,” participants are encouraged to consider past decisions and events that resulted in their incarceration. They learn better coping skills and decision-making methods.

Coming in early 2021: Opening Avenues for Re-Entry Success (OARS) I & II

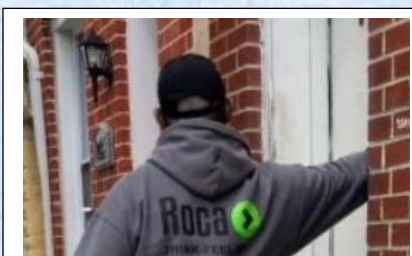
During 2020, the COVID-19 pandemic presented many challenges in our ability to provide adequate programming. Scheduling strategies required flexibility and continuous adjustments. Assistant Superintendents Jessica Oljey and Jillian Nelson repeatedly regrouped and strived to work through these obstacles. The more they adjusted, the more they saw an opportunity to change the way our programming was delivered all together. They believe, “Every obstacle is opportunity.” The pair realized that by attempting to service “all,” programming was falling short. To meet the needs of students, they knew they had to make Classification adjustments and create new programming units. The brainstorming began and the plans to create the OARS I & II Units were created.

“Life doesn't get easier or more forgiving; we get stronger and more resilient.”

– Dr. Steve Maraboli

The program will screen inmates and house all OARS participants in two units. These units will provide services to high-risk individuals, identifying and helping them before they get “too far down stream.” OARS is modeled after the Chelsea Hub Model, developed by Roca and Chelsea Police, that provides all necessary services to the participants. In our OARS model, all programs, classes, and post-release plans will be provided in one unit in an efficient and effective manner.

Spotlight on Community Partners: Roca & UTEC



For Roca, outreach is vital.

We collaborate with **Roca** in working with high-risk individuals ages 18 to 24. Roca's intervention model is designed to help young people through counseling, employment training, and job placement. Roca uses “Relentless Outreach” (as pictured left) to keep individuals engaged. For more information, view their website: www.rocainc.org

UTEC engages young people while they are incarcerated and prepares them for return to their communities. UTEC offers programming such as Streetworker Outreach, Transitional Coaching, Workforce Development in Social Enterprises, Gun Violence Prevention, Training Center for Excellence, Education & Social Justice, and Civic Engagement Opportunities. For more information, view their website: www.utecinc.org



An enthusiastic UTEC staff

Northern Essex Community College Provides Education and Opportunity

In 2019, we enlisted NECC to provide educational services for our inmates. With a focus on the students, the highly qualified NECC staff work to create an education environment aimed at growth mindset, teacher-student connections, and a sense of community. Courses taught include:

- HiSET high school equivalency courses including Math, Reading/Writing, Social Studies, and Science. In 2020, 46 students took one or more sections of the HiSET exam.
- College courses for credit. In 2020, 47 students took college courses.

NECC will soon be offering a mini-lab of Chromebooks, to include Microsoft Office and Khan Academy Lite, HiSET Prep, ProLiteracy, Work Keys, and other research-based programs.



**Classes
are
crucial in
helping
inmates
succeed
upon
release.**

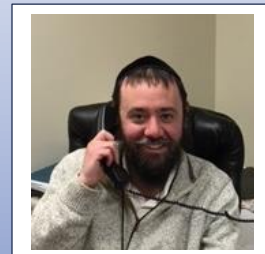
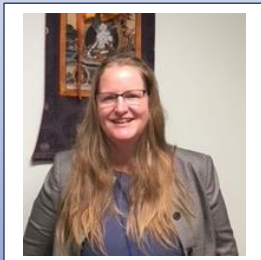
Chaplaincy

Chaplain Katie Willis (pictured below left) oversees the religious services at ECSD, providing worship opportunities and study groups from varied traditions to all inmates.

Meet two of our clergy:

Imam Abdul-Malik Merchant (pictured center) was appointed Muslim Chaplain in July 2020. Imam Merchant holds a Master of Theology and is pursuing doctoral studies with a focus on Islamic Spiritual Care and Wellness of Black Americans. He was also the recipient of the Tisch Faculty Fellowship. His ECSD colleagues appreciate his professionalism, teamwork, positive attitude, and his ability to foster positive communication.

Rabbi Mendy Kivman joined the ECSD as our Jewish Chaplain in November 2019. Rabbi Kivman brings over 30 years of experience in chaplaincy, rabbinics, community outreach, and personal coaching. For 20 years he served as Chaplain to his hometown fire and police departments as well as his local hospital. Rabbi Mendy's humorous disposition quickly melts even the most reserved inmates. His theory is, "No inmate left behind."



Specialized Re-Entry Services



The mission of 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)

On September 1, 2019, we initiated the administration of all three forms of MAT: Suboxone (Buprenorphine), Vivitrol (Naltrexone), and Methadone. Other services include comprehensive clinical, medical, and discharge planning support.

COVID-19 Response

Despite COVID-19 related challenges faced during 2020, the program made significant advancements. The ECSD Comprehensive Treatment Center (ECSD-CTC) team consisting of medical, clinical, and correctional staff continued to provide necessary treatment without interruption. Innovations such as remote video solutions and the development of guided “in cell” assignments resulted in the preservation of contacts with medical and clinical staff to ensure uninterrupted care.



SRS Director, Assistant
Superintendent Jason Faro

Medication Assisted Treatment 2020 Snapshot (Tables 3 & 4)

Table 3. 2020 MAT by Type, Individuals	
Treatment	Individuals
Buprenorphine & Methadone	637
Naltrexone (Vivitrol)	46
Total	683

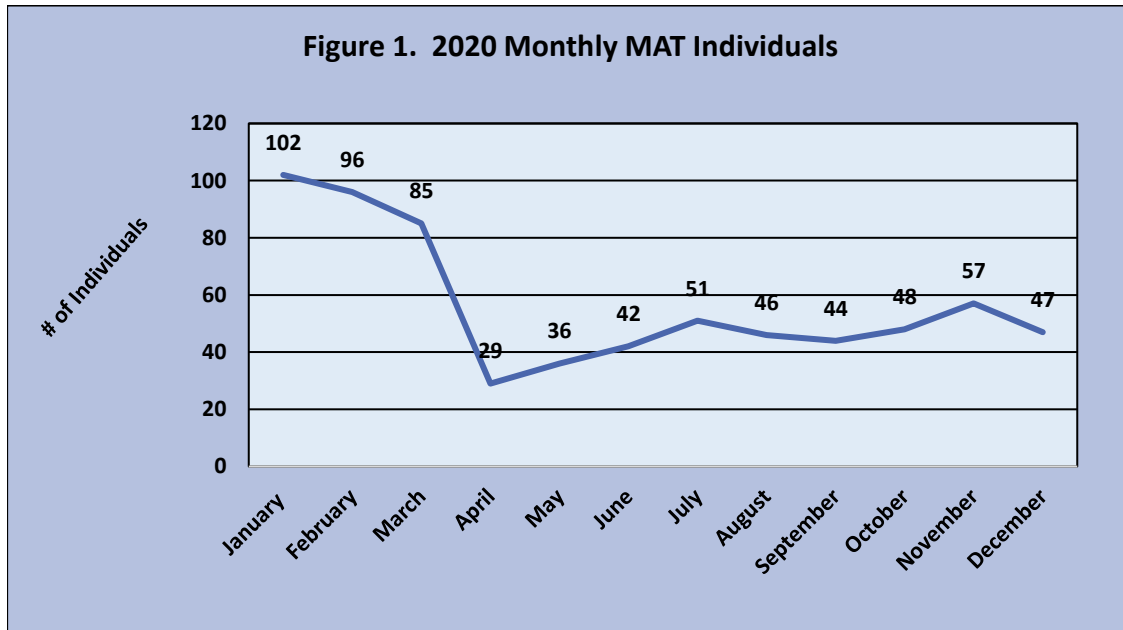
Table 4. 2020 MAT by Type, Doses	
Treatment	Doses
Buprenorphine & Methadone	46,325
Naltrexone (Vivitrol)	67
Total	46,392



- 483 individuals in our custody continued to receive the same medication-assisted treatment as they received prior to incarceration.
- 200 individuals in our custody received medication assisted treatment for opioid use disorder in preparation for their release.

“It’s not the numbers. It’s the people.” This is the sentiment shared by our healthcare workers like Nurse Danielle Romero, pictured left.

Our goal is to provide each inmate with a plan that will give them the greatest potential for recovery. MAT is focused on a holistic approach providing inmates with a customizable variety of treatment options. In 2020, we provided treatment to 683 individuals. Figure 1 provides the monthly totals.



We administered 46,392 doses in 2020. Figure 2 provides the monthly totals.

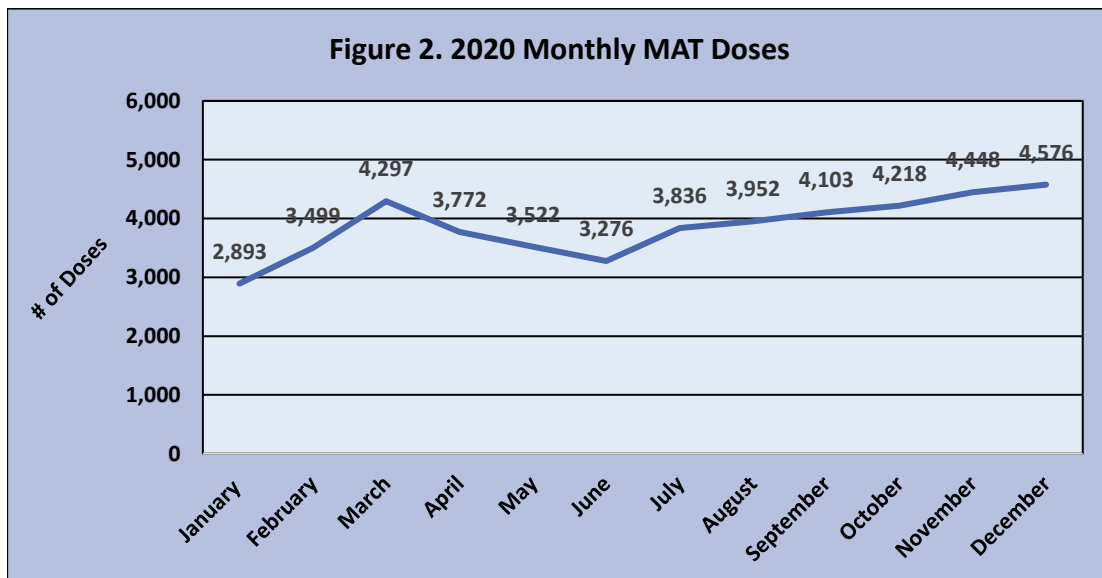
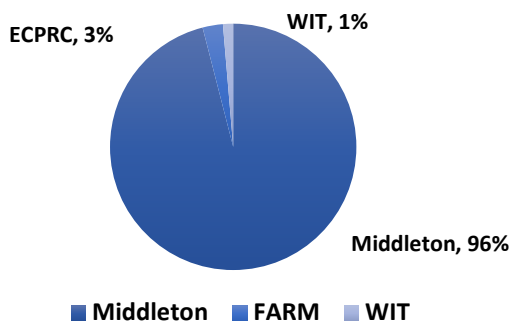


Figure 3. Percentage of MAT Population in ECSD Facilities



As shown in Figure 3, the MAT Program is utilized in the department's three facilities, with Middleton receiving the vast majority at 96% (Source: WellPath).



MAT 2020 Highlights

Accredited by Commission on Accreditation of Rehabilitation Facilities (CARF)

Achieving accreditation requires a service provider to commit to quality improvement, a focus on the unique needs of each person the provider serves, and to monitor the results of services.



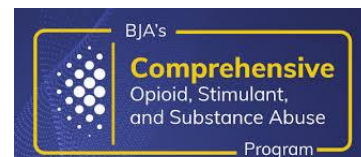
Bureau of Substance Abuse Services (BSAS) Licensing

Upon completion of the audit, the ECSD-CTC was found to be in compliance with all Massachusetts regulations and standards and has been fully licensed by BSAS.



BJA Grant received by Essex MAT Recovery Program (EMATRP)

This competitive award through the Comprehensive Opioid Stimulant and Substance Abuse Program (COSSAP) is a \$1.2 million funded initiative over three years. Read more about the BJA Grant in the *Grant Funding* section.



Presentation on High Intensity Drug Trafficking Area (HIDTA) Webinar

ECSD took center stage at the HIDTA Overdose Response Webinar Training national initiative in June. As ECSD is recognized as a national leader in the delivery of medication assisted treatment through the COVID-19 pandemic, the National Centers for Disease Control and Prevention asked us to share our experiences and expertise.

Presenting to an audience of over 50 state and federal agencies, our staff shared their insight into the development, implementation, physical design, and challenges of our MAT program. Staff also discussed the impact of COVID-19 on MAT operations and solutions to safely continue MAT services while preserving required treatment standards.



Clean and Sober Existence (CASE)

Our Male and Female CASE Units, located on the grounds of our Middleton facility are 28-day programs serving pre-trial inmates who have acute substance abuse issues and who, for the most part, have been accused of committing quality-of-life crimes.

Male CASE Unit

Male CASE Unit Director Alex Bergen (pictured right assisting an inmate) explained that upon completion of the program, individuals may be able to dispose of their cases. Spectrum Health Systems case managers provide each participant with a recommended re-entry plan, which is provided to the court. If the plan is accepted, the recommendation may be part of the participant's condition of release. While staff has adjusted due to a 14-day quarantine period for new inmates, CASE participants continue to live on the CASE Unit the full 28 days.



Personnel

In 2020, John Soderblom joined Spectrum Health Systems as a CASE clinician. John jumped right in, conducting clinical groups and managing a caseload. While John was new to Spectrum, he brought experience working in a correctional environment. He had worked in the chaplaincy office in lower programs. As Movement Coordinator, John handled scheduling services and registering attendees. He even conducted religious services himself. John holds Master's degrees in both Counseling and Divinity. His background makes him uniquely suited to excel in the CASE unit.

We also want to thank Clinician Louisa Howell and Senior Clinician Hillary Smith, who celebrated their one-year anniversaries working for Spectrum and the CASE Program.

Pictured L to R: Louisa Howell, Hillary Smith, and John Soderblom.



Success Story

In January of 2020, “Steve” was referred to the ECSD Case Unit after a probation violation for a second OUI offense. Prior to being accepted into CASE, Steve had never attended any detox or residential program. While he was initially apprehensive, Steve soon became engaged in groups and was able to identify stressors and influences of his past behavior. Upon completion of the program, Steve was released to the Plymouth House in New Hampshire and received a Vivitrol shot. His clinician, Hillary Smith recently received the following email from Steve’s mother:

Good evening Hillary,

I wanted to give you an update on Steve. He is currently living in a sober home (run by Plymouth House) in Maine and next week will be getting his 11-month sober chip. He is doing very well and has a job with a company that does dog day care and dog training. The Plymouth House program is fantastic.

Thank you for your help and support.



Female CASE Unit

The Female CASE Unit began 2020 like it has every year since its opening in July of 2016, providing outstanding programs and treatment for women in our custody. In March, however, operations were suspended due to COVID-19.

Some of the services the Female CASE Unit provides include:

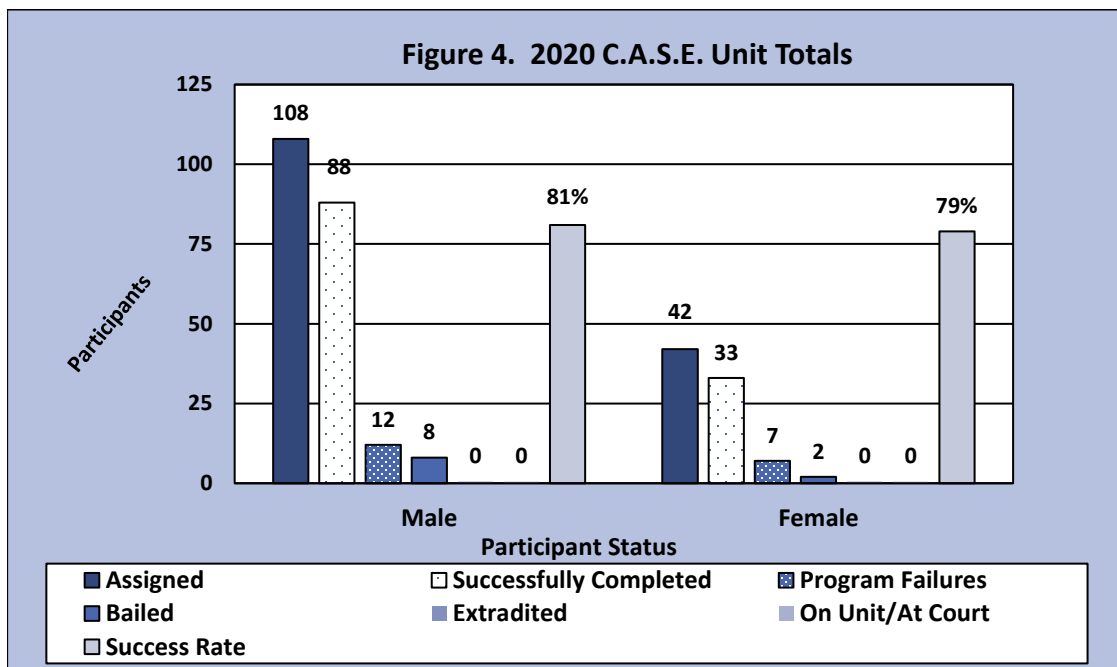
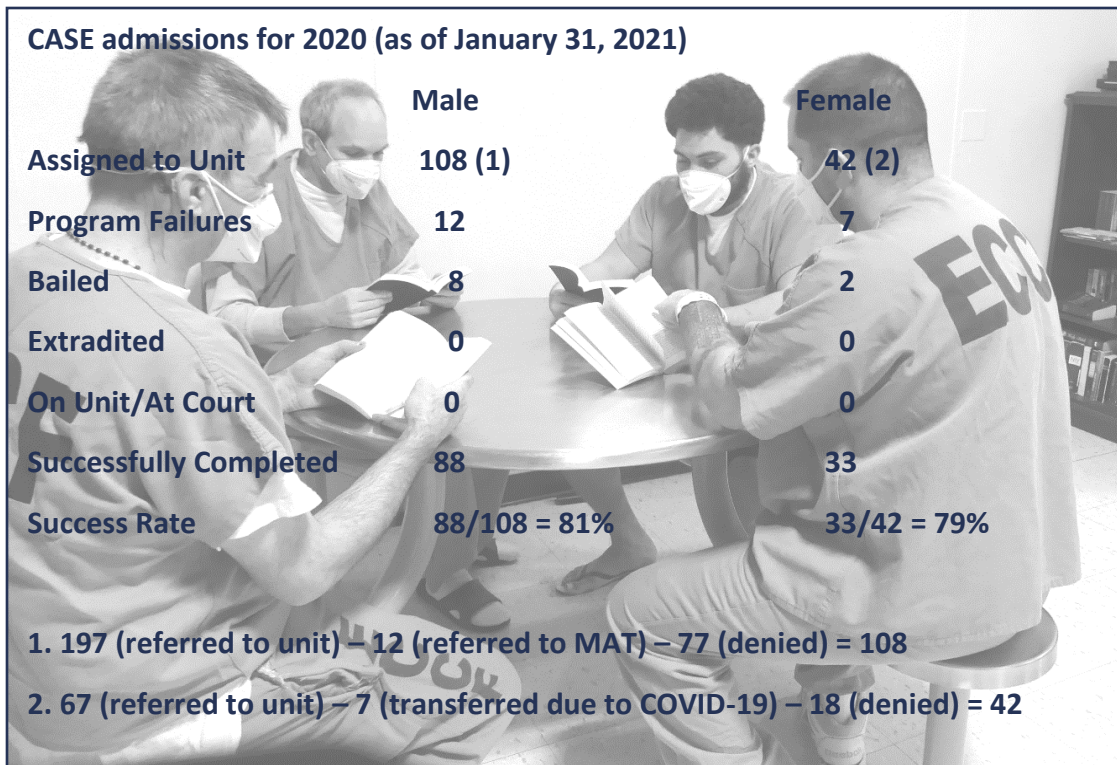
- Highly structured, curriculum-based programs
 - Case management services
 - Mental health services as needed
 - Court recommendation from Spectrum clinical staff for aftercare planning
 - Medical staff on site
 - Healing Abuse Working for Change (HAWC) Domestic Violence education monthly
 - Pathways for Children Nurturing Skills class
 - Amirah, Inc. “Ending the Game” curriculum on Human Sex Trafficking
 - Department of Revenue monthly visits
 - Catholic Charities Parenting discussion monthly



As a former Drill Instructor, Cpt. Laura Dow combines structure and understanding to serve women in the CASE Unit.

In 2020, the EMAT Program enrolled three female inmates from the Female Case Unit.

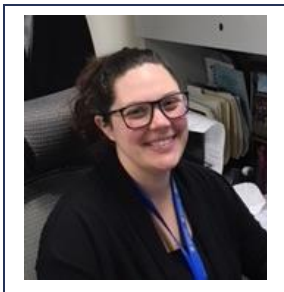
The analysis below and Figure 4 illustrate the overall success of the CASE Unit in 2020.



Highlights

	Male	Female (1-1-20 to 3-31-20)	Total
Placed in long-term residential:	24	14	38
Received home plans:	60	12	72
Sentenced:	12	0	12
Placed in sober house	5	4	9

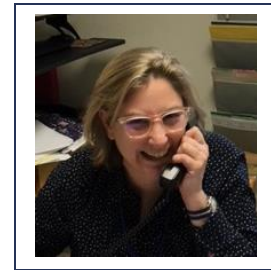
Targeted Programs Result in Meeting Inmates' Needs



In February 2020, Jacquelyn Leeman (smiling left) was promoted to Director of Pre-Trial Re-Entry Services. Her responsibilities include screening inmates for the Correctional Alternatives for Re-Entry (CARE) Unit, which focuses on Pre-Trial Diversion, and the Correctional Opportunity for Personal Enrichment (COPE) Unit, which works with the Justice Mental Health Collaboration Program (JMHCP) and Mental Health Diversion. Jane Sutter (smiling below) is the Pre-Trial Re-Entry Resource Liaison. She is responsible for most of the participants on the CARE Unit, conducting psych-social assessments, program applications, outreach, and case management. She is also responsible for coordinating DNA collection with the Massachusetts State Police (see the *DNA Collection* section).

