



2019 Annual Report



Essex County Sheriff's Department

Sheriff Kevin F. Coppinger

Honesty. Integrity. Respect.



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, Programs & Treatment	8
Education	14
Career Training	16
Chaplaincy	18
Clean and Sober Existence (CASE) Units	19
Medication Assisted Treatment (MAT) Program	23
Essex County Pre-Release and Re-Entry Center	28
Women In Transition Facility	33
Community Service & Work Release	34
Offices of Community Corrections	37
North Shore Regional 911 Center	42
One-Year Recidivism Rates	49
Daily Workings of ECSD	50

Middleton Intake	50
Criminal Records	50
Transportation	51
Video Conferencing	51
Central Control	53
Essex County Female Inmate Relocation	55
Female Holding Area	55
Outer Perimeter Security	55
Inmate Mail	56
Visits	56
DNA Collection	56
Scheduling Office	57
Armory	57
Detail Officers	58
Housing Units, Inspections & Audits	59
Environmental Health & Safety/Fire Safety	59
Housing Units	60
Audits Conducted	61
Office of Professional Standards	63
Human Resources	65
Training & Staff Development	74

Internal Affairs Division	77
Inspections & Compliance	78
Peer Support & Employee Assistance	80
Operations	81
Fiscal Services	81
Finance	81
Procurement	82
Contract Management	83
Payroll	84
Strategic Planning & Policy	85
Grant Funding	86
Research & Statistics	89
Information Technology & Communications	90
Security Investigations	92
Facilities & Maintenance	94
Automotive Fleet & Warehouse	95
Asset Control	96
Food Service	96
Inmate Focus	97
Community Activity on Behalf of Inmates	97
Parole	98

Improved Inmate Phone Service	99
Inmate Disciplinary Office	100
Inmate Grievances	100
Massachusetts Bail Fund	101
Sex Offender Population	101
Medical Services	102
Medical Care	102
WellPath	103
Mental Health Care	103
Treatment Services	104
Spectrum Health Systems	104
Drug Screening	106
Serving the Community	107
Civil Process	107
Legal & Legislative Affairs	108
Victim Services	109
K-9	109
Youth Leadership Academy	112
TRIAD	113
Graffiti Truck	113
Community Involvement	114

Sheriff Kevin Coppinger	114
ECSD Staff	116
Offices of the Essex County Sheriff's Department	117

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

Sheriff's Message



Welcome to the 2019 Essex County Sheriff's Department Annual Report. It is my pleasure to provide you with a summary of the activities and accomplishments of our personnel during the last year. This report will allow you to get a better picture and understanding of our department and the impressive work done by our officers, staff, vendors, and volunteers. I am proud to serve as Sheriff of Essex County and feel privileged every day by being able to come to work alongside the hard working and dedicated men and women of our department.

2019 was a busy one for us and certainly a year of change. It began with the continued implementation of the many facets of Criminal Justice Reform that were enacted in 2018. Groundbreaking initiatives were realized when Essex County joined with six other counties to establish a Medication Assisted Treatment Pilot Program for individuals suffering from substance abuse. Eligible inmates can now receive one of three critical medications to help fight addiction and prevent overdoses. Additional changes and improvements in areas such as Restrictive Housing, Mental Illness, Gender Identity, Medical Parole, and Data Collection just to name a few have also been made.

In July 2019, the Office of Professional Standards was created with broad responsibility and oversight to help support the department's mission and to ensure the standards and integrity of our agency are maintained. In October, we transferred custody of the majority of our female population from MCI Framingham to the Suffolk County Sheriff's Department in efforts to capitalize on improved access for families and attorneys as well as to take advantage of programming opportunities available for our women. In November, we reclassified the former detox units as our new Clean and Sober Existence Units to focus primarily on the needs of individuals wanting to make a clean break from addiction by entering into a life of sobriety.

Clearly you can see that the Essex County Sheriff's Department has made great strides and improvements to help us better serve our incarcerated population while also improving public safety in our 34 cities and towns. Inside this report you will find greater detail about these initiatives and much more.