“Her ability to facilitate individualized care and treatment is what makes Jane an asset in her role.”

- Jacquelyn Leeman, Director of Pre-Trial Re-Entry Services regarding Jane Sutter



Correctional Alternatives for Re-Entry (CARE)

The CARE Unit was opened in July 2020, housing 32 inmates identified for potential diversion, including current Male CASE participants. Director Leeman and Jane Sutter work with attorneys, Probation Officers and the courts to determine an appropriate re-entry or diversion plan for each inmate. Spectrum staff facilitate groups on topics such as Substance Use & Abuse, Principles of Recovery, Triggers & Coping Skills, and Family Roles & Dynamics. Since opening, 50 pre-trial inmates have been approved by the court to participate in community programming rather than receiving sentencing to the House of Correction. In 2020, approximately 75 pre-trial inmates have been released to programs including Intense Outpatient Plans (IOPs), Sober Houses, and Long-term Residential Programs (LTRPs). Partnering agencies include Veterans' Courts, Middlesex County Sheriff's Department's HUMV Program for Veterans, The Veterans Justice Outreach Program, CPCS Social Workers, and Drug Court. Working with these agencies, Leeman and Sutter bridge the gap between available services, social workers, attorneys, and their clients.

Essex Medication Assisted Treatment Program (EMAT)



**Director of EMAT/Clinical Director of JMHCP
Michelle Zoeller (L) & Case Manager/Re-Entry
Coordinator Michelle Lane**

Essex Medication Assisted Treatment Program (EMAT) is a six-month program, 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 via program funded cell phones. 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 enables participants to be more productive and successful in their reintegration into the community.

In 2020, EMAT served 99 clients, which is above the grant goal.

- Participants showed a decrease in substance use (alcohol and/or illegal drug) from baseline to six-month follow-up.
- More participants reported being in school or in a job training program at six-month follow-up (46%) compared to baseline (19%).
- Participants were more stably housed at six-month follow-up (25%) compared to baseline (12%).
- Unemployment decreased from baseline to six-month follow-up, 81% to 55%. More participants reported full and part-time employment from baseline to six-month follow-up; with full-time employment increasing from 15% to 32% and part-time employment from 4% to 13%.

Essex County Mental Health Diversion Program

This 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 diversion program assesses pre-trial inmates to ensure appropriate supportive services are implemented to increase the chance of their success.

Multi-Agency Task Force Focuses on Mental Health and Co-occurring Disorders

A Task force has been created to collaborate and maintain partnership with local agencies to identify and treat justice-involved individuals with mental health and co-occurring disorders. The Task Force's mission is to ensure a fluid continuum of care throughout the criminal justice system while connecting participants to the appropriate behavioral health services.

The task force is composed of representatives from the Massachusetts Parole Board, Probation Office of Lawrence, Probation Office of Lynn, Essex District Attorney's Office, South Bay Mental Health (SBMH), Spectrum Health Systems, Essex County Sheriff's Department, WellPath, and the University of Massachusetts.

The Essex County Mental Health Diversion Program (ECMHDP) is considered the first diversion program in Essex County treating mental health and co-occurring disorders. The proliferating Opioid crisis has opened a huge gap between need and current facility/program capacity. The ECMHDP was recently awarded \$750,000, paving the way for the development of a newly constructed mental health diversion unit (see the *Grant Funding* section).

Correctional Opportunity for Personal Enrichment (COPE)

Opened in September 2020, the COPE Unit is designed solely for individuals diagnosed with mental health and co-occurring disorders. Areas covered include identifying different ways mental health and/or substance use can interfere with daily living, coping skills, anger management, and healthy communication. Clients work closely with our WellPath Mental Health team. As part of the program, Peer Leaders and Tutors are encouraged to lead by example.

Spotlight on COPE Staff

Their office is located within the department's COPE Unit. It's small, but the work that Ydalis Villa and Alyssa Camilleri do for the men in the COPE Program is huge. Each day, the pair run groups, facilitate morning meetings, and provide Cognitive Behavioral Therapy (CBT) for COPE participants. In addition, they provide case management, working with numerous agencies to draft post-release treatment plans. They are employed by Volunteers of America and the program is funded through a Bureau of Justice Assistance Grant.

In 2020, Alyssa was promoted to COPE Program Manager. In addition to experience in the corrections field, she holds a bachelor's degree in Offender Rehabilitation and Victim Advocacy and a Master of Criminal Justice Degree. For her, the appreciation of program participants shows, stating, "They tell us every day how grateful they are. That means a lot."

After an internship with our Security Investigations Division in 2020, Ydalis was hired as a COPE Case Manager. She brings to her position a bachelor's degree in Criminal Justice with minors in Social Work and Psychology. Ydalis is currently pursuing her Master of Social Work Degree. Ydalis is well-aware of the role COPE plays in the lives of the inmates. She explained, "Rehabilitation is vital because when participants go back to their communities, they'll need these resources to succeed."



Inmate participation is important. Here COPE Case Manager Ydalis Villa (L) and Program Manager Alyssa Camilleri meet with Program Peer Leaders.

Essex County Pre-Release and Re-Entry Center



**ECPRC & WIT
Superintendent
Heidi Mora**

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 ordinarily houses approximately 200 sentenced inmates and oversees approximately 30 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 transfer from Middleton to the ECPRC, an inmate must be referred by his reintegration coordinator to the ECPRC Board. In addition to interviewing the candidate, the board reviews an inmate's criminal history, current charges, disciplinary record while at Middleton, willingness to take responsibility for his actions, and likelihood of succeeding at the ECPRC. Inmates with certain charges, or with extensive criminal record backgrounds are not considered for the ECPRC.



**Assistant Superintendent of
the ECPRC & WIT
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 to 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.



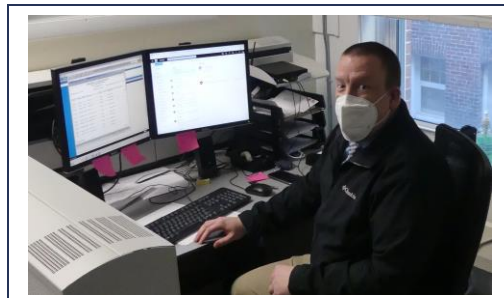
**Night at the ECPRC means evening classes,
groups, and library hours.**

COVID-Related Responsibilities

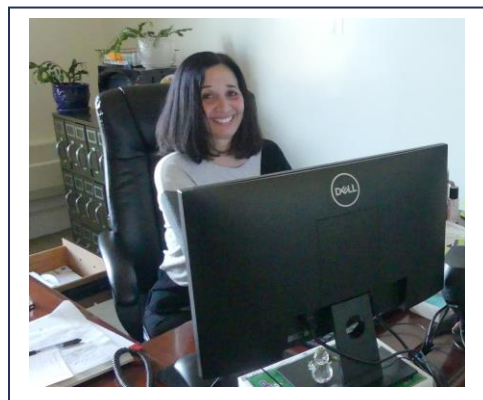
We navigated and implemented recommended CDC and DPH guidelines of rigorous cleaning and screening for COVID all while continuing all programs at the ECPRC. Ultimately only one pre-release inmate tested positive for COVID-19 in 2020.

Personnel

- Officer Nicholas Eaton joined the Work Release Program. He is pictured right in his new job.
- Joseph DiPietro was promoted to Lieutenant and assumed Audits, PREA Manager, and Shift Commander responsibility with Captain John Hodgson.
- Officer Nicholas Bellavia was assigned to the second shift Bracelet Officer position with Officer Omar Velez.
- Reintegration Coordinator Vicki Barry obtained the Massachusetts Notary Public Certification, which will be very helpful to inmates.



Programs & Treatment



Assistant Superintendent, Deputy of Programs and Classification, Christine Eisenhauer (pictured left) and her staff are truly dedicated to serving the individuals in their custody. In order to best prepare inmates for their release, ECPRC staff offer many educational, occupational, and rehabilitation programs.

“Christine is a true supervisor. In addition to knowing every aspect of her job, she cares a great deal about her staff and those they serve.”

- Assistant Superintendent Jose Hernandez

Essex County Mental Health Diversion (ECMHD) Program/Phoenix Program

Staff rapidly assess and provide appropriate support services with a goal of increasing the chance of successful re-entry and reducing recidivism.

HIV Peer Education & Support

This important program provides education 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 confidential access to a variety of services for future care involving both medical treatment and counseling upon release.

Intensive Outpatient Programming (IOP)/Structured Outpatient Addiction Program (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. Read more about MASH in Middleton's *Classification* section.



Department of Mental Health (DMH) & MassHealth



DMH access is available through reintegration staff (see *Partnering with Department of Mental Health* in the *Classification* section). 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 reintegration staff. Ninety days prior to release, each inmate is educated on MAT plans and is given 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 our Middleton facility and then returning them to the ECPRC. During 2020, we provided doses for 38 inmates from the ECPRC. Read more in the *Specialized Re-Entry Services* section.

Youthful Offenders Engagement Services

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

We have four Partnering Programs:



Roca works with high-risk individuals both pre and post-release, providing substance abuse counseling, education, job training, and job placement. Roca's model is based on Relentless Outreach, Transformational Relationships, Stage-Based Programming, and Engaged Institutions. This proven model means Roca helps young people in different ways and for an extended period of time. For more information, view their website: www.rocainc.org



United Teen Equity Center (UTEC) staff begin by meeting with young people while they are incarcerated, then partner with them post-release. UTEC offers streetworker outreach, transitional coaching, workforce development, education, and civic engagement. Participants can work at the UTEC run mattress recycling center, woodworking shop, Café UTEC, the community kitchen, or events hall. For more information, view their website: www.utecinc.org

Read more about Roca and UTEC in Middleton's *Program & Treatment* section.



Through religious support, **Straight Ahead Ministries (S.A.M.)** helps inmates transform their lives. They begin working with individuals while they are incarcerated and continue post-release. Services include substance abuse treatment, employment assistance, mental health counseling, and family unification. For more information, view their website: www.straightahead.org



Providing comprehensive services to the hardest to reach young men in Lawrence, the **Lawrence Youth Team** focuses on:

- Changing habits
 - Establishing opportunities
 - General health & safety
 - Community partnerships
 - Trauma counseling
 - Physical health & wellness
- Mental & behavioral health services
 - Prevention through transition counseling
 - Engagement activities such as sports and educational projects

For more information, view their website: www.lawrenceyouth.org

Career Training

Graphic Arts/Print Shop

"Clients" include Superior and District Courts, Senior Centers of Saugus, Middleton, Nahant, Essex, and Manchester, as well as the Tri-Town Council, which serves Topsfield, Boxford, and Middleton. The program offers practical instruction within vocation. In addition to providing excellent printed material, the print shop allows inmates to learn a skill As well as the importance of responsibility and customer service.

"Thank you for accepting this job. It really is a big help to Topsfield."

- Mary E. Willis, Town Clerk regarding a 2020 request to print the *Topsfield Annual Street Listing*

Hardscaping Program (Perkins Grant)

Hardscaping students learn the basics of masonry for construction and landscaping. Students have hands-on experience constructing, but also learn technical theory, blueprint reading, estimating, and the use of power equipment. They are given the chance to participate in the outside project program, working on community and commercial projects. This year we certified 20 inmates with industry recognized credentials. Read more about the Perkins Grant in the *Grant Funding* section.



This ECSD star was created out of stone by Hardscape participants. It greets visitors at the front of the ECPRC.

ServSafe Food Service Certification/Food Handlers Certificate

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. In 2020, no classes took place due to COVID.

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. This year we certified 11 individuals.

Education

HiSET: High School Equivalency Preparation and Testing through NECC

Three levels of instruction exist based on initial student assessments: Adult Basic Education, Pre-HiSET, and HiSET. Students are regularly assessed and progress through the three levels. Although COVID limited participation, five students were tested, with three passing in 2020.

Adult Basic Education (ABE)

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

College Courses

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



Graduation Day at the ECPRC!

Certified Training Program



Lucito Rivera (far right) is one of our very knowledgeable C-Tech instructors.

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 & 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.

The Farm: Fresh Produce, Donations to Neighbors, and a Sense of Pride

In the spring of 2020, Corrections Specialist Dennis Laubner was assigned to oversee the farm. Dennis immediately met with inmate workers and explained that these are difficult times for a lot of families. He stated that they could not waste anything. They needed to plant, water, maintain, and harvest in the most effective manner. After he explained this, one inmate stood up. He stated that his family is having financial difficulties and he knows first-hand how valuable food assistance is. He wanted very much to help families like his own.



Our thanks to the gentlemen who made this possible.

The crew agreed to grow as much high-quality fresh produce as possible. From this small plot of land located at our pre-release facility just off Route 495, the farm crew:

- Harvested 32,100 pounds of produce
- Donated 25,800 pounds to 18 locations
- Provided 3,400 pounds to our Middleton facility
- Provided 2,900 pounds to our ECPRC and WIT facilities

In addition, the team harvested 6,370 pumpkins, with 6,310 being donated to 57 locations and 60 being used to decorate our three correctional facilities.



“Your gift of 1,431 pounds of fresh produce...will help us to provide food for neighbors in need.”

- Corey Jackson, Executive Director
Citizens Inn/Haven From Hunger
Pictured (left) with Sheriff Coppinger

Learn more about Citizens Inn/Haven From Hunger at their website: www.citizensinn.org/haven-from-hunger

View WCVB’s *5 for Good* segment, “Essex County Inmates volunteer, grow food for struggling families” at:

www.wcvb.com/article/5-for-good-essex-county-inmates-volunteer-grow-food-for-struggling-families/33598190

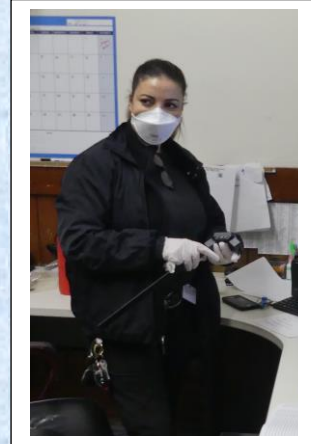
Read the *Eagle Tribune*’s article, “Inmates improve themselves, fight food insecurity through gardening” at:

www.eagletribune.com/news/merrimack_valley/inmates-improve-themselves-fight-food-insecurity-through-gardening/article_2327a2dc-1187-564c-92c1-d793cef5f2dd.html

Profiles in Perseverance: Officers Saadia Zaki & Wilson Geronimo

Officer Saadia Zaki

The Electronic Monitoring Program (EMP) is a vital part of the department's step-down process, allowing individuals to leave confinement and live on their own or in a group home, while still being monitored by ECSD. For Correctional Officer Saadia Zaki (pictured right) it has been quite a journey to her current position as our EMP Officer. She was born in Casablanca, Morocco where she earned her bachelor's degree in Law. Officer Zaki moved to the U.S. in 1997. She took English as Second Language (ESL) for two years and then went on to Northern Essex Community College where she earned her associate degree in Criminal Justice.

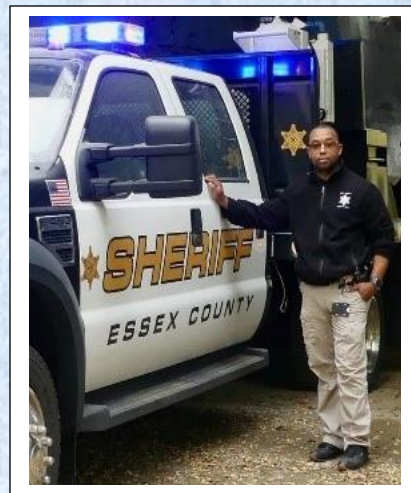


She joined ECSD in 2005 and has worked in our Housing Division in Middleton and the ECPRC. In 2012, Officer Zaki assumed her current position in the EMP office. Officer Zaki feels that working at ECSD allows her to work in the criminal justice system, something she has always wanted. She said she loves working in the Electronic Monitoring Program because she has the chance to help people through the transition as they leave custody and begin their new lives.

Officer Wilson Geronimo

"I love helping people and I enjoy cleaning up the cities." That was Officer Wilson Geronimo's (pictured right) reply when asked how he feels about overseeing the department's Graffiti Truck. Born in the Dominican Republic, he came to the U.S. in 1997. He attended Lawrence High School then earned his associate degree in Criminal Justice at Hesser College.

After beginning as a Reserve Officer in 2007, Geronimo became full-time in 2008. He worked in Housing in Middleton and the ECPRC and was on our Apprehension Team for almost five years.



Officer Geronimo assumed responsibility of the Graffiti Truck in late 2019. He, along with a two-man inmate crew, can be seen removing graffiti from public buildings throughout Essex County (see the *Graffiti Truck* section). He said that in addition to liking the job stability ECSD offers, he very much enjoys his co-workers.

Women In Transition



The patio at the WIT allows women to enjoy the warm weather.

"The beauty of Spring makes my heart sing."
- Millie Florence

The Essex County Women in Transition 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, Captain Robert Walsh, 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.

WIT Director, Assistant Superintendent Krystina McFarland has been with the department for 10 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,



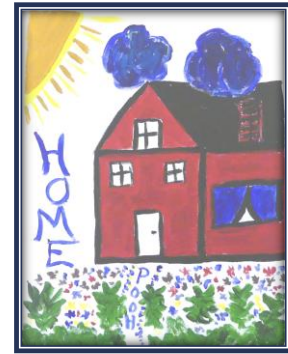
operations, treatment programs, educational and program services, as well as re-entry initiatives of the WIT facility. A.S. McFarland strongly believes in facilitating the successful reintegration of individuals in our care back into their communities equipped with the necessary tools to become productive members of society. A.S. McFarland is pictured here with the WIT's most recent American Correctional Association Accreditation.

2020 Highlights

Many modifications were made to provide programming during the height of the pandemic. Spectrum staff provided telephonic counseling sessions coordinated by on-site correctional staff. The WellPath mental health clinician and department Chaplain were available for additional individual sessions and small educational groups. Zoom AA meetings and DCF visits were made available as well as other services including Bible Study and Self Esteem Boston.

- Women crocheted, sewed, and donated 35 mask covers to Fidelity House in Salisbury, MA, a residential facility for people with disabilities.
- Inmates and staff helped assemble protective face shields that were donated to ECSD.
- Four women were awarded Magnolia Scholarships from the "Think of Michael Foundation" for people battling substance use disorders that require housing assistance.

- Spectrum Health staff facilitated art therapy weekly. One woman's work is featured on the right.
- Five women completed and received certification in "Winning at Life" a 10-week program facilitated by Amirah, Inc., to help women who have survived different forms of sexual exploitation, sex trafficking, and prostitution. WIT was the first correctional facility to offer this curriculum back in 2016.



- Six women were part of the Advocates Behavioral Health Supports for Justice-Involved Individuals (BH-JI) program. The program provides care management and re-entry services for individuals who are involved in the justice system. Learn more at: www.advocates.org
- Four women took part in Volunteers of America's North Essex Tech Training Program (NETTP), which supports community reintegration for incarcerated individuals in order to promote rehabilitation and reduce recidivism.
- We had our first Bunny-chitta Compassionate Care Visit. Volunteer Wendy Cook brought two bunnies for women to hold and enjoy the heartwarming effects.
- This summer, the WIT bible study volunteer group held the WIT's annual summer cookout for inmates and staff. In December, the group held a Christmas card making event and donated gift bags.

Spotlight on "You're Worth It" Program



Nine women completed and received certificates from Self-Esteem Boston's "You're Worth It" Program. The non-profit Self Esteem Boston has been working with our Salisbury Office of Community Corrections and has continued services virtually with our population during the COVID shutdown.

"You're Worth It" is a six-part series that helps participants obtain increased self-esteem, become more self-accepting, and live with purpose. Self Esteem Boston continues to be a valuable asset to our population, as they are very dedicated to their mission.

Personnel

- In December, Reintegration Officer Cynthia Deleon completed Roca's *Rewire* CBT Training, designed to support front line staff in delivering a research-based behavioral change intervention strategy to young people.

Facility Updates

- Inmate Tablets implemented in October.
- Video Visits implemented in November.
- With help from the ECPRC Farm, donations of over 150 pumpkins were made to the Link House, Inc. and the Town of Newburyport.
- While July's Department of Corrections audit resulted in 10 non-compliant standards, the follow-up, which was completed in January 2021, resulted in full compliance with one approved waiver. Read more in the *Audits* section.

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. The programs, however, experienced a variety of operational changes due to COVID-19.

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 taxpayers 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 250 work crews to agencies such as Methuen Cemeteries, Amesbury Housing Authority, and Rockport DPW. ECPRC crews also worked at the Massachusetts State House, our Middleton facility, and on the department's graffiti truck. In addition, the ECPRC provided crews to clean the state highways. Eight WIT participants volunteered their time at Maudslay State Park, Merrimack River Feline Rescue in Salisbury, and Atkinson Common in Newburyport. In total, inmates from our pre-release facilities gave approximately 14,000 hours back to the community.

Pictured below (L to R): ECPRC Director of Operations, Assistant Superintendent Sean Gallagher, Community Service participants at Whittier Middle School in Haverhill, and Atkinson Common in Newburyport.



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.