Please take your time and review this Annual 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.

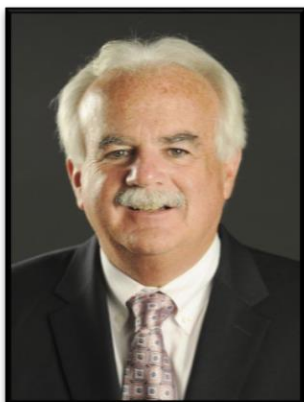
Correctional Officer's Core Values

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 31st elected Sheriff of Essex County. He took office in January 2017.

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

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

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

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

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

2019: By the Numbers

Communities Served	34
Citizens of Essex County Served	800,000
Inmates Processed Through Intake (1)	7,027
Sentenced Inmates Released	1,700
Average Daily Population (ADP)	
Middleton Facility	1,142
Essex County Pre-Release & Re-Entry Center	225
Women In Transition Facility	<u>30</u>
Total	1,397
Inmate Visits (all facilities, personal & professional):	43,369
Inmate Weddings:	17
Inmate Video Conferences/Court Appearances:	3,532
One-Year Recidivism Rate	47.00%
Released in 2018. Measured one year later, in 2019.	
Regional (landline) calls taken at NSR911 (2)	31,297
Wireless 911 calls taken at NSR911	329,380
Academized (uniformed) Staff	527
Non-academized Staff	101
NSR911 Staff	38
Deployed for Military Service	11
ECSD Peer Support Team Members	20
Canines	13
Vehicles	119
Miles Driven (3)	2,700,000
Gallons of Gas Used (3)	77,000
Gallons Used for Water & Sewer (3)	24,500,000
Meals Served to Inmates (3)	1,500,000

1. Middleton (6,935) & WIT (92) only, as ECPRC inmates are processed through Middleton.
2. North Shore Regional 911 Center
3. Approximate

Department Overview

The Essex County Sheriff's Department is a team. We are 666 employees: 527 uniformed staff, 101 civilians and 38 State 911 personnel. We are volunteers, vendors and subcontractors. We work together to provide care and custody for the individuals remanded to us and to serve the 34 communities and 800,000 people of Essex County.

We operate three correctional facilities, a Civil Process Division and three Offices of Community Corrections (OCCs). Our staff work with, and support, the North Shore Regional 911 Center (formerly known as Essex County Regional Emergency Communications Center) which is now under the operation of the State 911 Department.



ECSD employees took part in the 2nd Annual Freedom Flag Memorial 5K Road Race

Table 1. 2019 Average Daily Population			
Facility	In House	Electronic Monitoring Program (EMP)	Total
MIDD	1,142	0	1,142
ECPRC	194	31	225
WIT	22	8	30
Total	1,358	39	1,397

Within our three facilities, we had an **Average Daily Population (ADP) of 1,358** inmates in custody and another **39 on electronic monitoring** (see Table 1). In addition, our **OCCs had a monthly average of 107 individuals enrolled.**

7,027 inmates were processed through Intake:

- **1,093 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.
- **4,817 pre-trial** through Middleton, awaiting trial or while their trials are in progress.
- **1,117 sentenced:** 1,025 through Middleton and 92 processed through the WIT.

7,733 inmates were released:

- **1,114 safekeeps**, through Middleton.
- **4,919 pre-trial**, through Middleton
- **1,700 sentenced**, 1,194 through Middleton, 415 through the ECPRC & 91 through the WIT.

The 1,700 sentenced inmates released in 2019 had a total of 6,116 charges against them. In 2019, we accomplished a great deal, which is detailed in this report. Three major undertakings were:

- **The introduction of the *Criminal Justice Reform Act***

This focuses on incentivizing good behavior, diverting people from incarceration to treatment and programming, and strengthening community supervision, among other measures. We have made great strides in 2019 in implementing the changes brought about by this new legislation.

As you read this report, you will see many shining examples of our focus on inmate care, including in the areas of restrictive housing, programming, mental health care and substance abuse treatment.