Due to COVID-19, Work Release stopped in March. As of year-end, the program was on hold at the WIT. However, they had still placed 12 women in jobs for the year. In June, the program resumed at the ECPRC, as they had to re-envision its operations beginning with a

return to work for those who were previously employed through the program. Several community business partners remained energetic about second chance employment for incarcerated individuals and, on a limited basis, began to re-employ inmates. These Essex County located businesses include a solar installation company, food production facilities, manufacturers, and restaurants. With these partnerships, we have fulfilled 27 vacancies through the end of 2020, with several employees remaining with these companies post-incarceration.

Leveraging Technology



In response to COVID, ECPRC Director of Work Release Jennifer Cantwell used Zoom meetings for inmate job interviews (as pictured left). Phone interviews, Facetime, and Zoom have become parts of the “new normal” in our interview process.

“Recidivism is reduced by the opportunity to earn financial stability and remain employed as inmates cross the bridge from incarceration to reintegration.”

- Jennifer Cantwell, ECPRC Director of Work Release

Spotlight on Work Release Partnership

Long-time partner, Whitcraft Group (d.b.a. Berkshire Manufactured Products) of Newburyport, MA, remained a steady collaborator throughout the threat of the pandemic. Liz Medeiros, Human Resources Manager, recounts Berkshire’s relationship with the Essex County Sheriff’s Department and our response to COVID:

I was thrilled to find out that the Work Release Program was starting up again... Jen Cantwell and Nicholas Eaton from the Sheriff’s Office visited our facility to see what safety precautions were put into place prior to sending anyone from the Program. We now have two Work Release employees who are doing a great job. They join the other nine successful employees who graduated from the Work Release Program prior to 2020, most of whom have grown into more challenging roles, attend off-site training as part of an apprenticeship program, and received certifications in various manufacturing positions, such as welding.

We are proud of this strong partnership with the Essex Sheriff’s Work Release Program, and believe it is an asset to the Community.

Offices of Community Corrections

ECSD partners with the Commonwealth's Office of Community Corrections (OCC) of the Massachusetts Probations Services office, and operates three centers located in Lawrence, Lynn, and Salisbury. These centers offer a continuum of intermediate sanctions and services to referrals from Probation, Parole, and ECSD.

This interagency and community collaboration supports public safety by delivering community-based rehabilitative services, such as Cognitive Behavioral Therapy (CBT), to improve decision-making and programs. It addresses substance use disorder and education needs, as well as offering community service opportunities.

While COVID presented many challenges, staff remained focused on delivering outstanding programming to our clients.

2020 Highlights Salisbury Office

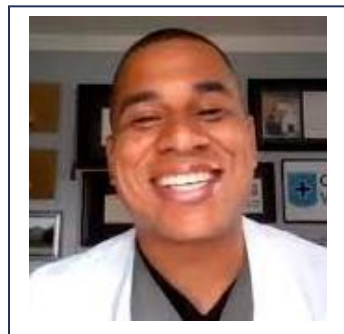


**L to R: Salisbury OCC Director Donna Thurlow,
Administrative Assistant Mikayla Calcia, & Assistant
Director Jennifer Murphy.**

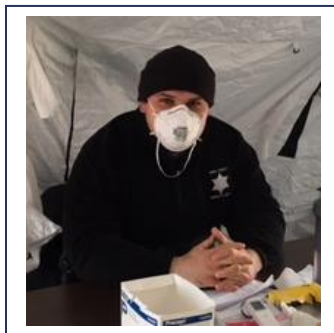
- The center welcomed Spectrum Clinician Richard Mayo as their newest team member.
- Assistant Director Jennifer Murphy continued as the department's representative to the Haverhill Drug Court, which had two graduations from an 18-month sobriety program.
- We started a food distribution site for Drug Court participants in

need. Under the direction of A.D. Murphy, we expanded this effort to anyone struggling to obtain food throughout COVID-19.

- Assistant Director Jenn Murphy, completed a Graduate Certificate Program in Victim Studies at UMass Lowell.
- Spectrum's Clinical team successfully completed LS/CMI training and are now certified to administer tests to measure the risk and need factors of late adolescent and adult offenders.



- Although Cultural Diversity Week went virtual in 2020, staff ensured its success with ethnic recipes, a cookbook, and stories shared from professionals such as Brian Mohika, nurse and CEO of CathWear in Lawrence (left), and ECSD Correctional Officer Almir Hamidovic (right).



Success Story

“HM” started with the OCC in November 2019 and successfully completed 150 hours of Cognitive Behavioral Treatment, Drugs and Alcohol, Socialization, and Relapse Prevention before transitioning from the OCC in November 2020. She was consistent with attendance and was actively engaged in all groups. HM has demonstrated a change in attitude by identifying coping skills and an understanding of her past criminal behavior and substance use, always taking responsibility for her actions. While at the OCC, HM expressed interest in vocational training and has since applied for several jobs. She presented high motivation, new goals, and a commitment to spending more time with her family. HM kept an open line of communication and remained positive despite the barriers and setbacks she faced.

Lynn Office



Some of the Lynn OCC staff. Seated: Clinician Jose Figueroa & Clinical Director Isaac Rutledge. Rear: Asst. Director Marianne Thibault, Admin. Asst. Ann Marie Anderson-Smith, Career Specialist Nancy Sleger, Clinician Angela Savini, & Director Anthony Mallia.

- We welcomed four new members; Anthony Mallia as Director, Marianne Thibault as Assistant Director, Cassandra Long as Clinician, and Isaac Rutledge as Treatment Manager.

- The center became a certified HiSET testing site.

- Three participants attended ServSafe, the food and beverage safety training and certificate program administered by the National Restaurant Association.

- Diana Meader, our Learning Specialist from NECC, successfully completed a four-day training program and is now certified as a Facilitator of the *Self Esteem Boston* Program. Read more about Self-Esteem

Boston in the “Spotlight” in the *Women In Transition* section.

- A Lynn OCC client successfully completed parts 1 and 2 of the Recovery Coach Certification intensive multi-day training through North Shore Community College and is now eligible to become a Certified Addiction Recovery Coach.

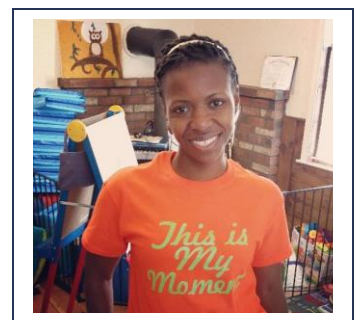
Cultural Awareness Week

- The center participated in the Trial Court’s Annual Cultural Awareness Week with a theme of *We Rise by Lifting Others* by celebrating the cultural diversity of Lynn.

- They hosted Antonio Gutierrez, President of the Lynn Youth Street Outreach Advocacy, Inc.

- Nicole McClain, Founder & President of the North Shore Juneteenth Association (pictured right) visited and discussed her commitment to bring a larger representation for Black Americans on the North Shore by speaking of positive aspects of African American culture.

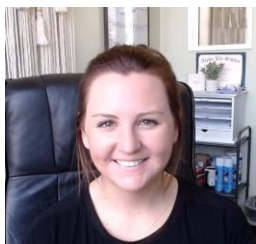
Learn more at: north-shore-juneteenth-assoc.constantcontactsites.com



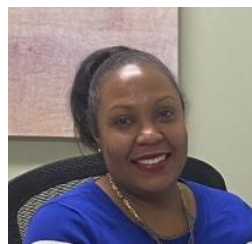
Lawrence Office
Some Smiles of LOCC:



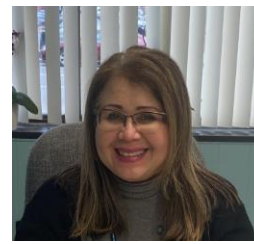
Director
Sean LeBroda



Assistant Director
Jessica Jewett

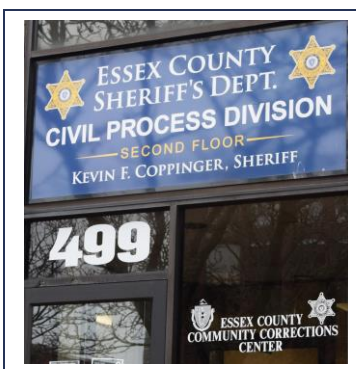


Job Developer
Rosina Medina



HiSET Instructor
Miriam Coleman

- We welcomed Joshua Nye to the team as the Clinical Director (featured below).
- The center celebrated Cultural Diversity Week and its *We Rise by Lifting Others* theme by learning about the history of different cities and countries as well as special tourist sites and celebrations.
- For Thanksgiving, staff identified some individuals who needed assistance in receiving meals and they were able to refer these clients to the *Thanksgiving Day Everybody Eats Turkey Drive*.
- Rosina Medina, our Job Developer and an NECC employee, worked closely with staff from the MassHire Merrimack Valley Workforce Board to identify a new initiative through the Commonwealth Corporation that would provide training and job opportunities to individuals ages 18 to 21.



Christmas Giving...Above and Beyond

Miriam Coleman, our HiSET instructor from Northern Essex Community College, donated Christmas gifts to our clients in need. It is a shining example of her dedication to, and compassion for, improving the lives of those she serves.

Clinical Director Joshua Nye

In August 2020, Spectrum worked closely with ECSD staff and hired Joshua Nye (pictured right) as the Clinical Director at the Lawrence OCC. Joshua is a Licensed Mental Health Clinician and has been working in the mental health field since 2010. He earned his Master of Arts in Counseling Psychology from Assumption College. Since arriving at the OCC, Joshua has demonstrated excellent leadership skills in working closely with staff. He is responsible for supervising the implementation and delivery of clinical and case management services and ensures that treatment services are delivered in accordance with evidence-based practices. Joshua continues to foster a positive atmosphere of customer care and excellence in service delivery.



2020 Office of Community Corrections Statistics

New admissions came from three sources: Probation, ECSD, and Parole. The breakdown for the three offices is shown in Table 5.

Table 5. 2020 OCC New Admissions by Office			
	Probation	ECSD	Parole
Salisbury	40	44	2
Lawrence	47	2	2
Lynn	35	4	22
Total	122	50	26

Figure 5 shows that most referrals came from Probation at 62% and ECSD at 25%.

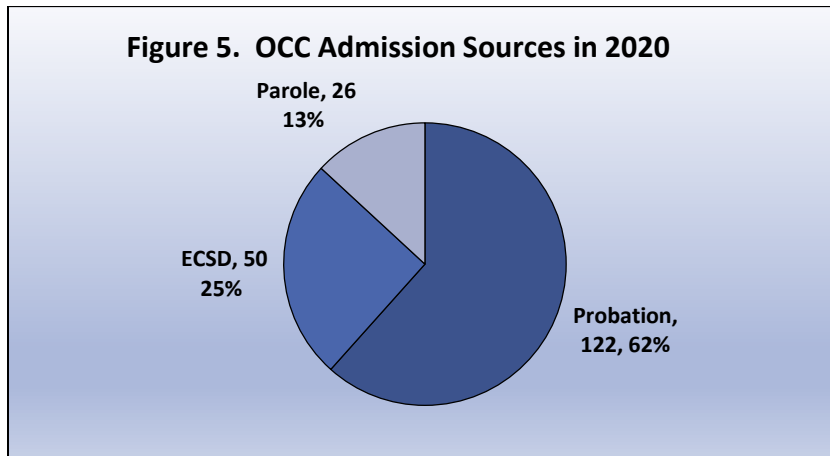
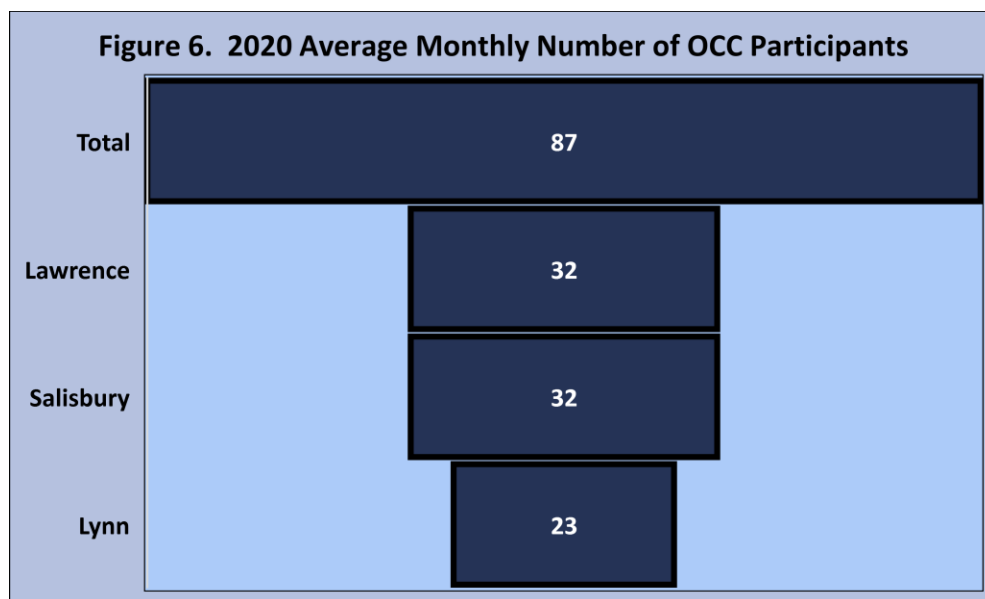


Figure 6 illustrates that the total monthly average of OCC participants was 87.

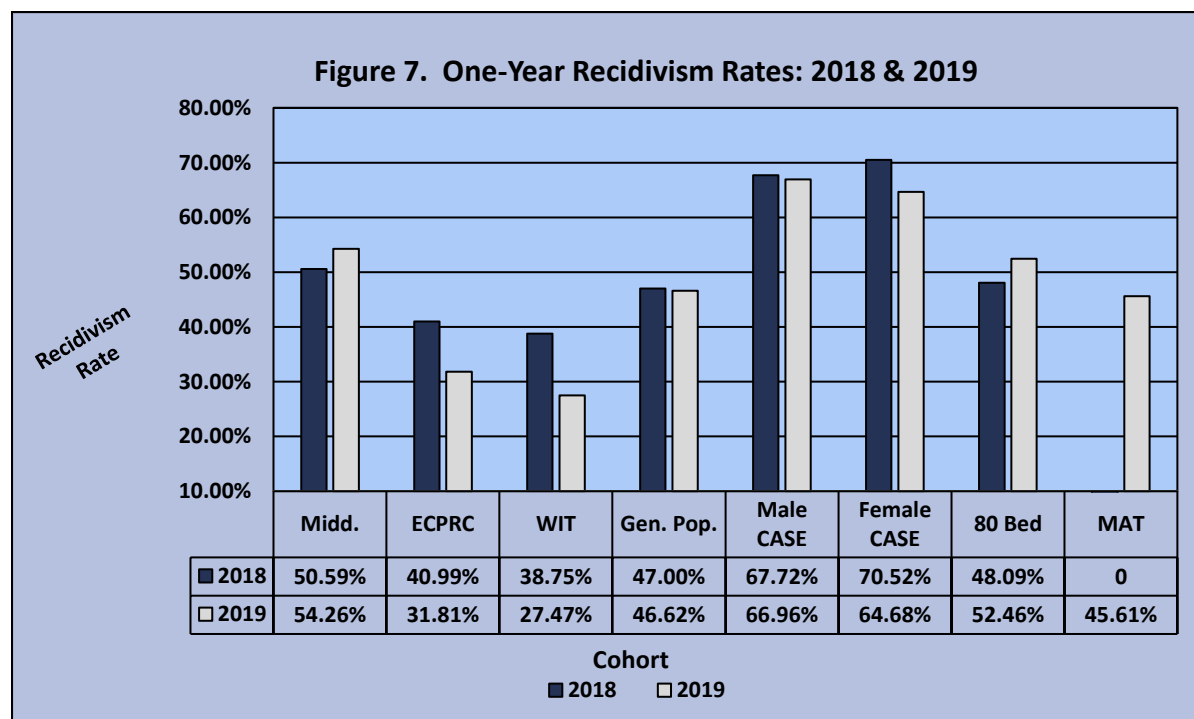


One-Year Recidivism Rates: 2018 & 2019

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.* As recidivism is measured one year after release, recidivism reports "run one year behind." The most recent report measures recidivism rates for 2019 (i.e., measured in 2020) and will be published in 2021. All cohorts consist of sentenced releases, with the exception of the Male and Female CASE Units, which are pre-trial releases.

The overall (General Population) recidivism rate decreased by .38%, from 47.00% in 2018 to 46.62% in 2019. This reflects an increase of 3.67% for Middleton and decreases of 9.18% for the ECPRC and 11.28% for the WIT. As Middleton releases a significantly higher number of inmates, the Middleton increase virtually offset the ECPRC and WIT decreases.

The Clean and Sober Existence (CASE) Units house inmates with more complex substance-related issues. The Male CASE Unit's rate decreased .76% (from 67.72% to 66.96%) and the Female CASE Unit's rate decreased 5.84% (from 70.52% to 64.68%). The rate increased 4.37% for the 80-Bed substance treatment unit (from 48.09% to 52.46%) Our Medication Assisted Treatment (MAT) Unit, providing focused treatment for inmates with substance abuse issues, opened in September of 2019. For the sentenced inmates released from September through December 2019, the recidivism rate was 45.61% (see Figure 7). Read more about the CASE and MAT Units in the *Specialized Re-Entry Services* section.



Daily Workings of ECSD

Middleton Intake



Intake Officer Evan Ferriere opens a cell. All Intake cells are regularly cleaned and disinfected.

In 2020, Middleton's Intake booked 3,189 inmates. This included 242 safekeeps, being held overnight or for the weekend for local police departments or the Massachusetts State Police; 2,465 pre-trial inmates held while awaiting trial or while their trials were in progress; and 482 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 5,783 intakes in

2020. 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.

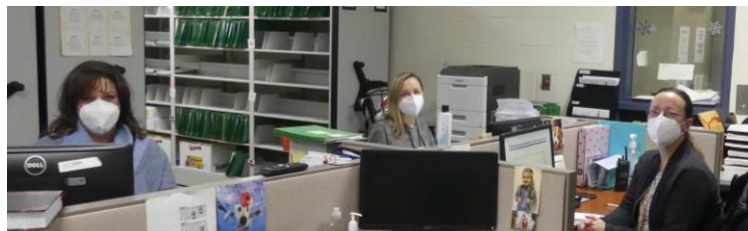
The correctional officers, clerical personnel, medical, psychological professionals, re-entry staff, and the transportation team work together to maintain a safe working environment, obtain accurate information from each inmate, screen each inmate for physical and/or mental health issues, and prepare each inmate to move on to Housing and Classification. Since the opening of the MAT Program in 2019, inmates receive a more in-depth substance abuse screening.



Open constantly, our Inmate Intake Building processed nearly 5,800 inmate intakes in 2020.

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.



Three members of our outstanding Criminal Records Division (L to R): Assistant Director Erin Muzichuk, Criminal Records Clerk Eve Reardon & Director Lt. Katherine Allen.

COVID Adaptations

Due to the pandemic, the Criminal Records Division had to adapt quickly. Many court appearances were changed to video conferences and we extended our hours to increase our ability to accommodate these. Additionally, we were able to release a higher volume of inmates directly from our custody rather than bringing them to the courtroom.

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.
- 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.
- 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.

Transportation



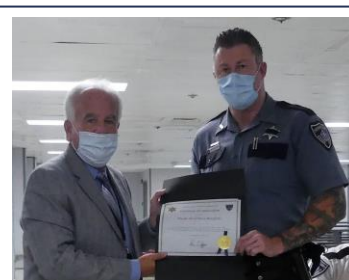
**Transportation Sergeants
Benjamin Roberge (L)
& Mark Swiniarski**

The department's transportation team brings inmates to and from courts, hospitals, treatment facilities, and correctional facilities throughout Essex County and the state. Operating twelve vans and a bus, the Transportation Division can also be found providing mutual aid to law enforcement throughout the state with medical events, vehicle accidents, and emergency situations. The Transportation Division implemented thorough cleanings of every van after every individual transport to ensure the safety of the population.

In 2020, the Transportation Team provided the following transports:

- 84 medical appointments to 17 facilities.
- 1,000 transfers to 33 correctional or treatment facilities.
- 3,880 court appearances (3,406 in Essex County & 474 out-of-county).

These figures do not reflect a limited number of transports done while the courts were closed (3/13/20-7/13/20). During this period, arraignments were conducted via teleconference and inmates remanded to our custody were picked up at the arresting agency.



**Transportation Officer Barry
McCafferty received a *Letter
of Appreciation* for providing
immediate aid to a person
trapped inside a car.**

Inmate Property

These veteran officers are responsible for the secure storage of inmate property, to include clothing, money, jewelry, and other valuables. Property Officers Michael McNeil and Joseph McLaughlin maintain the secure property storage area. Working in Inmate Property requires staff to be organized and detail oriented in order to maintain compliance with our Property standards.

Experienced Officers

Officer Michael McNeil brings 22 years' experience to his Inmate Property position, having worked for ECSD in Housing, Transportation, Central Control, and even as a Drill Instructor. Officer Joseph McLaughlin has over 20 years with ECSD. Before joining "Property," he worked in Housing, Transportation, Central Control, Visits, Outer Perimeter Security, the Mailroom, and Intake.



Inmate Property Officers Michael McNeil (L) & Joseph McLaughlin

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 6 on page 44 shows that in 2020, we had 5,897 video conferences. This is a 67% increase from 2019. With nine available rooms, all with the ability to do Polycom video conferences, Zoom conferences, and telephonic conferences, we have continued to be the leading county in Massachusetts for video conference numbers, available rooms, and equipment.

2020 Highlights

- The volume of in-state and out-of-state video conferences rose.
- After the Supreme Judicial Court allowed more virtual hearings, we saw virtual status and pretrial hearings, bench trials, motion hearings, and probation surrenders.
- We accommodated psychological evaluations, consisting of various mental health screenings (e.g. competency and commitment screenings) for courts and attorneys.