“Many changes have been made to ensure compliance with the Criminal Justice Reform Act, and many more changes will continue into 2020.”

- Middleton Superintendent Aaron Eastman

- **The establishment of the Medication Assisted Treatment (MAT) Program at the Middleton facility**

This state-of-the-art dispensary was designed, built and put into operation at the Essex County Correctional Facility. As of the beginning of January 2020, the dispensary was in full operation, as the program now can order and dispense medication. The new dispensary is becoming a national model for MAT in correctional facilities.

- **Writing the Sexual Harassment/Assault Response Prevention Policy (SHARPP)**

In 2019, we wrote SHARPP, our department specific *Prison Rape Elimination Act* (PREA) policy. All three Essex County Sheriff’s Department facilities, the Essex County Correctional Facility in Middleton, the Essex County Pre-Release and Re-Entry Center in Lawrence and the Women In Transition facility in Salisbury passed their PREA audits.

Correctional Funding Commission

The Commission was created as part of the FY20 *General Appropriations Act*, which meant it went into effect as of July 2019. The purpose is to provide for a comprehensive study to evaluate and make recommendations regarding the funding levels for the Department of Corrections and each Sheriff’s Department. The study is reviewing staffing, costs, mental health and substance use disorder services, discretionary programming, physical assets, infrastructure, buildings, communications equipment and all funding sources.

Sitting on the commission, Sheriff Coppinger and Sheriff Thomas Hodgson of Bristol County represent the 14 Massachusetts Sheriffs’ Departments. In order to comply with the Commission’s requirements and benefit from the findings of the study, ECSD has undertaken a top-to-bottom review of all aspects of our operation. The commission will submit a report of its findings, including legislative and budgetary recommendations, no later than September 1, 2020.

ECSD's Three Correctional Facilities

Middleton Facility



The Essex County Correctional Facility or “Middleton facility” is a medium-security facility which had an average daily population (ADP) of 1,142 in 2019. This number represents all safekeeps, pre-trial and sentenced individuals. The Middleton pre-trial population includes female and male Clean and Sober Existence (CASE) Units.

We are proud of the partnerships we have with agencies throughout Essex County, Massachusetts and the United States. Many of which are listed in the *Security Investigations* section.

One of our biggest challenges is the aging infrastructure of our Middleton facility. In recent years, we have focused on addressing these construction issues. The year 2019 has brought the beginnings of some major facility-wide improvements. First, funding was approved and appropriated to renovate the bathrooms of the 80 Bed Units. Construction is expected to begin in the spring of 2020. Second was the commencement of the Department of Capital Asset Management and Maintenance (DCAMM) project to replace the Inmate Services Building. A design team, along with key staff from the Essex County Sheriff's Department Administration, began a series of conferences to begin the design phase of this new Inmate Services Building (see the *Facilities & Maintenance* section).



Personnel

- Jessica Oljey, a former Correctional Officer at ECSD, who left for a career at the Department of Youth Services, returned to the Essex County Correctional Facility as Director of Classification and Programming.
- Jason Faro was chosen as the Director of MAT and the CASE Units.
- Jillian Nelson was promoted to Assistant Superintendent of Programs.
- Officer Josh McAuliffe was selected as Key Control Officer.
- Officer Daniel Whipple was selected as Tool Control Officer.

2019 Highlights

- Medication Assisted Treatment Program was implemented in September (see the *MAT* section).
- We had a significant decrease in the number of inmates held in the Restrictive Housing Unit as well as the number held in protective custody (see the *Restrictive Housing Unit* section).
- Our correctional officers relied on their training and de-escalation skills to reduce the number of uses of force incidents from 1,081 in 2018 to 723 in 2019. This decrease of 33% is a testament to staff communication skills and teamwork.
- In October 2019, we ended our practice of holding MCI Framingham inmates during their trials in Essex County. These female inmates are now housed at the Suffolk County Sheriff's Department South Bay facility.
- We successfully passed the American Correctional Association (ACA) re-accreditation audit as well as the *Prison Rape Elimination Act* (PREA) audit.