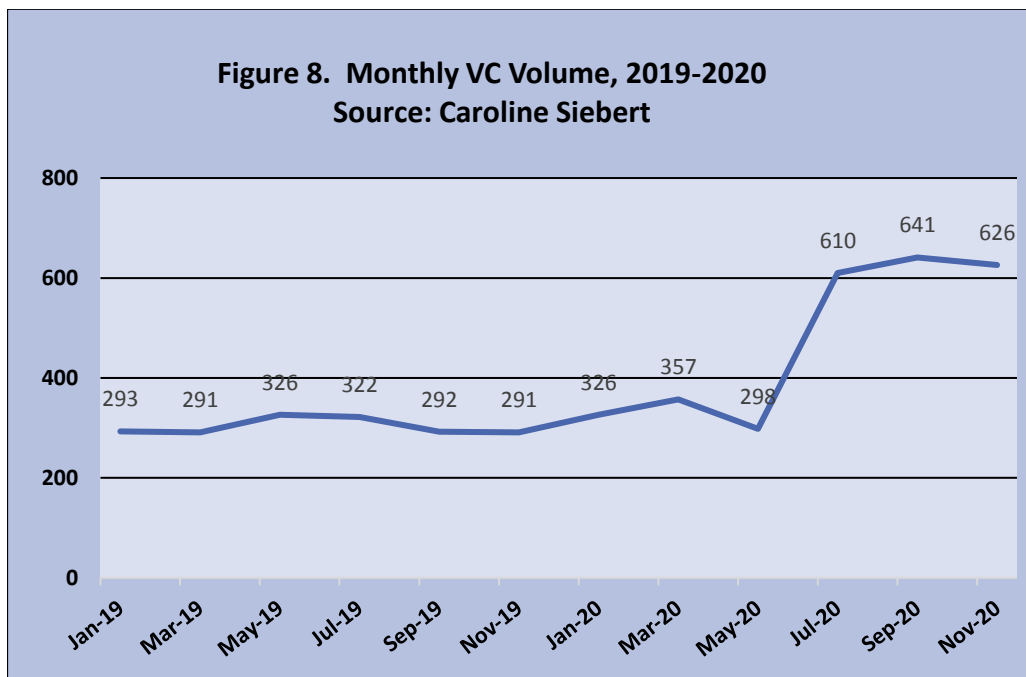
Facilitating the video conferences are Criminal Records Clerks Luis Felix & Caroline Siebert.

"Luis Felix and Caroline Siebert do a wonderful job saving us all at least one hour every single day."

- Supervising Assistant District Attorney John DePaulo

Table 6. 2020 Video Conferences by Court						Source: Caroline Siebert				
	Lawrence	Salem	Lynn	Peabody	Haverhill	Newburyport	Gloucester	Superior	Other Counties	Totals
Jan	76	56	59	8	31	9	7	43	37	326
Feb	54	46	51	10	37	11	3	28	28	268
Mar	67	57	65	22	50	15	7	59	15	357
Apr	21	15	32	9	30	9	8	126	34	284
May	44	38	27	3	28	11	9	85	53	298
Jun	79	53	60	17	48	14	8	111	94	484
Jul	65	90	111	20	64	21	20	132	87	610
Aug	75	105	148	12	64	34	16	107	75	636
Sep	91	84	122	16	70	33	16	110	99	641
Oct	92	106	95	13	58	32	16	134	107	653
Nov	82	94	125	14	60	40	20	106	85	626
Dec	115	109	131	24	54	45	17	111	108	714
Totals	861	853	1,026	168	594	274	147	1,152	822	5,897

Figure 8 illustrates the dramatic increase in the number of video conferences since the onset of COVID-19.



“With the advent of the pandemic, Video Conferencing became paramount in ensuring that the legal process continued for the inmates in our custody. Caroline and Luis went above and beyond...”

- Director of Criminal Records, Lt. Katherine Allen

Central Control

Central Control is the hub of our Middleton campus. Under the direction of Captain Edward Melanson, Central Control operates non-stop, monitoring all facility activity. Some of the staff's duties include:

- Working with COVID-19 Incident Commanders to ensure only authorized personnel have access to the area where supplies are kept.
- Running background checks to ensure only individuals with the appropriate clearance gain access to the facility.
- Monitoring all facility doors.
- 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.



**Central Control Officers
Nicholas Scally (L)
& Bryan Shedd**

2020 Highlights

- Improvements to the lobby meant a more professional environment.
- Streamlined the procedure for admitting privileged (professionals, attorneys, etc.) and nonprivileged (friends and family) inmate visitors as well as the admittance procedure for employees.
- With the onset of COVID-19, additional screening methods were added, including pre-screening tents, temperature checks, and a series of health-related questions.
- Tasked with purchasing and maintaining the Restricted Housing Unit's handheld cameras, as well as obtaining and storing any video from those cameras.
- Acquired all security equipment (listed in the *Tool Control* section) and these items are now the responsibility of our Tool Control Officer.
- Began supervising the new Video Visits, both privileged and nonprivileged.



**COVID screening tent (front) & one of
two employee changing tents in the
background.**

Personnel

- Lt. Jotham Garbin was reassigned to Security for the 3 to 11 shift and has done very well. In addition, Lt. Garbin has been chosen as one of the COVID-19 Incident Commanders for the department. Read more about the Incident Command Structure in the Spotlight on page 50.

Spotlight on Outer Perimeter Security

It's 2am, you are in your cruiser at the top of the hill at our Middleton facility, and a car comes careening toward you. At 5pm on a Friday, an irate parent insists that you call the court because they need paperwork completed...now! A little boy is asking you all kinds of questions about the jail, your uniform, and why his relative is with us. From the dangerous to the comforting, from basic information to the detailed workings of our department, these men and women must be on guard and on point 24/7/365.

Often the very first ECSD personnel to interact with the public, the Outer Perimeter Security officers provide primary security by:

- Screening every person that enters the facility
- Ensuring all vehicle movement follows security protocol
- Monitoring entrance and exit from the facility's garage
- Performing outer perimeter security and fence checks
- Monitoring the parking lot and areas surrounding the facility

Pictured below are some of the men and women of Outer Perimeter Security.



Officer Julianna King



Officer Jason Carter



Officer Wayne Rodgers



Officer Kevin Hughes



Officer John Nguyen



Officer Ross Arnold

"Their vigilance undoubtedly kept COVID from becoming a larger issue in the facility throughout the last nine months of 2020."

- Captain Edward Melanson



Officer Dennis Graef

Female Holding Area

Due to COVID, the unit's classification has changed several times in 2020 and our staff's ability to accommodate these changes was outstanding. In this area, we now house inmates who return to us from court, in order to isolate them from inmates in other units. This is part of a tiered system aimed at controlling the spread of COVID.

Visits

Inmate visit procedures have been changed significantly due to COVID-19. We have limited the number of visitors per line, while still allowing as many people to safely visit at one time. Each visitor is screened, briefed on social distancing, and offered a mask if they do not have one. Both sides of the visit room are cleaned with an electrostatic sprayer after every visit line. We have also put plexiglass partitions between each phone on both the visitor and inmate sides. Modifications have also been made to Attorney Visit Rooms to maximize the safety of attorneys and their clients.



**Plexiglass dividers in Middleton's
visiting area**

We went on-line for both privileged (attorneys and other professionals) and nonprivileged (friends and family) visits. There are thirty video units throughout the facility, most of which are in the housing units. We have been averaging eight to 10 attorney visits a day during the week, lower on weekends. Nonprivileged visits have been between 70 to 100 a day every day of the week. These video visits have increased the safety, security, and health of the facility's staff and inmate population. Read more about Video Visits in the *Inmate Focus* section. You can register for video visits at: www.essexsheriffma.org

Tool Control

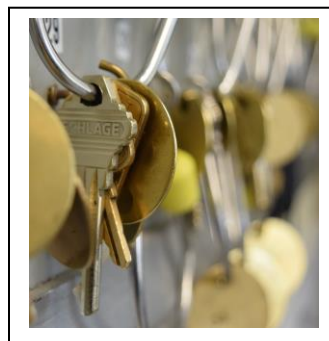
In 2019, Officer Daniel Whipple became the department's first Tool Control Officer. He improved our method of securing and accounting for tools as well as the process by which we clear tools and equipment brought into our facility. In early 2020 we were notified that Officer Whipple's efforts paid off, as we received a state "Compliant" rating in our 2019 audit. Pictured (far right) adhering to Tool Control Policy, Key Control Officer Joshua McAuliffe inventories equipment before contractors are allowed in the facility.



The Tool Control area now includes the organization, maintenance, and accountability of the department's security equipment including x-ray machines, cutdown knives, body scanners, Tactical Team equipment, and fluoroscope machines.

Key Control

Key Control Officer Joshua McAuliffe has modernized the locking systems on our video conference rooms and redesigned the system by which officers sign out vehicles and restraint equipment. The department also invested in new restraint equipment to increase the safety of inmates and officers.



Inmate Mail



Physically handling over 35,000 pieces of mail each year is a labor-intensive task. We established the position of Mailroom Officer in 2019 and have consistently improved on mail service and security. We are currently in the process of implementing procedures that will greatly increase the efficiency of the mail. Pictured left is Mailroom Officer Celeste Consoli.

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 2020, we worked with each of our three facilities and provided CODIS with 126 DNA samples (see Table 7).

Table 7. 2020 DNA Collection by Facility	
Facility	# Collected
MIDD	95
ECPRC	23
WIT	8
Total	126

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 2020, three additional staff were trained as armorers, giving us a compliment of six:

Superintendent Aaron Eastman
Captain Shelley Ehlers
Investigator Jerome Jellison
Sergeant Jason Frampton
Officer Travis Mustone
K-9 Officer Matthew Ritvo-Cabezas

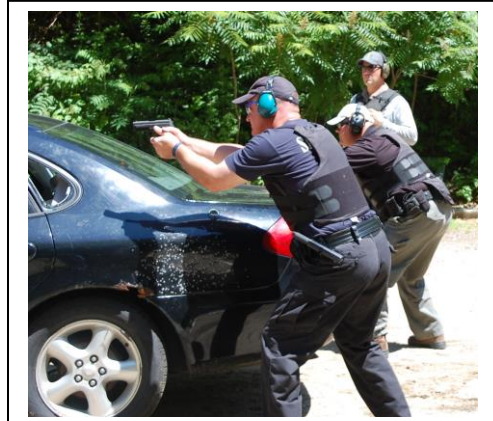
Our weapon inventory is reviewed and reconciled each month. In addition, armory audits are conducted every six months and annually, with a complete physical inventory and audit conducted every two years. In 2020, all audits showed excellent results with no exceptions. No major purchases were made in 2020.

The department has 14 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
K-9 Cpt. Thomas Cote
Cpt. John Hodgson
Cpt. Shelley Ehlers
Lt. James Comeau
Lt. Jamie Forcino
Investigator John Zaccari
Investigator Jerome Jellison
Sgt. Jason Frampton
Officer Travis Mustone
K-9 Officer Matthew Ritvo-Cabezas



Since becoming an Armorer in 2020, Officer Travis Mustone (R) has been a great help to veteran Armorer Sgt. Jason Frampton and the rest of the team.



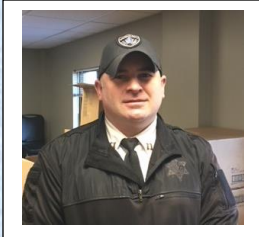
Pictured right: Range Instructors Lt. James Comeau (foreground) & A.S. Christopher Smith safely conduct a training exercise.

Sharpening Skills

In addition to our regular training, in September, 88 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.

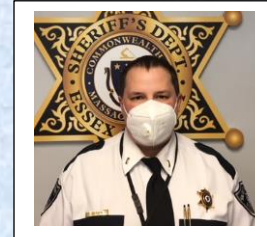
Spotlight on COVID-19 Incident Command Structure

On March 2, 2020, the Incident Command Structure (ICS) was established in response to an epidemic that we realized was going to significantly impact our staff and inmates. Captain Richard Ferrari (below left) and Lieutenant Jotham Garbin (below right) would oversee the new operation. Immediately, they began daily conference calls with the Centers for Disease Control and Prevention (CDC) and the Department of Massachusetts Public Health (DPH), as well as meeting twice daily with ECSD's Senior Management and a team of employees.



"We had a great team that came together. We focused on every aspect of what needed to be done."

- Captain Richard Ferrari



While there was no playbook for handling a pandemic at a correctional facility, we had the next best thing, a motivated and resourceful group.

Here are just some of their impressive accomplishments:

- A team of ECSD staff and WellPath medical professionals designed a protocol to test staff and inmates and trace any cases. Seven days a week we received updates from Director of Nursing Taylor Smith.
- Director of Work Release Jennifer Cantwell headed up the *Inmate Inquiries Project* to field countless calls regarding facility operations.
- Security Investigations and Central Control revamped our entire visitor process.
- Classification and Programs & Treatment needs shifted to in-cell learning via tablets.
- Our process for committing and transferring inmates required Superintendents Aaron Eastman and Heidi Mora to develop a new plan.
- The Middleton warehouse suddenly became a hub for deliveries and distribution.
- Facilities & Maintenance spent hundreds of hours "retro-fitting" workstations, housing units, and public areas.

Second only to the safety of staff and inmates was our need for supplies. We had to not only have personal protective equipment (PPE), medical supplies, and food on hand, but we also had to prepare for a stoppage in the supply chain. Thanks to individual efforts of staff, professional relationships, and the generosity of the public, we were able to maintain adequate provisions. Two examples were:

- The Procurement Division worked tirelessly to secure crucial items such as sanitizer, masks, and even laptops.
- A.S. Jeffery MaGuire and Cpt. Michael Shultz partnered with our food service provider Aramark to have two freezer trucks full of food standing by.

We thank department staff, vendors, and volunteers. Only through your extraordinary efforts have we accomplished so much.

Housing Units, Inspections, & Audits

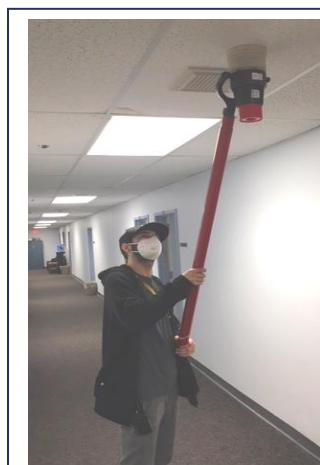
Environmental Health and Safety Officer/Fire Safety Officer

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 & annually
- Light & sound, annually
- Negative air flow (Medical Housing Unit), Monthly
- Pest control, monthly
- Sanitation, weekly (unit managers) & monthly (EHSO)
- Water temperature, monthly
- Elevators, monthly & annually



An
R. B. Allen
technician
tests a
smoke
detector at
the
Middleton
facility.

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.



**Cpt. Michael Shultz
flushes a hydrant at
Middleton.**

The following inspections are also done:

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

Due to the COVID-19 pandemic, we purchased the Victory Electrostatic Cleaning System, including 50 electrostatic sprayers. The system was implemented in all three correctional facilities. An electrostatic sprayer can be seen, at right, being used in the Middleton facility library.

Being as proactive as possible, we also purchased a SteraMist Surface Unit, a fully portable, fast acting, stand alone, point and spray misting disinfection system. The single applicator surface unit enables disinfection of all surfaces, including high touch, sensitive equipment, and electronics. As it is a larger unit, the SteraMist is used for cleaning entire rooms.



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



Officers Cameron McCusher & Ashley Brunelle of Middleton's COPE Unit

ECPRC

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



In the Control Room at the ECPRC are Sgt. Courtney Hernan & Officer Anthony Roman

WIT



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

Pictured Left: WIT Officer Donald Cornoni demonstrates one of the face shields that were assembled by WIT residents and donated to ECSD.

Spotlight on Inmate Care During COVID

The following is from a letter to Sheriff Coppinger from a former ECPRC inmate:

I would to take a moment to speak on the covid-19 precautions and procedures that have been implemented at the Farm. I was an inmate from mid-March to the end of April...although the inmates including myself don't like the face masks or the social distancing procedures they are absolutely working. Your staff, administrative, officers and civil are doing an outstanding job of taking precautions with their outside life to not bring the virus in the facility. I know that Middleton hasn't fared as well but as of April 29th there were no cases at the farm.

I'd personally like to thank you and the staff for doing a great job keeping the inmates safe. Please pass on my gratitude to your staff. I will also be in contact with the media to acknowledge the job well done by your staff.

Respectfully, James Moran

Audits

Middleton



The **Department of Corrections** (DOC) audit, consisting of 49 standards, was conducted at the Middleton facility. The initial audit, done in September, found 40 (82%) of the standards to be compliant and nine non-compliant. The final audit, done in December, showed 48 (98%) of the standards to be compliant and one non-compliant with an approved waiver.

In order to increase compliance and ensure smooth operations, our Inspections & Compliance Division implemented “mock audits” in 2020. The process involves working with division heads and having I&C staff conduct an “audit.” These mock audits help identify any concerns and allow corrective action plans to be put into place prior to the actual audit.

The **American Correctional Association** (ACA) audit is done once every three years. In our most recent audit, completed in 2018, we received a score of 100% on mandatory standards and 98.7% on non-mandatory standards. The next audit will take place in 2021.

The **Prison Rape Elimination Act** (PREA) audit was performed in June 2019. The department had 100% compliance with five “Exceeds.” This audit is conducted every three years, with the next one to be held in 2022.

The **National Committee on Correctional Health Care** (NCCHC) audit is conducted every three years, with our most recent audit being conducted in June 2018. This medical audit consists of 40 Essential Standards: 37 are applicable to this facility and 36 (97%) were found to be in compliance. There are 27 Important Standards: 27 are applicable to this facility and 27 (100%) were found to be in compliance. The next audit will be in 2021.

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

Due to COVID-19, no **Department of Public Health** (DPH) audits were conducted.

ECPRC

In the initial **DOC** audit, conducted in January, out of 46 standards, 40 (87%) were compliant. We had six non-compliant, four without waivers and two with waivers. The follow-up audit, conducted in July, resulted in just one standard non-compliant (45/46 = 98%).

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



One **Department of Public Health** audit was performed. No “score” was received, but rather it is an ongoing collaboration with DPH.

*“The staff we have matches up well with our inmate population.
Staff really aim to meet the needs of the inmates.”*

- ECPRC Superintendent Heidi Mora

WIT



In the initial **DOC** audit, conducted in July, we had 36 compliant standards out of 46 (78%). Due to COVID, the follow-up audit was not conducted until January 2021, resulting in one non-compliant with no waiver and one non-compliant with a waiver (44/46 = 96%).

“The auditor noted that it was apparent that everyone was committed to the success of the WIT. She further referred to the WIT as a ‘Hidden Gem.’”

- WIT Assistant Superintendent
Krystina McFarland

The **American Correctional Association** (ACA) audit is done once every three years. Not only has the WIT maintained ACA accreditation, but in the last two audits, in 2015 and 2018, the facility scored 100/100 for both non-mandatory and mandatory standards. The next audit will take place in 2021.

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

One **Department of Public Health** audit was performed. No “score” was received, but rather it is an ongoing collaboration with DPH.

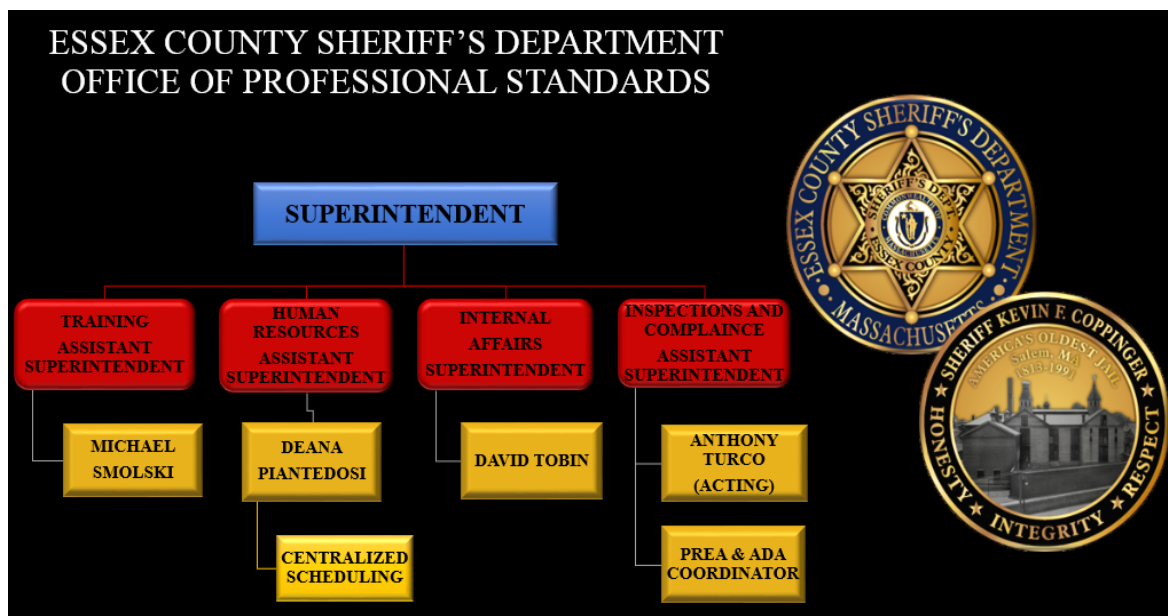
Office of Professional Standards



**Superintendent,
Office of Professional
Standards
Linda Clifford**

The Office of Professional Standards (OPS) has broad responsibilities and oversight in order 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, Inspections and Compliance Division, and Centralized Scheduling (see the chart below). 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.



The following represents some of the OPS initiatives:

In progress

- The Essex County Sheriff's Department is committed to using safe corrections/law enforcement practices and principles. Pursuant to President Trump's Executive Order on *Safe Policing for Safe Communities*, we are working on certification through the Massachusetts Police Accreditation Commission to comply with those standards.
- We are continuing to develop our new department wide *Document Management System*, which will provide efficient and effective management and transmission

of documents, and assist in inspection and compliance requirements, employee training, and policy and procedure management.