Classification, Programs & Treatment



Assistant
Superintendent of
Classification &
Re-Entry Services
James Petrosino

As Assistant Superintendent of Classification and Re-Entry Services, James Petrosino oversees Classification, Programs, Re-Entry Services and the Offices of Community Corrections. His team provides a high level of reintegration services that the department offers to inmates as they prepare to transition to their home communities.

Our reintegration philosophy is mirrored in all facilities to ensure a seamless return to society. In order to avoid any gap of treatment services, ECSD recognizes the importance of engaging stakeholders and community-based partners that will make services available to individuals to help them address the sometimes-daunting challenges they encounter during the transition period. We work to connect individuals to community-based resources on matters including, but not limited to, housing, employment, addiction treatment, mentoring, Medication Assisted Treatment (MAT), continued educational options, career counseling and medical/mental health care. By doing so, we hope to create a re-entry plan without any gap in desired treatment services.

“By coordinating re-entry services across all facilities, the important process of re-entry preparation begins on day one of incarceration and continues without interruption until the day of release.”

- Director of Classification & Re-Entry Services
Assistant Superintendent James Petrosino

Classification

Inmate Orientation

In 2019, we established a standard protocol for inmate orientation, resulting in inmates attending orientation on a timely basis. “On time” orientation increased from 17% at the beginning of 2019 to 72% at year’s end. While we are working to make this rate even higher, we realize that some inmates will not attend orientation because of court schedules, programming commitments, participation in MAT, reclassification or refusal to participate. Recently, Lieutenant Heath Carafa (pictured right) was assigned to oversee Inmate Classification, which includes orientation. Lieutenant Carafa has made inmate orientation a priority. Officer George Arauz of the Training Division is producing an orientation video which will be played for all new inmates.



Aftercare Placement

Started in August 2019, Aftercare Placement focuses on assisting sentenced inmates with living arrangements upon their release. Table 2 shows that in the last five months of operation in 2019, we placed 22 individuals in residential type settings.

Table 2. Aftercare Living Arrangements, August - December 2019					
Month	Sober House	Long Term Residential Program (LTRP)	Shelter Program	Respite	Totals
August	3	1			4
September	3	3			6
October	1	3		1	5
November		4			4
December	2		1		3
Year-end Total Placements	9	11	1	1	22

Sober House: a facility that provides safe housing and a supportive structured living condition for people exiting drug rehabilitation programs or looking for a sober environment in which to live. Residents are required to pay an entrance fee and rent.

Long Term Residential Program (LTRP): A live-in health care facility providing therapy for substance abuse, mental illness or other behavioral issues.

Shelter Program: This includes emergency shelter services, case management, supportive services, housing application and referrals.

Respite: Short term or temporary care of sick or disabled individuals.

Working with Probation and Parole

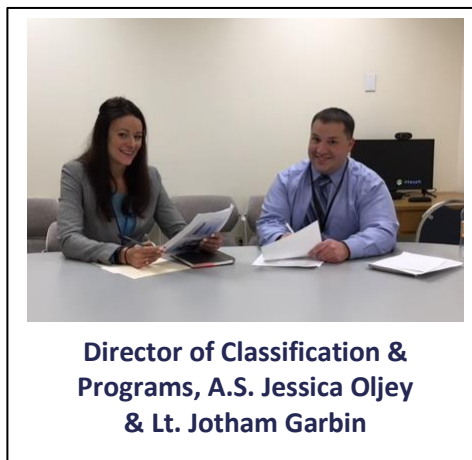
Probation: During the exit interview, it is determined if the inmate has probation. If so, we schedule the inmate to be transported to the Probation Department upon release and notify the Probation Department. We will also communicate any aftercare planning.

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.

Transferring & Receiving Inmates between Counties

ECSD has long standing relationships with the other sheriff's departments in the Commonwealth. As a result, we can transfer inmates to other counties for many different classification needs as other counties can send transfers here. Essex County has been recognized as an agency that is willing to help other departments on short notice and with most situations. Some of the reasons an inmate may need to be transferred include:

- Related to staff member(s)
- High profile crimes within the county
- Enemy issues within the jail
- Constant disciplinary issues or assaultive to staff
- Requested by the District Attorney's Office or Massachusetts State Police
- Specific programming needs (veteran, mental health or step-down opportunities)



**Director of Classification &
Programs, A.S. Jessica Oljey
& Lt. Jotham Garbin**

As of December 31, 2019, we had 86 inmates housed at other facilities and we were housing 46 inmates from other counties.

Partnering with Department of Mental Health

Our relationship with Department of Mental Health (DMH) staff focuses on providing care for inmates with mental health issues. Reintegration Coordinator (RIC) Jennifer 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 2019, 65 inmates received comprehensive release planning.

In 2019, we purchased the Phoenix Program to service our severely mentally ill individuals. It consists of several educational modules, each running for eight weeks, which teach skills for life while incarcerated and upon release. This group runs three days a week and currently has approximately 20 inmates enrolled.

Transgender Policy

We have developed a department policy and training to ensure we comply with the *Criminal Justice Reform Act*. In 2019, all employees received training on proper and professional procedures when working with transgender inmates.

Restrictive Housing Unit

At the beginning of 2019, the *Criminal Justice Reform Act* was enacted, resulting in sweeping changes to the guidelines by which inmates are housed in Restrictive Housing Units (RHUs). For ECSD, these changes included an attempt to house as many inmates as possible in alternative housing options outside of RHU. Our RHU Review Board Hearings take place three times per week. These reviews are conducted by a panel consisting of staff from Classification, Security, Housing, Disciplinary, Programs, Mental Health, and Medical.

The result has been a significant decrease in the number of inmates assigned to Protective Custody. In January of 2019, the Restrictive Housing Unit was at 91% capacity, with 55% of the population being Protective Custody inmates. In the beginning of January 2020, the Restrictive Housing Unit was at 60% capacity, with 34% of the population being Protective Custody inmates.

Programs & Treatment



A.S. Krystina McFarland of the WIT (right) is a strong supporter of inmate programs.

We are pleased to offer a comprehensive collection of treatment programs, education, vocational classes and religious/spiritual programming in each of our three facilities. It is imperative that all staff maintain the philosophy that, “Reintegration Begins Day One,” focusing on inmates’ needs and how we can help them be better citizens once released.

Each sentenced inmate meets with his/her reintegration coordinator on a regular basis, where they discuss the inmate’s strengths and needs, including current education, substance use history, medical and mental health concerns, family & community involvement, employment history, critical criminogenic factors and most importantly, goals.

Inmates establish a cooperative plan to follow while in custody, including exciting opportunities for participation in clinical programming, formal education, special classes to enhance their life skills, numerous vocational opportunities, and other individual goals that our staff will assist the inmates in attaining during their time with us. The new partnerships with Northern Essex Community College and Spectrum Health Services have enhanced services provided to inmates.

Treatment & Recovery from Addiction in Corrections (TRAC)

The TRAC Program subscribes to the Therapeutic Community model of recovery. It is a four-month certificate program, highly structured, and recovery-orientated. The program is currently operated in the Middleton 80-Bed Unit and is continued at the ECPRC. Hazelden's, Living in Balance Program curriculum is used, and each member of the community attends clinical groups twice daily, Monday through Friday.

TRAC Peer Leadership

Recovery peer leaders have taken the next step in their growth and evolution to promoting self-change by their extensive involvement. Inmates identified as peer leaders are held to high standards of accountability, responsibility, and restorative practices in their interactions in the community. They assist with group co-facilitation, orientation of new members to the community, as well as peer support through the treatment process.