Completed

- Secured space at Essex North Shore Agricultural & Technical School and have opened a new state-of-the-art Essex County Sheriff's Department Training and Staff Development Center. Virtually all our department's training is conducted at this facility and are we are excited to host Regional training sessions as well. Pictured right is one of the newly remodeled classrooms.
- Contracted with a new law enforcement search engine vendor to enhance the department's investigations.
- Revised and updated the department's employee and inmate handbooks.
- Developed new *Employee Performance Evaluations* for the department, to be implemented in early 2021.
- Established the Centralized Scheduling Office.
- Designed and created new department ID cards.
- Promoted Michael Smolski to Assistant Superintendent, Director of Training and Staff Development. Congratulations A.S. Smolski.



Ongoing

- Work with all divisions to streamline the current vendor/volunteer policies and procedures. Collaborating with vendor agencies, Training, Human Resources, and Investigations to design the best product for all needs.
- Provide opportunities for officers to experience other law enforcement opportunities through Northeastern Massachusetts Law Enforcement Council (NEMLEC) participation.
- Continue our long-standing partnership with Northern Essex Community College for our Academy training and hope to expand the partnership in the future.
- Curtailed by COVID restrictions, suspended our initiative to send newly promoted officers and managers to the F.B.I.'s Law Enforcement Executive Development Association (LEEDA) training. We expect to resume in the coming year.
- Continuously reviewing our position descriptions to ensure that they accurately reflect current duties and responsibilities.
- Continuing with the successful "Command Inspections," conducted on a weekly basis in our facility. These inspections serve to further promote and enforce professional standards within the department.
- OPS will continue assessing and editing existing policies and procedures as well as developing new ones as needed. This year we began using gender neutral terms in our policies and handbooks. This department-wide effort utilizes the expertise of all department employees to maintain a *Professional Decorum*.

Spotlight on Centralized Scheduling

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

Under the direct supervision of the Director of Human Resources, Deana Piantedosi, Centralized Scheduling is responsible for coordinating time off requests, maintaining daily staff levels and assignments, addressing overtime needs, and ensuring there is effective communication between Human Resources, Payroll, and Scheduling. This unified approach gives us one set of goals, objectives, and procedures that improve 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 reinforce our core values of Honesty, Integrity, and Respect.

2020 Highlights

- In July, we launched new state-of-the-art time keeping & payroll systems. In addition to being quite efficient, the systems have been welcomed by staff.
- Efficiencies in scheduling have resulted in a decrease in overtime costs. We spent approximately \$330 thousand less in FY21 than that of FY20.
- Time off requests, overtime, and details are processed more quickly and consistently.
- Through automation, schedules/roll calls are more accurate and updated quicker.
- The entire department met their training requirement by July 1, 2020.

Details

In 2020, our officers provided the following coverage:

- Filled 326 details in Essex County communities
- Assisted Massachusetts State Police with 49 Mass Highway Details
- 8 Teams for Community Action Team (CAT) Saturation, Sobriety Checkpoints
- 23 officers assigned to Salem Haunted Happenings

Mutual Aid events included:

- Lawrence public pools
- Northshore Mall, Peabody holiday traffic
- Salem State University, student move-in weekend
- Newburyport & Peabody High School graduations

Pictured right: Officer Paul Cerino (L) and Captain James Foley work a detail in Peabody.



Human Resources



Human Resources
Director
Deana Piantedosi

The Impact of COVID-19

In early March 2020, Governor Baker declared a State of Emergency to help combat COVID-19. The department's first positive case within the facility came shortly after, on March 23.

Since the start of the pandemic in March, Human Resources' involvement in the process has been a constant. As our employees, vendors, and volunteers were tested, HR reported testing dates, results, working location, quarantine start and end date, employee type (Correctional, Non-Correctional, Vendor, Volunteer), and people with whom they had contact. This allowed us to track cases and contact trace for COVID.

Effective December 4, 2020, we provided an opportunity for employees to voluntarily test for COVID-19 through our healthcare provider, WellPath. Human Resources assumed the role of scheduling employees, vendors, and volunteers, as well as notifying all employees of their test results. We provided guidance to employees while adjusting to any changes announced by the Centers for Disease Control and Prevention (CDC). We continue to provide Sheriff Copping and his Executive Team with daily updates of COVID-19 affected employees.

The department's data are sent daily to the Department of Public Health, the Supreme Judicial Courts, local Judges, and the Massachusetts Sheriffs' Association. Our 2020 COVID statistics are available in the *COVID-19 Tracing* section.

"There is no doubt that 2020 has been one of the most trying and stressful years, especially for those working the front lines. Human Resources wants to personally thank all Sheriff Department employees and vendors who tirelessly worked throughout the pandemic and continue to do so. Without you, we would not be able to follow through with the mission of the department."

- Deana Piantedosi, Human Resources Director

2020 Highlights

In 2020, we held two Basic Training Academies, which resulted in the hiring of 37 new correctional officers. To them we say, "Welcome!" We also hired two non-uniformed staff. We are proud that 17 individuals were promoted to new assignments in 2020. Thirteen individuals left ECSD to enjoy retirement.

We had 35 instances of exemplary service resulting in six *Letters of Commendation*, 12 *Letters of Recognition*, and 17 *Letters of Appreciation* as listed below.

2020 Letters of Commendation

May 11, 2020

For quick response and level of care provided that resulted in a saved life:

Sergeant William Chiccarelli

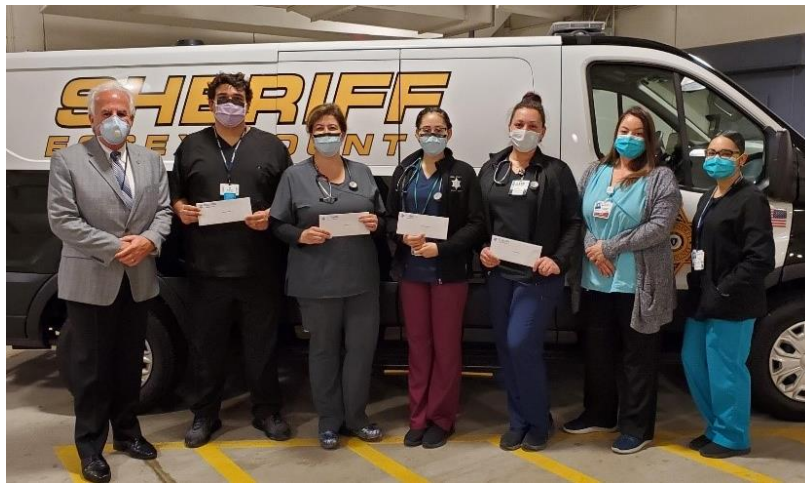
Officer Ryan Smith

NP Gia Leach

RN Jenna Doig

RN Johana Gonzalez

LPN George Maniatis



Receiving their *Letters of Commendation* from Sheriff Coppinger are (L to R): LPN George Maniatis, NP Gia Leach, RN Johana Gonzalez, and RN Jenna Doig. Joining them are former Health Services Administrator Brianna Molloy (2nd from right) and former Director of Nursing Julianna Reyes (far right).

2020 Letters of Recognition

May 11, 2020

For outstanding actions during a serious suicide attempt:

Assistant Director of Security Jonathan Campbell

Sergeant Craig Koulopoulos

Sergeant Gregory Turner

Officer Andrew Gentile

Officer Kyle Houghton

Officer Zachary Vatcher

Officer Jason Vlahos

RN Nathan Sebatta

RN Taylor Smith

LPN Jonathan Cobbett

LPN Idonger Reese

LPN Katherine Schylander



Sergeant Craig Koulopoulos accepts his *Letter of Recognition*.

2020 Letters of Appreciation

January 21, 2020

Reintegration Coordinator Jennifer Lee Poulin, for outstanding contributions to ECSD and the Training Department.

February 26, 2020

Assistant Superintendent Jason Faro, for outstanding contributions to ECSD and the Medication Assisted Treatment (MAT) Program.

May 11, 2020

For outstanding response during an inmate medical emergency:

Sergeant Jennifer Evans
Sergeant Peter Waldman
Sergeant Alex Wilson
Officer Nicholas Bona
Officer Tanya Cubelli
Officer Daniel Gilroy
Officer Blake Hery
Officer Matthew Nikas
Officer Justin M. Perry
Officer Zachary Vatcher



**Sheriff
Coppinger
presents Sgt.
Jennifer
Evans with a
*Letter of
Appreciation.***

June 16, 2020

For outstanding actions at a motor vehicle accident:

Deputy Sheriff Kyle Kidger
Deputy Sheriff Barry McCafferty
Deputy Sheriff Matthew Ritvo-Cabezas



**Officer Daniel Gilroy receives
his *Letter of Appreciation.***

October 27, 2020

Officer Charles Ober for unwavering support and guidance to the Training Department.

October 27, 2020

Officer George Arauz for outstanding effort in producing the National POW/MIA Memorial Ceremony video.



**Some of our 2020 award
recipients with Sheriff
Coppinger.
Congratulations on a job
well done!**

Military Leave

In 2020, our military personnel were called upon to assist the Commonwealth of Massachusetts during many moments of civil unrest, disturbances, protests, and demonstrations. We thank them for their quick actions and for supporting the Commonwealth of Massachusetts in times of need.

Correctional Officer Stephen Baccari
Correctional Officer Ryan Baring
Correctional Officer Colin Bode
Correctional Officer Michael Cotton
Correctional Officer Ryan Gabriel
Correctional Officer Sang Huynh
Investigator Jerome Jellison
Correctional Officer Paul Lind
Correctional Officer Jacob Menard
Correctional Officer Gary Roy
Correctional Officer Marie Venezia

We welcomed home two of our employees after year-long military deployments:

Correctional Officer Sean Maguire
Correctional Officer Luis Lopez



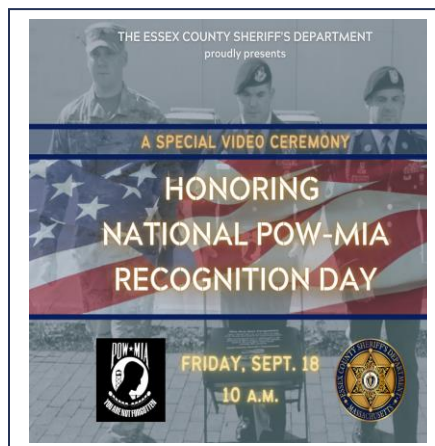
Officer Sang Huynh (pictured right) is one of many ECSD employees who currently serve in the military. Officer Huynh is a Sergeant First Class in the Army National Guard. He has served 17 years and been deployed three times. In 2020, he was called up to respond to the COVID-19 crisis, helping to transport food and supplies throughout Massachusetts.

A special tribute on National POW-MIA Recognition Day



Our department is proud to be home to the only monument in the state dedicated to the brave Massachusetts Vietnam War POW-MIAs (pictured left). Each year, we come together on National POW-MIA Recognition Day to read their names aloud and present the *Missing Man Table*.

In 2020, with the help of many of our employees and Governor Charlie Baker, we put together a powerful and moving ceremonial video to honor these men and their families.



This touching video can be viewed at:
www.youtube.com/watch?v=Cmi-hCrpeLI

Personnel

As of the end of 2020, we employed 576 people in the Sheriff's Department.

Uniformed staff*

Correctional Officers	361
Sr. Correctional Officers	38
Sergeants	53
Lieutenants	19
Captains	14
Assistant Superintendents	25
Superintendents	5
Sheriff	<u>1</u>
Total Uniformed	516

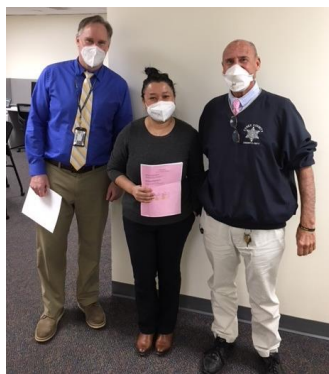


Caitlin Ruth was promoted to Lieutenant in 2020. Lt. Ruth is a Shift Commander/ Executive Officer.

Non-uniformed staff 60

Total 576

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

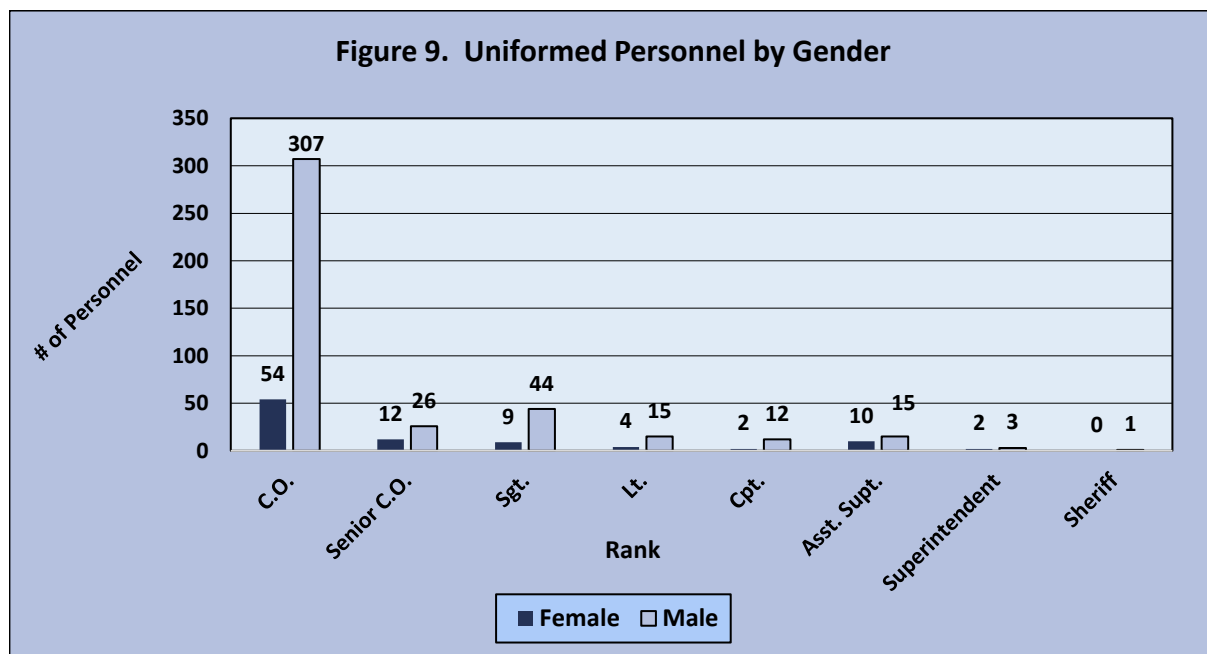


L to R: Chief Financial Officer Kevin Sullivan, Procurement Director Sarika Shrestha & Corrections Specialist Dennis Laubner share a smile.

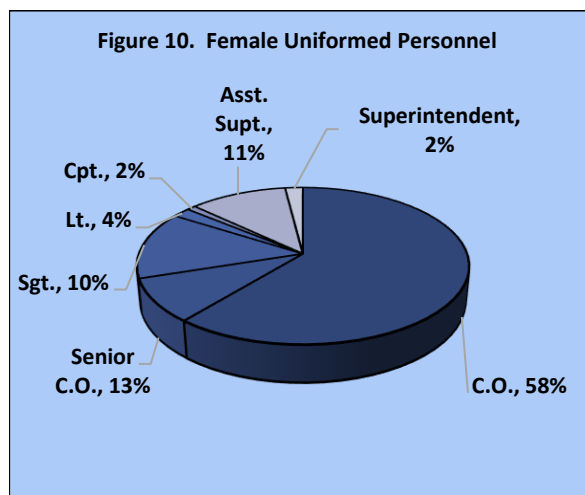
Congratulations to the 17 employees who received promotions in 2020.

Name	New Title
Katherine Allen	Lieutenant
Thomas Casey	Senior C.O., Reintegration
James Comeau	Lieutenant
Pam DiGirolamo	Scheduling Administrator
Joseph DiPietro	Lieutenant
Laura Dow	Captain
Nicholas Eaton	Senior C.O., Work Release
Richard Ferrari	Captain
Melissa Jewett	Asst. Director, Lawrence OCC
Ivett LaFave	Senior C.O., Reintegration
Jacquelyn Leeman	Director, Pre-Trial Re-Entry Services
Kyanna Lees	Lieutenant
Corey Peabody	Lieutenant
Caitlin Ruth	Lieutenant
Michael Smolski	Director, Training & Staff Development
Scott Sousa	Lieutenant
Marianne Thibault	Asst. Director, Lynn OCC

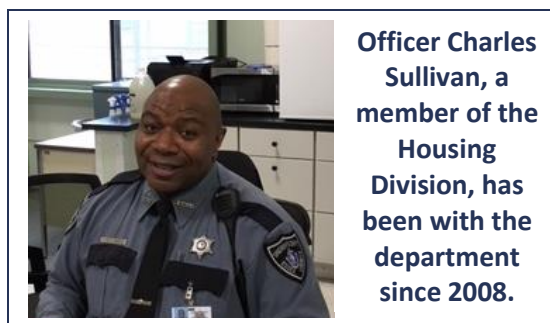
Figure 9 provides a breakdown of uniformed personnel by gender: 423 males and 93 females.



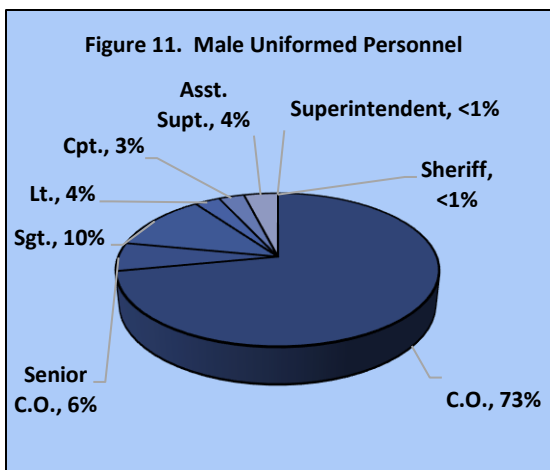
Figures 10 and 11 show that for the rank of Correctional Officer through Superintendent, female officers continue to have a larger percentage than male officers in higher ranks (e.g., Captain, Assistant Superintendent, and Superintendent).



Officer Brianna Comeau takes part in the Bunny-chitta Compassionate Care Program at the WIT.



Officer Charles Sullivan, a member of the Housing Division, has been with the department since 2008.



Welcome New Officers!

Basic Training Academy 20-01

Alexander Avola
Celeste Consoli
Farid Dessources
Michael Egitto
Jake LeBlanc
Paul Lind
Nathan Marsolais
Virginia McCormack
Jonathan Morales
Hai Nguyen
Liam O'Donnell
Eric Powers
Dakota Rizer
Tyler Salois
Liam Soye



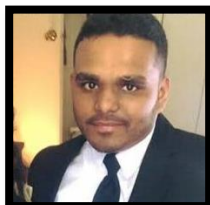
Class Moto: "Let's Go!"

Basic Training Academy 20-02

Jose Arroyo
Cyarra Brown
Kayla Carter
Zachary Collins
John DiVenuti
Evan Ferriere
Robert Fitzgerald
Veaceslav Frimu
Liv Frontiero
Mark Gangi
Alec Harnois
Christopher Jackson
Jerome Louijeune
Cameron McCusker
Kyle Milovanovic
DeSean Oliver
Matthew Poppe
Jann Rodriguez
Gregorit Sanchez
Dustin Scheibling
Anthony Spadafora
Vasilios Vakalfotis



Class Moto: "Commit or Quit!"



Class 20-01 Salutes Anish Khalifa
Correctional Officer Recruit
EOW May 26, 2020
Rest in Peace Our Friend

We extend our Best Wishes to the 13 employees who retired in 2020:

Kevin Anderson
Christopher Farnham
Christopher Goudreault
David Liacos
James Petrosino
Frank Walsh
Edward Zins

William Comeau
Jeffrey Gallo
John LeBlanc
Barry McCafferty
Kevin Reardon
Jeffrey Webber



"We were created for meaningful work, and one of life's greatest pleasures is the satisfaction of a job well done."

- John C. Maxwell

Training & Staff Development



Assistant Superintendent Michael Smolski (pictured left) was promoted to Director of Training in October of 2020. He previously held the rank of Sergeant within the Housing Division and Drill Instructor/Executive Officer within the Basic Training Academy. A.S. Smolski has been with ECSD since 2006 and brings experience, knowledge, and a spirit of teamwork to his new position. He holds certifications in Train the Trainer, Defensive Tactics, and FitForce.

“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

The Journey of becoming an Essex County Correctional Officer

Recruitment

Recruitment Specialist, Correctional Officer Stephen D’Apolito works with colleges and universities, veterans’ groups, and other platforms to promote the department and determine highly qualified candidates.

Application Process

Applicants who meet the requirement of an associate degree, 60 college credits, or two years’ military service begin the seven-step application process that includes:

- Physical abilities test
- Oral Board interview
- Social media background review
- Background investigation
- Drug screening
- Medical screening
- Psychological written assessment and interview



Clerk Cassandra Evans, a member of the Training Division since 2016, works closely with the Internal Affairs Division and Human Resources throughout the application process to ensure that only the “best of the best” join our ranks.

Pictured: Top, Academy Class 20-01 graduation.
Bottom, Academy Class 20-02 on their “Pride Run.”



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.

Academy Director Allisson Hernandez (pictured below pinning new Correctional Officer Liv Frontiero) 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.

Some of the areas of instruction:

- 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



The pinning of the badge signifies the recruit becoming an officer.

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 at building character and integrity. Interested in a rewarding career? To apply online, go to our website: 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*. *Sgt. Jonathan Credit* oversees the guidance and training of the mentors. Sgt. Credit brings 22 years' experience to the Training Division. He also supervises the Sheriff's Youth Academy and has certifications in CPR/1st Responder and Train the Trainer.