Alternatives to Violence (ATV)

This program is run in Middleton's 60-Bed Unit. It provides an evidence-based curriculum, through the Hazelden approach, focused on the following treatment areas:

- Anger Management
- Cognitive Behavioral Therapy (CBT)
- Dialectical Behavioral Therapy (DBT)
- Victim Impact
- Family & Relationships

Addictions Education

This new program, started in 2019, delivers education on all topics relating to substance use and abuse. Topics include health consequences of continued drug use, reasons for self-medicating, addiction in families, and stages of change in the recovery process. The Texas Christian University's Addictions in Corrections curriculum is utilized.

Drug & Alcohol

This curriculum includes group sessions in the following areas: Health Concerns & Negative Consequences of Drug & Alcohol Use, Relapse Prevention, Signs & Symptoms, Medically Assisted Treatment Options, and Introduction to Treatment Plans.

Essex County Mental Health Diversion (ECMHD)

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

Vivitrol Treatment

In 2019, a total of 286 inmates from all three facilities received Naltrexone (brand name Vivitrol®) prior to release. Vivitrol is designed to reduce cravings for alcohol and opioids.

Drug & Alcohol Treatment & Recovery

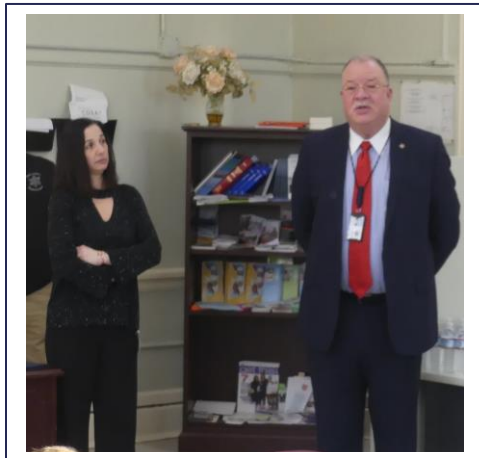
This program is designed for our inmate population who are interested in maintaining a connection with recovery and treatment resources after release. Participants engage in discussing topics related to recovery, relapse prevention, aftercare and sponsorship.

HIV Peer Education & Support

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

Wellness Education and Aftercare Services

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



Intensive Outpatient Programming (IOP) & Structured Outpatient Addiction Programs (SOAP)

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

Celebrating with program graduates is important to us. Pictured left, Assistant Superintendent Christine Eisenhauer looks on as Special Sheriff William Gerke speaks at an ECPRC graduation.

Life skills

Delivering weekly group sessions to sentenced and pre-trial inmates, Life Skills sessions include information on decision-making and problem-solving and the following classes: Enhancing Creative & Critical Thinking Skills, Developing Appropriate Communication & Interpersonal Skills, Self-Awareness & Empathy Development, Maintaining Assertiveness & Equanimity, Identification of Resilience and Stress & Emotional Management.

Educational Spotlight

Northern Essex Community College as Our Educational Provider

In July 2019, we partnered with Northern Essex Community College to provide education for our inmates. The 18 NECC instructors teach at our Middleton and ECPRC facilities as well as at each of our three Offices of Community Corrections. Residents of the Women In Transition facility attend classes at our Salisbury OCC. Director of Education, Adam Cutler explained that the goal is to create a continuing educational college and career advising curriculum at each location with a focus on three areas of learning:

- HiSet high school equivalency
- English for Speakers of Other Languages
- Transition to College – Taught by college professors, designed for students who already have a high school diploma or equivalent. Students take college courses with the credits being transferable to local colleges. In the Spring 2020 semester, participants will be able to earn up to 14 college credits through NECC and Merrimack College.

Moving quickly, NECC staff have paved the way so that all students are offered computer classes, help with writing their résumés, and one-on-one college coaching from a college advisor. Table 3 shows that 473 students were served in just six months.

Table 3. NECC Students Served July-December 2019	
Facility	# Students Served
MIDD	330
ECPRC	48
Lawrence OCC	42
Lynn OCC	30
Salisbury OCC (inc. WIT participants)	23
Total	473

“The goal of NECC’s program is to help identify viable and practical ‘next steps’ for the individuals once they are released, whether it be educational or vocational in nature. All of this helps to significantly decrease the rate of recidivism.”