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

Drill Instructor Charles Ober has taken it upon himself to complete numerous projects for the department, including our new security-based identification cards and our banners celebrating Correctional Officers Week, pictured here.



True Collaboration: ECSD's Training Advisory Committee

The Training Advisory Committee consists of a representative from each of our three facilities as well as Housing, Security Investigations, Civil Process, and Office of Community Corrections. The committee meets quarterly to discuss and assess training needs, updates, and implementation of in-service curriculum.

2020 Highlights

- Basic Training Academy Class 20-02 graduation was held at our new Training and Staff Development Center.
- Sgt. Credit and Ofc. Arauz produced holiday videos for ECSD family members.
- Ofc. Arauz created informational/welcome videos for our three OCC offices.
- The Field Training Officer Program began in December.
- Salem State University student Dairine Silveira completed an internship with us.
- Training Staff provided Defensive Tactics training to Endicott College Police.
- Basic Training Academy Staff created a to-scale training cell/housing unit, which provides realistic training for Academy recruits.
- Sgt. Jon Credit and Ofc. Cara Buckley became certified CPR/1st Responder instructors.
- Middlesex County Sheriff's Department provided their Mobile Training Center (MTC) and approximately 90 staff members were trained in virtual Use of Force scenarios.
- We implemented advanced department identification cards.

A New Training Facility



The Essex County Training and Staff Development Center, which opened in September 2020, highlights Sheriff Coppinger's commitment to bringing the department to the forefront of training in the Commonwealth. The state-of-the-art facility provides many upgrades to the method of delivery of training to ECSD staff, vendors, volunteers, and interns.

Classrooms are equipped with ample seating, multiple monitors, assistance for the hearing impaired, and streaming capability allowing for remote learners and instructors to attend training. The facility also provides areas for practical training such as defensive tactics or CPR/1st Responder applications. Other new features include a conference room with Zoom capability, fingerprint machine, and new camera & identification card system.



Pictured: Academy Class 20-02 graduation ceremonies in one of our new classrooms.

Additional Responsibilities:

- Conduct 40 hours orientation for new employees, volunteers, and interns.
- Conduct 24 hours In-Service Training for non-academized vendors and support staff.
- Conduct 40 hours In-Service Training for academized staff.
- 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.
- Provide identification cards for all authorized personnel.



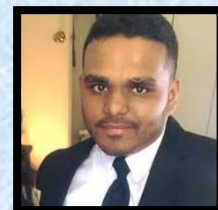
2020 Statistics

- Training is provided for approximately 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.



In Memory of Recruit Anish Khalifa

On May 26, 2020, the Essex County Sheriff's Department lost one of its own. Anish Khalifa, a Basic Training Academy Recruit, tragically passed away after participating in a physical fitness test. Anish was a hard-working and dedicated classmate, son, brother, and father. Anish's sudden passing was a devastating loss for the Academy and Essex County Sheriff's Department. Anish's classmates in Basic Training Academy 20-01 honored his memory by graduating in early July. Our thoughts and prayers continue to be with Anish and his family. He will never be forgotten.



Internal Affairs Division



**Superintendent,
Internal Affairs Division
David Tobin**

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, use of force reviews, contraband, harassment, and inappropriate conduct with inmates.

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 United States Attorney’s Office.

Sheriff Kevin Coppinger’s Initiative within IAD

In 2018, Sheriff Coppinger instituted a temporary assignment within IAD that affords qualified department employees an opportunity to work in IAD conducting New Employee Background Investigations, IAD reviews for Vendor Security Clearances, and department ID renewals. To date, IAD has had seven employees participate in this assignment.

The IAD temporary assignment involves communicating with the state and federal courts, numerous police departments within the United States, and the International Criminal Police Organization (Interpol). It also includes conducting telephone interviews with the applicant, personal references, as well as current and previous employers. In addition, duties include analyzing data, writing detailed and comprehensive reports, searching social media platforms, and reviewing multiple law enforcement databases to ascertain any law enforcement contact by the applicants.

The following represents IAD’s workload for 2020:

- **135 Department identification clearance reviews**
- **118 Employment background investigations**
- **113 Vendor security clearance reviews**
- **100 Promotional IAD reviews**
- **52 Internal investigative incidents**
- **37 Law enforcement contact reviews**
- **32 Promotional *Prison Rape Elimination Act* (PREA) reviews**
- **20 Administrative reviews**
- **607 Total matters initiated by IAD**



IAD Staff, Front, L to R: Officer Megan DiNocco, Superintendent David Tobin, Assistant Superintendent Lauren Iannelli. Back, L to R: Investigator Gerald Mohan, Investigator David Wentzell, Officer Joseph Magnarelli.

Inspections & Compliance

The Inspections and Compliance (I&C) Division tracks all policies, procedures, and post orders to ensure they are up-to-date and compliant with state and federal regulations. I&C is responsible for the Department of Corrections (DOC) audits across all three facilities.

Personnel



**Assistant
Superintendent
Anthony Turco**

In July, Assistant Superintendent Anthony Turco assumed the role of Interim Director of Inspections & Compliance.

In September, Morgan Whiton joined as the part-time Compliance Assistant. As a former intern of Lt. Karen Paluzzi's, Morgan was a welcomed addition to I&C.



**Lt. Karen Paluzzi (L) &
Compliance Assistant
Morgan Whiton**

2020 Highlights

DOC Audits and Implementation of Mock Audits

The DOC audit, consisting of 49 standards, was conducted at the Middleton facility. The initial audit found 40 (82%) of the standards to be compliant and nine non-compliant. The final audit showed 48 (98%) of the standards to be compliant and one non-compliant with an approved waiver.



In order to increase compliance and ensure smooth operations, I&C implemented "mock audits" in 2020. The process involves working with division heads and having I&C staff conduct an "audit." These audits help identify any concerns and allow corrective action plans to be put into place prior the actual audit.

Preparing for American Correctional Association (ACA) Audit

We are continuing American Correctional Association (ACA) documentation development. In 2021, the final year of documentation collection will begin, as well as the ACA audit.



Re-Evaluation of Policies, Procedures, and Post Orders

Division heads are now required to conduct timely reviews of policies, procedures, and post orders to ensure they are operationally sound. In addition, we are streamlining "core policies" for the department, utilizing one document for all facilities.

Prison Rape Elimination Act (PREA)

The ECSD was a recipient of the 2020 U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), and Bureau of Justice Assistance (BJA) for the *Implementation of PREA Standards, Protecting Inmates, and Safeguarding Communities* program (PREA Grant).

Partnering with our healthcare provider, WellPath, we are working to improve access to mental health care for incarcerated sexual assault/rape survivors. As shown in our *2020 PREA Annual Report*, the department has experienced a significant decline in substantiated PREA allegations. We have added three new PREA managers, pictured below:



**Cpt. Amanda Burnham
Middleton**



**Lt. Joseph DiPietro
ECPRC**



**Sgt. Ann Zannini
WIT**

Suicide Prevention

Lindsay Hayes, a nationally recognized expert in the field of suicide prevention within correctional facilities, reviewed our practices and offered recommendations in his “Report on Jail Suicide Prevention Practices within the Essex County Sheriff’s Department,” dated November 15, 2019. In 2020, we completed the implementation of the necessary changes. Improvements included mandating *Suicide Prevention* classroom training for all employees, vendors, and volunteers and the completion of the department’s first *Suicide Prevention Policy 103 ECSD 244.00*, which was signed by the Sheriff on August 31, 2020.

ADA Milestones

- ADA Coordinator, Assistant Superintendent Darya Ferrari developed policies and procedures for handling *Americans with Disabilities Act* inquiries. As a result, new questions were added to the inmate intake questionnaire process to ensure staff are aware of, and able to respond to, inmates’ special needs in a timely manner.
- A portable video phone was acquired which proved helpful in ensuring hearing impaired inmates are able to communicate with staff, family members, and attorneys.
- Staff is working to determine an appropriate screen-reading software to be used in assisting visually impaired inmates.

Spotlight on “PowerDMS”

After a great deal of work in 2020, PowerDMS was launched in early 2021. All policies have been uploaded, user groups have been established, and workflows created. This new system eliminated hard copy policies and procedures and created an online database for storing documents.

Staff is now able to access policies from years past and can see side-by-side comparisons of revised policies to verify what has changed.



Post Traumatic Stress – Peer Support and EAP



ECSD Peer Support Team

The ECSD Peer Support Team was organized in April of 2018. The team currently consists of 19 employees representing different ranks, military background, shifts, and seniority throughout all the facilities. The team is available around-the-clock for their fellow employees. Team members are trained in areas such as correctional officer PTSD, crisis intervention, and substance abuse.

CISM

Ten of the peer support members are certified in Critical Incident Stress Management (CISM) through the International Critical Incident Stress Management Foundation, Inc. CISM trained members provide assistance to law enforcement and correctional professionals after critical incidents. References for continued care are provided when needed. Peer Support and CISM services are confidential.

The CISM team was called in to provide defusing and debriefings for seven critical incidents at ECSD in 2020.

NEMLEC

Two of our Peer Support members are also on the Northeastern Massachusetts Law Enforcement Council (NEMLEC) Critical Incident Team. On a rotating basis, these two members are on call to assist any law enforcement agency in Northeastern Massachusetts.

These two members were called out to 12 separate critical incidents in 2020.

Employee Assistance Program (EAP)

CompEAP provides a diverse range of programs for employees that may be struggling with personal issues. EAP is confidential.

In 2020, CompEAP provided confidential services for 71 employees.

“Be strong enough to stand alone, smart enough to know when you need help, and brave enough to ask for it.”

- Lena Horne

Operations

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

Strategic Planning & Policy



The Importance of Teamwork

When asked about how she motivates her staff, Director Barbara Maher shared the following quote.

***"Individual commitment to a group effort,
that is what makes a team work."***

- Football Coach Vince Lombardi

Barbara Maher has served ECSD for over 25 years. In her role as Strategic Planning & Policy Director, she is responsible for department-wide reviews of all programs and practices, as well as collection of data for evidence-based practices, fiscal budgeting, strategic planning, and staffing. Director Maher supervises Grant Funding, Research and Statistics, and the 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.

2020 Highlights

Grant Funding

The department had a very successful grant funding year in 2020. The department applied for one state and four federal grants and was awarded all of them totaling over \$6.7 million in funding and/or services over the next several years. Read more in the *Grant Funding* section.

Research & Statistics

In 2020, R&S completed several major projects including A 10-Year Correlation Study on Recidivism Factors and the 2019 Annual Report. Read more in the *Research & Statistics* section.

Director of Communications

In March of 2020, Gretchen Grosky was hired as Communications Director for the department. Read more in the *Director of Communications* section.

Intern Program

We continue to partner with local colleges and universities to offer professional learning experiences and practical work related to the student's field of study. This semester-long partnership allows the student the opportunity for career exploration in the field of corrections and the chance to apply their college course work in a real-life setting. The interns are placed with supervisors within the department and work between 10 and 20 hours per week. We are proud that many interns apply to be full-time correctional officers as a result of their experience in the internship program.

Website Upgrade

In March of 2020, in response to COVID-19 and the department's efforts to protect and provide real time information to all employees, a secure Employee Only Portal was added to the department's webpage. This allowed for all employees access any time, day, or night, via a computer or smartphone, real time updates and notices informing employees of pertinent information. This portal has proven to be a valuable resource for all employees of the department to stay up to date.

Grant Funding



Grant Administrator, Assistant Superintendent Leah Harrington (pictured left) did an outstanding job in 2020. Partnering with agencies throughout Massachusetts and beyond, A.S. Harrington secured grant funding for inmate programs, education, treatment, and employment training.

A.S. Harrington shared the following sentiment about collaboration.

***"The strength of the team is each individual member.
The strength of each member is the team."***

— Phil Jackson

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 seven million dollars, to address the department's re-entry efforts, the ongoing opioid epidemic, as well as other areas within the department.

Communication is Key (Pictured L to R): CFO Kevin Sullivan, Director of I.T. & Communications David Marescalchi, and Director of Security Investigations David Earle.



U.S Department of Labor (DOL) Employment and Training Administration (ETA), year one of three: \$4 million



To expand our successful Essex Tech Training Program at the ECPRC. The Essex County Re-Entry Vocational Training Center Program will serve 550 inmates of the Middleton facility, the ECPRC and the WIT through a program that will provide workforce services prior to release and continued services after release for participants returning to Essex County. In July 2020, the grant was presented by U.S. Department of Labor Secretary Eugene Scalia.

Volunteers of America (VOA) will provide case management and help 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.

Pictured above, U.S. Department of Labor Secretary Scalia (L) awards Sheriff Copping the U.S. Department of Labor (DOL) Employment and Training Administration (ETA) Grant.

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'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 one 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 one 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 two of three: \$1.5 million



Proud C-Tech graduates

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.

“This is an incredible program that I was completely unaware even existed...It speaks volumes about the department. Congratulations to the graduates!”

- Facebook post about the C-Tech Program.
Jenn N., 9-15-20

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

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

A partnership with the Essex North Shore Technical School to implement a Hardscaping Program for individuals to receive OSHA certification.

MA Department of Elementary and Secondary Education, Title One - Part D: \$187,307 & \$91,830

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

MA Executive Office of Public Safety and Security (EOPSS) awarded the Department Residential Substance Abuse Treatment: \$21,000

The Treatment and Recovery from Addiction in Corrections (TRAC) 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.

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

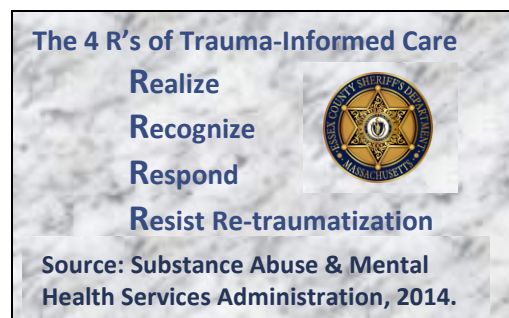
To expand and enhance our current Body Worn Camera (BWC) Program. The department is eligible to add 100 new cameras to its correctional force and enhance the current BWC policy.

The Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) awarded the department a Second Chance Act Technology-Based Career Training Program, year three of three: \$750,000

To fund our Essex Tech Training Program to increase the post-release employability of the incarcerated population in technology-based jobs. C-Tech Training will supply vocational training in telecommunications, copper networks, fiber networks, voice systems, green automation, and smart homes. Volunteers of America (VOA) will assist in post-release supervision and support.

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

Through this funding opportunity, ECSD had two staff certified from PRA Institute as Train-the Trainers in Trauma Informed Care Response.



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

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.



Clinical Supervisor Brianna Boffoli (L) & Clinician Alice Verrill have been key to MAT's success.

MA Department of Public Health awarded the department State Opioid Response: \$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.

Pathways for Children and the Beverly & Addison FY 2020 Community Collaborative Grant, Beth Israel Lahey Health - Beverly Hospital - Addison Gilbert Hospital: \$20,000

To fund a Nurturing Skills class series within the Family Enrichment Program on the Female CASE Unit.

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.

Personnel

Former Intern Morgan Whiton (pictured right) was hired as a part-time Research Analyst/Compliance Assistant to support the efforts of Research and Statistics and the Inspection and Compliance Divisions.



2020 Highlights

- Significant Reports:
 - o *Essex County Sheriff's Department 2019 Annual Report*
 - o *2018 One-Year Recidivism Study*
 - o *Six-Month Armory Audit*
 - o *COVID-19 Tracing & Analysis*, with S.I. Morgan Marconi
 - *These data are updated bi-weekly*
 - o *The Three-year Increase in ECSD's One-Year Recidivism Rate: Using Statistical Correlation to Examine 10 Possible Factors Over 10 Years.*
- Table 8 below shows that we examined hundreds of thousands of data points regarding 21,091 released inmates to determine correlation between 10 factors and recidivism.

Table 8. Correlation Between ECSD's Released Sentenced Population & Recidivism Rates, 2009-2018												
Year	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	Chart	Corr. w Recid.
Recidivism Rate	44.61%	45.30%	46.59%	45.11%	46.10%	45.33%	40.57%	44.04%	45.78%	47.00%		
# Released	2,461	2,182	1,949	2,119	1,975	2,274	2,202	2,100	1,933	1,896		-0.49
% Released that Left Cust.	58.51%	59.58%	66.60%	65.64%	67.75%	65.39%	64.12%	66.57%	70.56%	69.67%		0.36
Avg. Lgth. of Sent. (Days)	144	137	154	148	140	141	136	141	140	126		0.08
% That Served Entire Sent.	52.01%	50.55%	59.36%	57.39%	59.90%	56.82%	56.68%	54.38%	48.58%	50.00%		-0.13
% Paroled	3.05%	4.17%	2.36%	2.41%	1.92%	2.37%	2.32%	4.57%	16.45%	15.93%		0.38
% Sentenced for Felony Chgs	12.03%	12.42%	12.72%	13.97%	11.65%	13.06%	13.85%	13.38%	14.64%	12.92%		-0.31
% Sentenced for Drug Chgs.	21.25%	20.62%	17.70%	18.74%	18.99%	22.30%	25.11%	25.00%	26.02%	27.58%		-0.23
% Rel. from WIT or ECPRC	45.08%	40.41%	40.83%	40.78%	40.81%	34.86%	38.65%	38.21%	33.46%	36.34%		-0.10
MA Crime Rate/100,000*	2,786	2,826	2,680	2,564	2,452	2,253	2,078	1,938	1,782	1,601		0.04
Type of Recidivism**												
% with Technical Viol.	12%	13%	14%	16%	10%	11%	15%	23%	12%	19%		-0.15
% Guilty of New Charges	29%	29%	32%	28%	33%	30%	32%	29%	29%	28%		-0.22
% New Arraignment	59%	58%	54%	56%	57%	59%	53%	48%	59%	53%		0.27
*Source: DisasterCenter.com from FBI UCS Annual Crime Reports												
** Obtained from ECSD One-Year Recidivism Reports, which were rounded to whole numbers.												

Director of Communications

In March of 2020, Gretchen Grosky was hired as Director of Communications for the department. Gretchen brings 25 years of experience to ECSD in brand messaging, ability to create digital strategies, TV and print publications, and extensive social media work. Over the years she has formed long time relationships with local and national news agencies that will greatly assist the department in building its external communications and media relations. In 2003, she won the Pulitzer Prize for Breaking News while working as Managing Editor at the *Eagle Tribune*.

In an effort to keep Essex County residents informed of the good work taking place at each of our facilities, we have increased our use of social media, our website, and other forms of outreach to support our Essex County communities.

Spotlight on POW-MIA Ceremony

Through our virtual POW-MIA ceremony held at our Middleton facility, we continued the tradition of honoring our brave servicemen still missing in action. We read each of their names in the ceremony that was broadcast to over 300,000 homes on community access stations across Massachusetts. The video is also available on our website at: www.essexsheriffma.org/home/news/special-video-sheriffs-department-honors-massachusetts-pow-mia-recognition-day-virtual

Read more about ECSD's tribute on National POW-MIA Recognition Day on page 62.

Important news, developments, and information about the Essex County Sheriff's Department can be found on our website at: www.essexsheriffma.org

Facebook page at: www.facebook.com/essexcountysheriffsdepartment

Twitter at: www.twitter.com/EssexSheriff

Instagram at: www.instagram.com/essexsheriff

LinkedIn at: www.linkedin.com/company/essexsheriff



The spirit of giving - Just a few of the Facebook posts Gretchen Grosky gave us in 2020:



L to R: Officer Terry Valente, Lt. Karen Paluzzi, & Officer Julimara Coelho prepared bags for the Children's Christmas Party.



Radhika Malakar, aunt of ECSD employee Sarika Shrestha, made us masks.



Petrillo's Italian Kitchen graciously provided dinner for ECSD staff.

Fiscal Services

Finance



**Chief Financial Officer Kevin Sullivan
& Budget Director Marilyn Scott**

Kevin Sullivan and his eight “teammates” know money management. Running the Fiscal Services Division means they oversee Finance, Procurement, and Contract Services as well as the department’s combined budget for state and federal funding of nearly \$82 million. The department had one main Administrative appropriation spending budget for \$78.3 million in fiscal year 2020. Additionally, we have funding in four other appropriations for approximately \$2.2 million as well as two capital accounts, four trust accounts, and eight federal grants totaling \$1.4 million.

Table 9. FY20 Adjusted Spending per Inmate

RECC/911 (1)	\$9,381
Civil Process	\$897,379
Detail	\$54,170
OCC	\$141,617
Payroll Tax of the Above	\$30,982
Clinical/Education OCC Costs	\$444,883
OCC Rent and Utilities	\$37,178
COVID-19 Related Costs (2)	\$787,473
Total Excluded	\$2,403,063
ANF Spending (3)	\$76,972,070
ANF Current Year PYD Payment	\$0
ANF Next Year PYD Payment	\$0
ANF Final Adjusted Costs	\$76,972,070
SDE Final Adjusted Costs (4)	\$74,569,007
SDE Average Daily Population	1,275
SDE Cost Per Inmate (Annual)	\$58,485

SDE: Sheriff's Department, Essex

ANF: Commonwealth's Administration and Finance

1. FY20 RECC/911 costs covered by EOPSS funding.
2. COVID related costs shown but not included in cost per inmate.
3. Excludes MAT costs (WellPath, construction, approximate ECSD staffing). Includes COVID-19 related spending.
4. Final Adjusted Costs: ANF Final Adjusted Costs - Total Excluded.

Table 9 shows the key figures from FY20 (July 1, 2019 – June 30, 2020) with an average cost per inmate for \$58,485 per year or \$160 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.



CFO Kevin Sullivan believes in teamwork. Our Fiscal Services group meets on a regular basis.

2020 Highlights

- Added 22 approved vendors, bringing the total to more than 300.
- Issued 3,500 payments.
- Renewed leases on our Civil Process Office in Salem and Salisbury OCC.
- Executed a lease to relocate the department's Training Center.
- Processed almost 200 payments to our Correctional Officers who assisted cities and towns with Detail services. (see *Details* in the *Centralized Scheduling* section).
- Launched a new time keeping system that replaced the obsolete 20-year model. (see the *Central Scheduling* section).

Spotlight on Fiscal Services Personnel: Over 130 Years of Knowhow

Each employee in the Fiscal Services Division is an expert in their field. The group enjoys a reputation for providing timely information and excellent service. Their team spirit has enabled them to, as Special Sheriff William Gerke stated, "...eliminate waste, fraud and, abuse; and to produce an efficient and well-run operation."

The following list shows the experience that they bring to ECSD.

Name & Title	Years' Experience
Kevin Sullivan, C.F.O.	35
Rosemary Bevins, Contract Manager	40
Mary Picariello, Budget Analyst	20
Jeffery Lariviere, Assistant Budget Director	14
Marilyn Scott, Budget Director	13
Sarika Shrestha, Procurement Director	6
Kristina Ferguson, Budget Analyst I	5
Kathleen Curran, Budget Analyst II	2

Procurement

The Procurement Division 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.

Coming together during the COVID crisis:

"We would like to thank Special Sheriff William Gerke and Senior Management for all the efforts to extend their support and encouragement to the Procurement Division. The team truly respects and values this support, which has helped deliver many projects throughout the year and ensure safety as the number one priority during 2020."

- Sarika Shrestha, Procurement Director

2020 Highlights

- We worked with numerous agencies to procure PPE stock. These partnerships, as well as our employees' tremendous efforts, allowed us to keep staff, vendors, inmates, and visitors safe during the pandemic.
- Awarded the Food Services contract to Aramark. This included enhanced services for inmates.
- Purchased a full body scanner for the ECPRC.
- Through a federal grant, purchased 100 body-worn cameras. Read more in the *Grant Funding* section.
- Purchased 10 vehicles, allowing us to keep our fleet of vehicles reliable and safe.



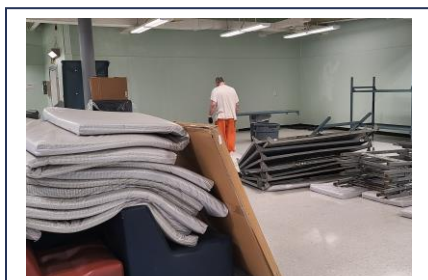
Our Conference Room in Middleton doubles as a COVID supply storage room.

Contracts Management

Rosemary Bevins, our Contract Management Liaison, is charged with maximizing fiscal efficiencies between the 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.

2020 Highlights

- Maintained five major service contracts for inmate dining, medical/nursing support, educational/training programs, clinical and re-entry services and the Medication Assisted Treatment Program.
- Partnerships with outside agencies have enabled vendors to:
 - o Review therapeutic medication options, resulting in a 25% decrease in medication utilization;
 - o Increase the secured internet capability in the Medical Housing Unit;
 - o Provide enhanced video visitation and educational opportunities to inmates.
- Funds were secured to provide technology upgrades, improve infrastructure and office space, and purchase necessary equipment for the farm at the ECPRC.



One of many successful projects: The Male CASE Unit during construction (left) and the completed project (right).



Information Technology & Communications



As Director of IT, Assistant Superintendent David Marescalchi is well versed in all aspects of our computer systems.

Our IT staff are resourceful and knowledgeable, serving all seven of our locations 24/7/365. During COVID-19, the IT team expanded accessibility for staff, vendors, and inmates by quickly installing necessary services and equipment.

A new task force was established to focus exclusively on the needs of COVID-19.

ECSD Court Video Conference System: Zoom Retrofit

IT worked with our Criminal Records Division to modify our nine dedicated closed-circuit Polycom video conference rooms to support Zoom, WebEx, Microsoft, and other video conference options to meet the needs of the courts and local law enforcement.



ECSD iPads Bringing Court to the Inmates

We modified our mobile iPads to communicate with our new video conference systems, allowing inmates mobile court access if isolated due to COVID and/or unable to access the court video conference rooms.



ECSD Mutual Assistance Remote Parole Video Hearings

IT staff modified Middleton and ECPRC Parole systems, providing necessary computer and camera equipment for remote Parole Board hearings.



ECSD Staff Remote Access

ECSD IT expanded its remote access system to allow assigned administrative staff to work remotely by accessing their desktops and necessary business office systems from home.



Broadband/Data Circuit Upgrades

We upgraded broadband capabilities and all facility network circuits to accommodate videoconferencing, cloud-based applications, and remote telecommunications.



Inmate Tablets

We worked with ECSD's Securus Project Manager to configure, install, and maintain a new inmate tablet in all three correctional facilities. We issued every inmate at the Middleton facility, pending their classification, a Securus Secure View tablet. This gave them access to education, entertainment (correctionally approved music, television shows, and movies), and communication features to stay in contact with friends and family.



ECSD Staff Video Conference Systems

In order to continue operations and staff communications, IT installed 75 web cameras throughout all ECSD facilities.

Housing Unit Workstations and Servers

We updated 50 housing unit workstations to support the increased reliance on technology. These workstations are used by approximately 425-line staff 24/7/365 at our three correctional facilities.



Thumbs up!

IT team members Sr. C.O./IT Officer Neil Turmenne (L) & Technician Nicholas Cornoni

Inmate Video Visits

Due to onsite visits being put on hold, ECSD implemented a video visitation system, which is a web-based communication tool. This tool allows family members, friends, attorneys, and other professionals to participate in video calls with an inmate from their home, office, or any other location that is equipped with high-speed Internet, a computer, and webcam.



Upcoming

- PowerDMS: For much of 2020, IT worked with Inspections & Compliance on this important project. PowerDMS was launched in early 2021 and we will continue technical support (see the *Inspections & Compliance* section).
- Body Worn Cameras
- Inmate Digital Mail
- Inmate EMessaging

Accountable Property Officer

In this position, William Raynard provides guidance and training to staff on inventory control, surplus policy procedures, and records retention. "Bill" ensures compliance with state and correctional regulations regarding the records retention schedule of the Secretary of State. In 2020, he was key in improving our inventory control system and space utilization for records retention.

2020 accomplishments included:

- Disposal of surplus property based on Operational Services Division.
- Recycled three pallets of outdated electronic/computer equipment.
- Removed and properly disposed of 689 boxes of outdated documents.
- Acquisition of surplus property from other state agencies, resulting in significant cost savings.

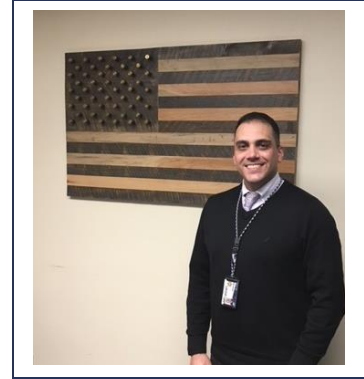


William Raynard (L) worked with Sgt. Joseph Regal of the warehouse (center), & Director of IT David Marescalchi to properly recycle computers.

Security Investigations

Security Investigations (S.I.) 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.

In addition to serving 18 years at ECSD, Director of S.I. David Earle (pictured right) has participated in the FBI's prestigious Law Enforcement Executive Development Association (LEEDA) Program.



2020 Highlights

- After his year-long deployment to Djibouti in 2019, Investigator Jerome Jellison returned to ECSD in January 2020. Investigator Jellison is assigned to the Charlie Company of the 181st Massachusetts Division of the Army National Guard.
- 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 2020. ECSD Investigators provided valuable information from various sources that helped with the arrests of suspects involved in homicide cases.
- ECSD appointed five Deputy Sheriffs to the Northeastern Massachusetts Law Enforcement Council (NEMLEC) Rapid Response Team (RRT). The RRT is a tactical unit comprised of highly trained and well-equipped sworn law enforcement officers that can be deployed to assist with an emergency or major event.
- ECSD Deputy Sheriffs and ECSD NEMLEC members were deployed to various cities and towns throughout Essex County and the city of Boston to assist with protests and civil unrest that occurred in late spring and early summer of 2020.
- Investigator Sean Richards is assigned to the FBI North Shore Gang Task Force. Throughout 2020, Investigator Richards, working in conjunction 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.

- Investigator William Castro is currently assigned to the DEA's Bedford, NH office. Throughout 2020, 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

511 Inmate requests/assisting inmates
 455 Clearances
 211 Non-criminal reports
 194 Gang validations
 68 Criminal cases
 15 *Prison Rape Elimination Act* (PREA) cases



Training is vital to our Tactical Team.

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



Some of the Investigators: Jason Frampton (pictured left) and pictured right (L to R) Carl Crowley, Arnaldo Mora, and Jerome Jellison.



Automotive Fleet & Warehouse



Maintaining the department's 111 vehicles takes a skilled team. In addition to ECSD staff, inmates who have been appropriately cleared work in Middleton's automotive garage four days per week. Here, they are taught general vehicle maintenance.

As we do each year, in 2020 we upgraded the department's fleet. This included purchasing four new K-9 vehicles and converting another vehicle to a K-9 cruiser. In addition, we purchased an unmarked vehicle to be used for high-risk transports and a new plow truck. Several more vehicles have been ordered and we are awaiting delivery. Some older vehicles were retired.

Some ECPRC inmates work as part of warehouse staff. Some inmate workers perform landscaping, cleaning, and facility maintenance at Middleton. Others are assigned to the warehouse, handling shipping, receiving, and storage for the entire department. This means a steady flow of trucks delivering food, office supplies, and other inventory. In response to COVID, warehouse staff worked diligently to maintain an ample supply of PPE and related products.

Spotlight: Respect & Trust

"Trust is not owned. It is rented, and the rent is due every single day."

- The Rent Axiom (Workplace Gold, Chief Ronald C. Glidden [Ret.], 2020, p. 72).

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. 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.



ECSD mechanic Tom Maguire (L) and James Drew work on a department vehicle together.

"With all we have going on in the garage, we need to be able to trust each other."

- Mechanic Tom Maguire

Facilities & Maintenance

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

2020 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:

- Envelope facade, windows, and HVAC for 80-Bed Building

The 80-Bed facade project completed the design phase and will go out to bid in February 2021. It is anticipated that this \$3.2 million project will be under construction beginning in April 2021 and will take approximately 14 months.

- 80-Bed bathrooms

The 80-Bed Building bathroom restoration will be completed by April 2021. This is a \$900,000 complete upgrade of the restroom facilities on both the first and second floors.

- Replacement of Inmate Services Building (ISB)

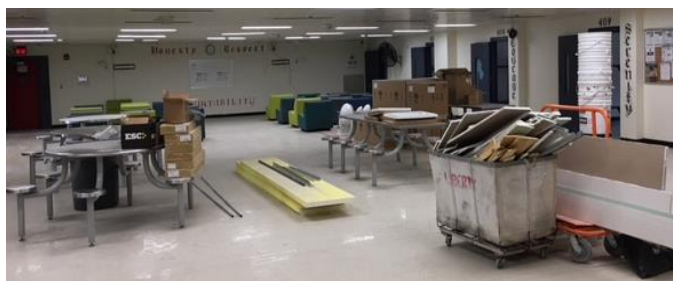
ECSD's team has been working with DCAMM and HDR Architects to complete a certified study to replace the current Inmate Services Building. This project is particularly focused on building a new medical facility and addressing the kitchen and staff dining as well as mental health housing.

- Replace 240 Building roof
DCAMM has completed the required certified study for the replacement of the 240 roof, HVAC equipment on the roof, the HVAC equipment in the chiller plant, and addressing duct issues within the building.

- Code compliance for Voke Building

We continued to work with DCAMM, HDR Architects, and the State Building Inspector and Middleton Fire Chief to develop short-term and long-term solutions for the building. This matter is a priority for the department.

- To comply with the Criminal Justice Reform Bill, we built a wall in our library. This will allow inmates with different classifications to utilize the library simultaneously.



Construction materials in the 80 Bed Unit, as work continues in the bathrooms.



One of our large rooftop HVAC units & duct work

Essex County Pre-Release and Re-Entry Center

- Paved the parking lot.
- The Hardscape students completed some wonderful projects including the ECSD star set in stone, relocating the flagpole, and a beautiful new walkway (pictured right). Read more about the Hardscape Program in *Career Training* in the *ECPRC* section.
- The staff gym was remodeled.



Food Service



**L to R: Food Services Director
John Kostandin, Rony Barrera, &
Wilkin Cedano**

Aramark provides the department's food service and inmate commissary. Our three facilities had a combined average daily population of 1,062 in-custody inmates (i.e., not including those on the Electronic Monitoring Program). This means the Aramark team prepared approximately 1,163,000 meals in 2020. 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. When asked about his current position, John stated, "I love working with the inmates. Our relationship is based on mutual respect."

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. Middleton staff consists of 12 Aramark employees and 50 inmates, 25 on the morning shift and 25 in the afternoon. ECPRC staff consists of five Aramark employees and 24 inmates, 12 on the morning shift and 12 in the afternoon.

Interwork: An Inmate-to-Work Program

This initiative, started in 2020, teaches basic food service skills to inmates. Upon completion, each participant receives a certificate. Individuals are invited to work with the Aramark Job Placement Program after their release and even apply for a grant of up to \$2,500 to help with the costs of training in any field they choose. Pictured right (L to R) are David Bridges, Brian Scarafone, and Mark Romanovitz.



ServSafe Food Services Certification in Partnership with Aramark

Launched in April 2020, 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. John Kostandin and Sr. Correctional Officer Kathleen Lawrence, ECSD's Director of Food Service, are certified ServSafe instructors.

Inmate Focus

Community Activity on Behalf of Inmates

ECSD and PAARI Partnership

ECSD hosted PAARI Volunteers in Service to America (VISTA) Coordinator Meghan Lucey, who worked with our Essex Medication Assisted Treatment (EMAT) Program team in Middleton. VISTA members serve as catalysts for change to meet our nation's most pressing challenges and advance local solutions.

Under the oversight of EMAT Director Michelle Zoeller, Meghan worked to enhance the program's capacity for medication assisted treatment options and recovery support services for inmates with Opioid Use Disorder.

NIH's HEALing Communities Study – Gloucester & Salem

The National Institutes of Health (NIH) study is being carried out in partnership with the Substance Abuse and Mental Health Services Administration (SAMHSA) as part of NIH's *Helping to End Addiction Long-term (HEAL) Initiative*, a bold effort to expedite scientific solutions to stem the national opioid crisis. This ambitious HEALing Communities Study (HCS) aims to reduce opioid overdose deaths by 40 percent over three years in participating communities.

Inmate Voting Project

Building on the success of our 2018 Inmate Voting Project, ECSD and the Salem League of Women Voters partnered again to provide an opportunity for those in our custody to vote. Eight inmates voted in the September Massachusetts Primary Election, and 17 inmates cast ballots in November's Presidential Election.

Narcan Distribution

Since the onset of COVID-19 in March 2020, in collaboration with PAARI, Healthy Streets/Healthy Innovations, and the North Shore Health Project's One-Stop, the department has been able to offer Narcan Survival Kits to individuals upon their release.

Other Community Partnerships

- Lynn Police Department's Criminal Justice/Mental Health Working Group
- Merrimack Valley Prevention and Substance Abuse Project
- North Shore Continuum of Care
- Gloucester High Risk Task Force
- Haverhill HOPE Task Force
- National Night Out
- North Shore Chamber of Commerce
- Graffiti Truck work in several communities (see the *Graffiti Truck* section)
- Community Service Projects

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.



Parole Officers, such as Paul Fennelly (R), provide services to inmates from within our facilities.

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 23 years of experience, enjoys working with parole to help individuals get their lives back on track. With an open-door policy, he welcomes inmates into his office daily.

“Hang around a barbershop every day, you eventually get in the chair, same thing applies in criminal thinking. I encourage inmates to change that way of thinking once released.”

- Paul Fennelly

Table 10 illustrates Parole's success with ECSD inmates.

Table 10. 2020 ECSD Inmates Seen by Parole				
	MIDD	ECPRC	WIT	Total
Saw Parole Board	200	157	38	395
Received Parole	127	117	35	279
Got Released	114	115	31	260

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 1,829 formal disciplinary cases heard and the 40 appeals in 2020.



Table 11. 2020 Formal Disciplinary Action	
Disciplinary reports received	1,829
Found not guilty	48
Dismissed	157
Released	70
Guilty	1,464
Guilty – reduced to minor matter	32
Dismissed due to time constraints	0
No action taken	58

Table 12. 2020 Appeals	
Findings appealed	40
Appeals approved	7
Appeals denied	23
Appeals modified	10

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.



Lt. George Glynos oversees the Grievance process.

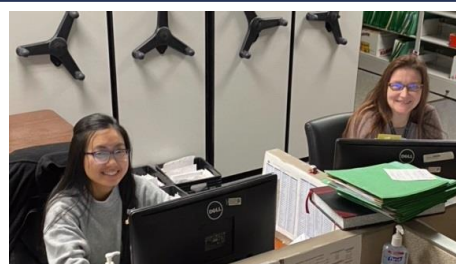
Of the 1,309 grievances that were submitted at the Essex County Correctional Facility in 2020, 106 were approved, 92 denied, 66 resolved, and 1,045 returned, withdrawn, or invalid.

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 \$500 bail to allow low-income individuals to stay out of jail while addressing their cases. Through the efforts of our staff, between five and 10 inmates per month receive bail assistance from the Bail Fund.

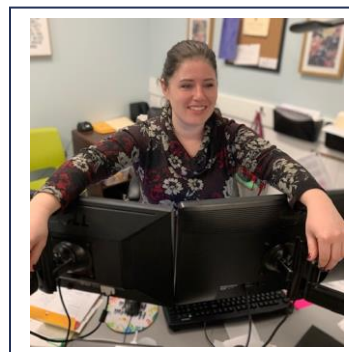
In 2020, 90 ECSD pre-trial inmates were released with the help of the Massachusetts Bail Fund. Learn more about the Massachusetts Bail Fund at: www.massbailfund.org



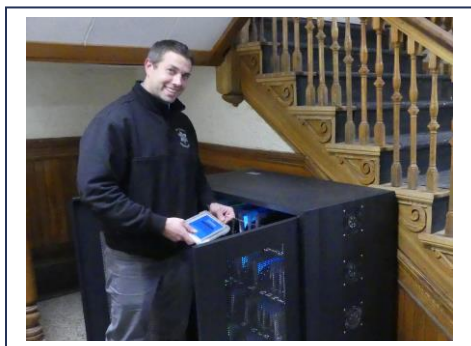
ECSD Records Clerks such as Cathy Huynh (L) & Tracey Foley work with the Massachusetts Bail Fund.

COVID-19 Inmate Inquiries Project

Spearheaded by ECPRC's Director of Work Release Jennifer Cantwell (pictured right), the system was established to triage mass volumes of phone requests and online form submissions from loved ones of inmates at the onset of the pandemic. The project quickly became permanent. The program expanded to encompass all incoming requests related to COVID. On April 7th, the department published *COVID-19 State of Emergency Announcement for Attorneys*, which allowed legal counsel to request privileged phone calls with clients.

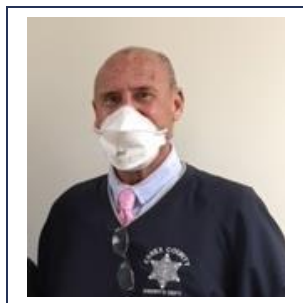


Between April 7th through December 31st, frontline workers, namely officers and sergeants, relayed over 1,600 communication requests. With the help of staff throughout the department, over 3,000 attorney-related inquiries were facilitated in this same period. From Criminal Records and Legal Counsel to Medical and IT, employees stepped up to help.



To improve communication, the department implemented an inmate tablet program in May, which has allowed inmates to contact their attorneys from the convenience and privacy of their housing unit and cells (see the *Technological Innovation* section). Pictured left, ECPRC Officer Paul Thompson inventories inmate tablets.

Post-Release Follow-up



As a Corrections Specialist, retired Sergeant Dennis Laubner (pictured left) stays in contact with ECPRC inmates after their release. In 2020, Dennis reached out to 170 former inmates and connected with 101, or 59% of them. Of the individuals he spoke with, 51% stated that they were working and 28% stated they were in substance/alcohol counseling or treatment. The low number of people attending counseling or treatment shows the impact of COVID. Due to the pandemic, fewer meetings are being held and

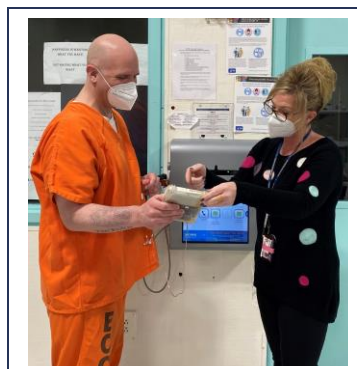
people are not as willing to attend. Many people Sgt. Laubner spoke with said they maintain their sobriety on their own or through distant connections with family and friends.

Technological Innovations

Secureview Tablet

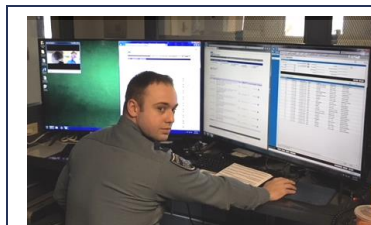
In May 2020, we initiated the Securus Secureview Tablet Program for inmates housed at our Middleton facility. In November, we introduced the tablets at our ECPRC and WIT facilities. These tablets are low cost, secure, correctional grade multipurpose communications devices specifically designed for use in a correctional facility. They can be used for education, ordering canteen, filing grievances, purchasing entertainment, receiving mail, email, making phone calls, and religious services. The tablets offer the highest security in software, hardware, and content to ensure complete protection.

Assistant Superintendent Kimberly Murtagh (pictured above) believes the tablets have been extremely useful during the pandemic.



In addition to inmate tablets, we have Command and Control (Officer) tablets in every control room in the facility. The Officer tablets provide features and enhancements to assist correctional staff with remote access and control of inmate tablets if necessary.

Video Connect & Video Visits



**Officer Shawn Moniz
monitors video visits.**

In December 2020, we launched the Video Connect system for attorneys and the Video Visit system for family members and friends of inmates. The system went live in our three correctional facilities. For security purposes, Video Visits are monitored. The Securus Video Connect/Video Visitation system is a fully web-based visual communication tool that allows family members, friends, attorneys, and other professionals to participate in video sessions with an inmate from their own home, office, or any location that is equipped

with high-speed Internet, PC, and webcam.

Medical 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.

In the most recent NCCHC audit, conducted in June 2018, 37 standards, of the 40 essential standards, were applicable to ECSD. Thirty-six (97%) were found to be in compliance. Of the 27 important standards, 27 were applicable to ECSD. Twenty-seven (100%) were found to be in compliance. Our next audit will be in 2021.

Following is a breakdown of care provided.

Evaluations*

Initial Screenings	3,239
Physical Assessments	2,057
Mental Health Evaluations	965

Medical Visits (Sick Calls)

Medical Provider**	3,355
Nurse	1,659
MH Professional*	100
MH Provider*	4
Dentist	603
Optometrist	300

Patients sent to Emergency Dept.	229
Patients admitted from the ED to inpatient in hospital	84



L to R: Health Services Administrator Alcenia Coleman, RN; Director of Nursing Taylor Smith, RN; and Clinical Coordinator Abigail Ragusa, RN.

*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).

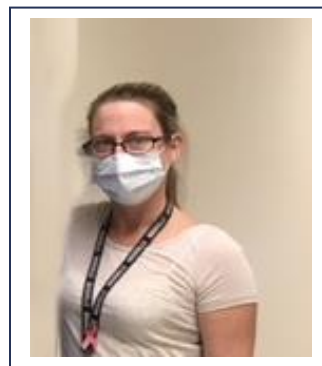
Personnel

In 2020, Taylor Smith was promoted from MAT Nurse Manager to Director of Nursing and Bridget Fonseca became the new MAT Nurse Manager. We welcomed Alcenia Coleman as the Health Services Administrator. Nurse Coleman brings to the position over 25 years of health care experience and over 20 years of Executive Health Care leadership.

Success Story

While the COVID-19 pandemic has caused great distress on our nation and community, we are proud of the unification of ECSD and WellPath as we solidified our partnership during a very difficult time. 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 met the challenge with us by supplying ECSD with needed PPE, sanitizing products, and encouragement as the pandemic surged through our country and state. Together we are stronger!

Some of WellPath's frontline workers are (L to R): MAT Nurse Manager Bridget Fonseca, Psychology Nurse Practitioner Abby Swanson, and Medical Records Clerk Lauren Furlong.



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 8,500 patient appointments in 2020.

Number of Inmates Served: Patients & Appointments

Individual Mental Health Patients

Middleton	893
ECPRC	122
WIT	<u>75</u>
Total	1,090

Mental Health Patient Appointments

Middleton	7,920
ECPRC	349
WIT	<u>305</u>
Total	8,574

2020 Highlights

- In August 2020, the WellPath Mental Health Division partnered with ECSD staff and Volunteers of America to successfully open our department's first Mental Health Unit at the Middleton facility. Here inmates are evaluated by Mental Health staff for their mental health needs and they benefit from collaborative efforts between the Mental Health staff and the VOA staff with a focus on release planning. Inmates in this program attend several groups per day specific to behavior modification, identification of treatment goals, and the development of community release plans.
- During the early months of the COVID pandemic, WellPath Mental Health staff supported all inmates (with and without mental health diagnosis) with cell-side visits. In May, the number of appointments for mental health support more than doubled from previous months, from 491 in April to 1,181 in May.
- Significant focus was placed on release planning for inmates with mental health diagnoses. In 2020, the Mental Health Discharge Planner had 370 appointments with inmates who had mental health diagnoses. Inmates worked collaboratively with the MHDC to set goals and identify appropriate resources for a successful release.



**Director of Mental Health
Jennifer Padre**

Spectrum Health Systems

Our partners at Spectrum Health Systems, a non-profit organization, are dedicated to providing the highest quality clinical services rooted in a complete evidenced-based, comprehensive program designed to change offender behavior, reduce recidivism, and promote healthy lifestyle changes.



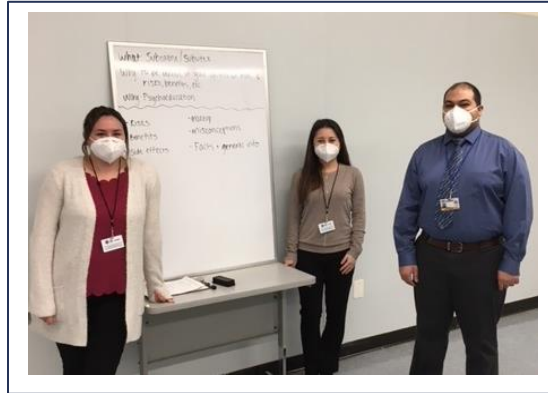
2020 Highlights

- The Pro-Social Program, which places emphasis on issues associated with *gang* or *street life* involvement, was implemented. Participants report this is one of "the best programs" they have taken.
- The Restrictive Housing Unit (RHU) was created to place an emphasis on cognitive restructuring. Marufa Hupper, Martha Rumble, Jillian Flowers, Savannah Shairs, Sarah Hrubo, Hillary Smith, Louisa Howell, and John Soderblom all work to achieve this evidenced based curriculum targeting participants' antisocial thoughts and skill deficits through an interactive cognitive-behavioral approach.



**"Book Club"
Educational
group
discussions
are
encouraged.**

- Male and Female CASE staff provided clinical services and support to the Pre-trial Re-Entry Program. Four times per week, staff led by Senior Clinicians Jillian Flowers and Hillary Smith, provided programming to approximately 40 Pre-Trial Re-Entry inmates.
- Devin Chigas joined the ATV Program in July. In a very short time, Devin achieved success by increasing enrollment from four to 19 participants.
- Two new, fully licensed OCC Clinical Directors were hired. Both Joshua Nye, Lawrence OCC Clinical Director and Isaac Rutledge, Lynn OCC Clinical Director bring 10 years' experience to their positions.
- In October, Clinician Taylor Metta joined the Correctional Recovery Academy (CRA) team, under the direction of Clinical Director Marufa Hupper. By bringing strong experience in case management and outreach services to the team, Taylor was integral to their success throughout the uncertainty of the pandemic. She is pictured right, far left with Clinical Director Marufa Hupper and Clinician Nicholas Burke.



Withstanding COVID-19

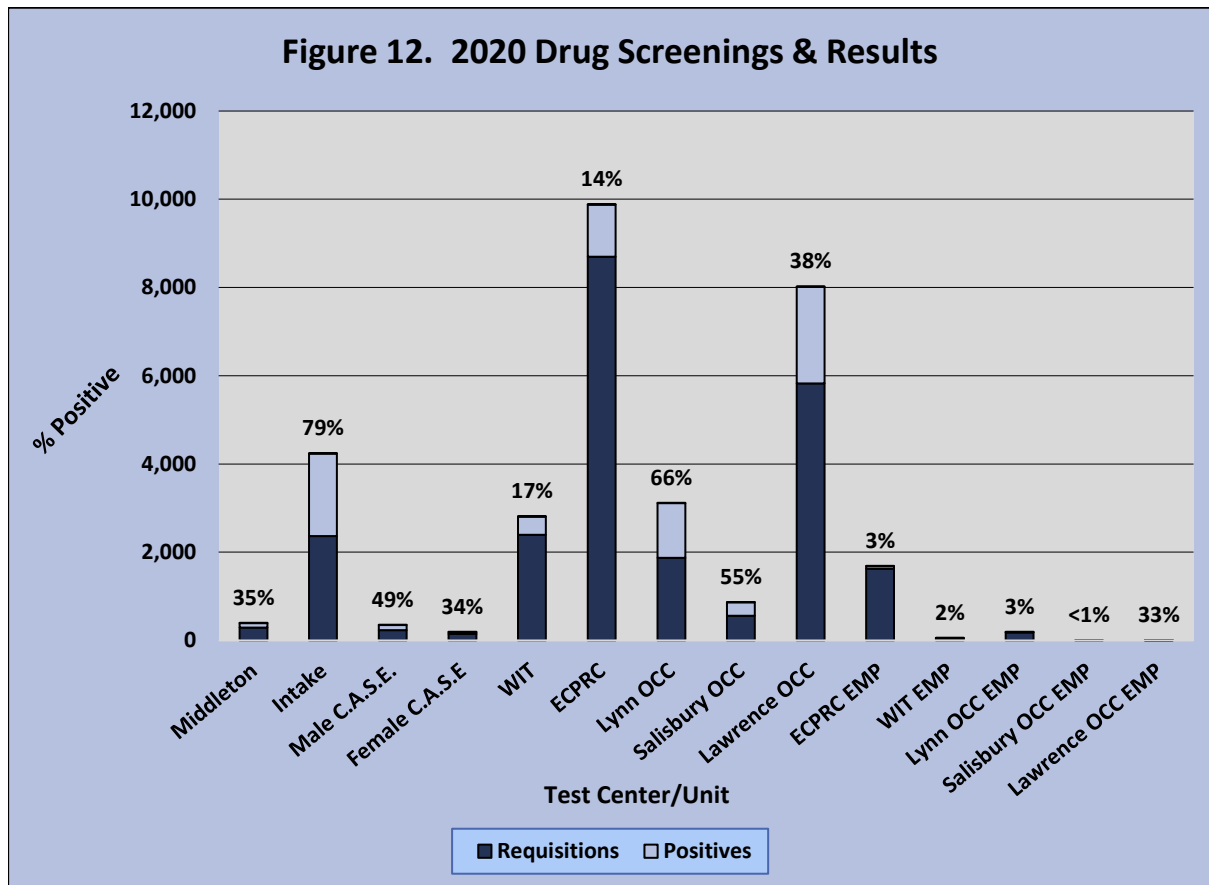
Although COVID limited Middleton program participation, work packets were still given to the inmate population. Despite the interrupted program schedule, clinical services continued to be provided to the inmate population with much success. Table 13 shows that we re-grouped in July, resulting in 1,027 participants in 2020.

Table 13. Spectrum Program Participation, July-December 2020		
Program	# of Participants	Certificates of Completion
Anger Management	46	7
Drug & Alcohol	210	13
Life Skills	56	13
Dialectical Behavior Therapy (DBT)/Cognitive Behavior Therapy (CBT)	45	6
Family & Relationships	48	9
Parenting	145	13
CRA	245	30
Health & Wellness	25	3
Pro-Social	89	20 (certificates of attendance)
Victim Impact	47	8
Conflict Resolution	27	4
Relapse Prevention	44	6
Total	1,027	132

Drug Screening

Under the direction of Saad Choudhry, ECSD's drug laboratory performed 24,239 drug screenings in 2020. Of these, 14,121 came through our Middleton, ECPRC, or WIT facilities. This included 375 from our Clean and Sober Existence (CASE) Units. Lynn, Lawrence, and Salisbury Offices of Community Corrections (OCCs) day reporting clients accounted for 8,256 screenings. Another 1,862 screenings came from our Electronic Monitoring Program (EMP). See Figure 12 below.

Laboratory technicians must run a large number of screenings efficiently and accurately. Each screening includes tests for several substances. The 24,239 screenings run in 2020 included a total of 239,304 drug tests.



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

From 2014 to 2018, 25% of sentenced inmates released from our custody were committed on drug charges (see Table 8 in the *Research & Statistics* section). This illustrates the impact that drugs have on our culture.

Serving the Community

Civil Process

Above all, the staff in our Civil Process Division are resilient. In March 2020, they closed their doors to the public, but remained open via telephone and email. This allowed them to assist the public and accept all documents submitted. For safety, staff were limited to the Director, Assistant Director, and one Enforcement Deputy. The Office was deep cleaned, plexiglass was installed, and a drop box was put into place for any customer needing immediate service. All staff were required to follow the CDC's PPE requirements.

One Enforcement Deputy was transferred to the Middleton facility and another to the ECPRC to aid in the daily operations. In April 2020, Assistant Director Kerri Patterson, a former ECSD Security Investigator, was temporarily transferred to aid in an investigation that produced a positive outcome at the Pre-Release Center.



**Civil Process Director
Robyn Clarke (L) &
Asst. Director Kerri
Patterson**

"We simply did what was needed."

- Civil Process Director Robyn Clarke

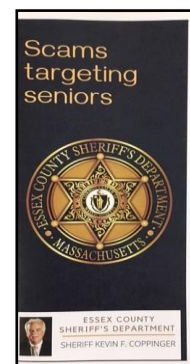
In May, all clerical staff and Enforcement Deputies returned to the office. To keep lines of communication open, with assistance from the Essex County Bar Association, an email was sent in July 2020 to all Essex County attorneys. This email provided all pertinent information regarding the Civil Process Division's operations and contact information.

Even with the major impact of COVID, Civil Process generated over \$387,000 in revenue and processed 7,645 legal documents. More important, however, is that their service to the people of Essex County remained uninterrupted.

TRIAD

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

With a focus on senior safety, TRIAD offers programs such as *File of Life* – a magnetic folder containing a person's medical information and *Grab & Go Bags* – an emergency preparedness kit. In addition, the program offers a speaker series, K-9 demonstrations, and tours of the jail. In 2020, we wrote and distributed a *Scams Targeting Seniors* brochure to alert seniors of COVID-related schemes.



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 2020, Attorney McGowan was very active as our "working manager," 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 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.

Pictured above: ECSD's Graffiti Truck as the crew worked at High Rock Reservation in Lynn.

"...ECSD always does a fantastic job. Thank you from a resident!"

- Facebook post about our Graffiti crew.
Jackie C., 9-19-20

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.



Sergeant Joseph Riley & K-9 Bodden (L) and Officer Matthew Ritvo-Cabezas & K-9 Odin patrol the Middleton facility.

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.

2020 saw personnel changes for K-9. They began with 13 teams, each consisting of one dog and one handler. One new team was hired while two handlers were promoted to Lieutenant in January, and therefore left the K-9 Division. The result was 12 teams at year-end.

2020 Highlights

- K-9 responded to mutual aid calls from other law enforcement agencies for patrol and narcotic services, crowd control due to multiple protests, and narcotic searches at all three of our facilities.
- One K-9 team graduated from the Boston Police K-9 Narcotics Academy. They were certified in crowd control, tracking, suspect apprehension, evidence recovery, and handler protection.

Statistics

Narcotics Deployments:

Inside facility	840
Outside facility	37

Patrol Deployments:

Inside facility	598
Outside facility	16

Demos	5
School Searches	9
Total Deployments	1,505

Congratulations to our new K-9 team!



Officer Todd Nestor & K-9 Ryder

Notable Cases:

Patrol/Apprehension

- 3-27-20: Assisted in locating a 13-year-old Autistic male
- 5-21-20: Tracked a fleeing felon and apprehended them inside a building
- 6-10-20: Located several shell casings from a shooting
- 6-14-20: Apprehended a fleeing suspect involved in a domestic assault with a firearm in the woods
- 6-15-20: Apprehended B&E suspect
- 6-15-20: Located two guns used in a shooting in a grassy field
- 11-5-20: Assisted in locating two small children lost in the woods
- 11-8-20: Assisted in locating an elderly couple in the woods



**Officer
Christopher
Auger & K-9
Bain patrol
the Outer
Perimeter at
the
Middleton
Facility.**

Narcotics

- 9-23-20: Located two kilograms of cocaine in an apartment
- 10-19-20: Located cocaine in a basement electrical box
- 10-19-20: Located nine grams of crack cocaine in a vehicle
- 12-3-20: Located two kilograms of cocaine in two mail packages

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

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.

2020 Highlights

- Housed 246 offenders with certified victims throughout the year (some offenders had more than one incarceration).
- 62 active offenders were being held as of December 31st, 2020.
- 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 2020, he took part in many events. Some of the highlights include:



Grateful to receive an award from the Bangladesh Community of Greater Lynn for our work and partnership in support of community goals.



Sheriff Coppinger speaks at the Lynn Rotary Club's luncheon about the various programs being offered to inmates at ECSD.



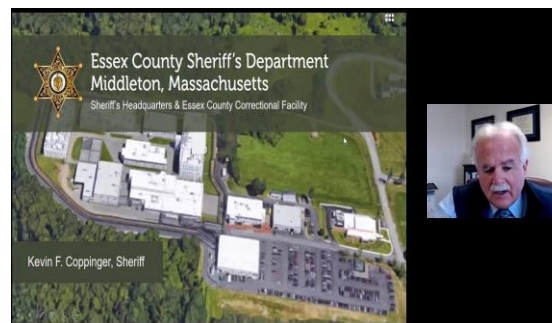
At Governor Baker's 2020 *State of the State Address* (L to R): Representative James Kelcourse, Sheriff Coppinger, Senator Joan Lovely, Representative Thomas Walsh, & Representative Paul Tucker.



Newburyport Chamber of Commerce President Frank Cousins (R) and Sheriff Coppinger admire one of the 284 lamp posts decorated by ECSD inmate work crews.



Sheriff Coppinger joins his fellow Massachusetts Sheriffs in congratulating Middlesex Sheriff Peter Koutoujian upon his swearing in as President of the Major County Sheriffs of America.



Sheriff Coppinger was a featured speaker in a national webinar hosted by healthcare provider WellPath and aimed at helping other correctional facilities plan for and cope with COVID-19.



MAT dispensary windows

Highlighted by the National Institutes of Health, Sheriff Coppinger discussed the methods by which the department was able to expand the Medication Assisted Treatment Program during the pandemic.



U.S. Department of Labor Secretary Eugene Scalia (L) presented Sheriff Coppinger with a \$4 million Pathway Home Grant, which will help fund our Essex County Re-Entry Vocational Training Center.



Working with Executive Assistant Monica Harris and other ECSD staff, Sheriff Coppinger helped load 633 pounds of donated food items that were collected and donated to Beverly Bootstraps.



At the Haverhill Exchange Club, Sheriff Coppinger discussed the department's re-entry programs that aim to provide our incarcerated population with the tools they need to be productive citizens.



Sheriff Coppinger (center) pitched in with Senator Bruce Tarr (L) and North Shore 104.9's Erika Hemingway to donate to the North Shore Toy Drive.



Sheriff Coppinger helped pack up food from the farm at our Essex County Pre-Release and Re-Entry Center. Three inmates volunteered for countless hours to harvest over 32,000 pounds of food and most of those crops were donated to nonprofits, schools, and youth groups.

ECSD Staff

As dedicated members of our community, ECSD staff took part in many local activities.



A.S. Maurice Pratt assists Margaret Wilson as she is honored as the Beverly Council on Aging Senior of the Year.



A.S. Sean Gallagher helped lead the department in raising the most of any law enforcement agency for Home Base, a Red Sox Foundation and Massachusetts General Hospital Program's "No Shave November."



As a good friend of Sgt. Jonathan Credit, Santa delivered over \$2,500 in gift cards, donated by our employees & unions, to the North Shore Toy Drive.

ECSD donated over 6,000 pumpkins to schools and non-profit organizations.



ECPRC Assistant Superintendent Jose Hernandez, Frost School Principal Sarah McLaughlin, ECPRC Superintendent Heidi Mora, and our farm coordinator Corrections Specialist Dennis Laubner.



Nancy Gorman of Aramark Canteen Services, AKA "Auntie Nancy", read books on Facebook to promote literacy and positivity.



The department's Offices of Community Corrections collaborated with the Parole and Probation Departments to support those in post-sentence court-ordered programs.

ECSD Officers, including Anthony Yan, joined the fight to defeat COVID-19 by donating their plasma.





Officer Almir Hamidovic helped the Massachusetts Military Support Foundation Inc.'s Coats 4 Vets Program by donating coats, hand sanitizer, masks, and other items to veterans in need.



Essex County Sheriff's Department Lynn OCC Director Anthony Mallia helped unload over 300 pounds of squash to Lazarus House Ministries and My Brother's Table in Lynn for Thanksgiving.



After years of ECSD employees volunteering for Special Olympics with Middleton Police Chief James DiGianvittorio (pictured here with ECSD Academy Director Allisson Hernandez), "Chief Digi" retired in 2020. Best of luck Chief!



The Essex County Sheriff's Department created a brochure containing scam-related information and distributed it to surrounding towns to raise awareness to seniors during the pandemic.



Sgt. Benjamin Roberge (R) picked up a generous donation of masks, sanitizing wipes, and gloves from Home Depot.



Methuen Schools Superintendent Dr. Brandi Kwong (L) receives over 300 donated pumpkins from ECSD Superintendent Heidi Mora.

The Anti-Graffiti Unit offers communities graffiti removal from public buildings and structures.



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 01841
(978) 750-1900 ext. 4309

Women In Transition

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

Lawrence Office of Community Corrections

499 Essex Street
Lawrence, MA 01840
(978) 750-1900 ext. 4600

Lynn Office of Community Corrections

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

Salisbury Office of Community Corrections

80 Elm Street
Salisbury, MA 01952
(978) 750-1900 ext. 3701

Salem Civil Process Office

45 Congress Street
Salem, MA 01970
(978) 750-1900 ext. 3590, civilprocess@essexsheriffma.org

Lawrence Civil Process Office

499 Essex Street
Lawrence, MA 01840
(978) 750-1900 ext. 4401, civilprocess@essexsheriffma.org

For Updated Information:

Website: www.essexsheriffma.org



Facebook: www.facebook.com/essexcountysheriffsdepartment



Twitter: www.twitter.com/EssexSheriff



Instagram: www.instagram.com/essexsheriff



LinkedIn: www.linkedin.com/company/essexsheriff



Essex County Sheriff's Department