- Adam Cutler, Director of Education
Northern Essex Community College
(pictured right)



Parenting Skills

Given that much of our inmate population are also parents, we are pleased to be able to offer this crucial opportunity to both sentenced and pre-trial populations. This includes education and skill development in the following areas: Parenting-Styles & Values, Roles of Parent & Children, Challenges of Single & Co-Parenting, Finance Management, Appropriate Behavior & Discipline, and Stress Management.



Health & Wellness

Facilitators collaborate with WellPath and Greater Lawrence Family Health in coordinating the testing and education of inmates for HIV and other communicable diseases. Both sentenced and pre-trial inmates can participate in this important education around risk-reduction, prevention, and treatment.

Young Adult Re-Entry Services

We are fortunate to have partnerships with some wonderful community-based organizations that are committed to engaging young adults and assisting us in providing much-needed support, transition planning, and prosocial community involvement as they return to their communities.



Through a Memorandum of Understanding ECSD has with **Roca**, we collaborate 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's pre- and post-release substance abuse has an evidence-based, data-driven Intervention model based on "Relentless Outreach, Transformational Relationships, Stage-Based Programming, and Engaged Institutions." This proven model allows them to engage young people in creative ways over a four-year period. Roca works with individuals from Essex County and beyond. For more information, view their website: www.rocainc.org



United Teen Equity Center

Their moto, "Breaking Barriers to Youth Success" says it all. **UTEC** engages young people while they are incarcerated and prepares them for return to their communities. UTEC assists individuals ages 18 to 24, offering 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



With a foundation of spiritual support and faith-based services, **Straight Ahead Ministries** (S.A.M.) helps young people transform their lives. Services include individual and group meetings, job referrals, housing support and family reunification.

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

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

Career Training

Hardscaping Program

This is a partnership with the Essex North Shore Agricultural & Technical High School. Hardscaping students learn the basics of masonry for construction and landscaping. Teacher Dave Collins is the Essex Tech Tile and Masonry instructor as well as the president of the MA Trowel Trades Association. In addition to the skills they learn, each student receives an industry-recognized credential from the New England Concrete Manufacturers Association (NECMA) and an OSHA certificate. Pictured left: Mr. Collins (L) instructs students. Pictured right: Sheriff Coppinger, Mr. Collins and students at a Hardscaping graduation.



Graphic Arts/Print Shop



The department's print shop has one supervisor and is staffed entirely by inmates. In 2019, in order to make room for our Medication Assisted Treatment Unit, the shop was relocated from our Middleton facility to the pre-release facility in Lawrence. An important benefit resulted from the move: The print shop, and the skills learned there, are invaluable in the step-down process, helping inmates as they prepare for life after incarceration. The inmates not only learn a skill, but also are reminded of the importance of responsibility and customer service.

The print shop is run by Tom Donovan. Mr. Donovan has 19 years' experience as a lithographer (or printer) in Raytheon's Graphic Arts Department. Under his direction, inmate workers not only meet all ECSD's printing needs, but also provide high-quality products for many agencies throughout Essex County.

With a reputation for excellent quality, the shop does work for agencies throughout Essex County. The list of consumers includes Superior and District Courts, police departments, senior centers, schools and local nonprofits as well as the Essex District Attorney's Office, Topsfield Fair and the Tri-Town Council which serves Topsfield, Boxford and Middleton.



Salem PD Captain Kate Stevens receives tickets printed by Tom & crew for a charitable event.

Training involves:

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

In addition to the relocation, in 2019, the print shop was outfitted with a new envelope printing machine and a new paper cutting machine.

Barbershop Program

This vocational program in Middleton allows sentenced inmates to learn hairstyling skills and practice what they learn as they work toward applying for state licensing.

ServSafe Food Service Certification

This course teaches inmates the basics of kitchen procedures and cleanliness. Each participant that completes the course receives a certificate that is recognized throughout the restaurant industry. For more information, view their website:

www.servsafe.com



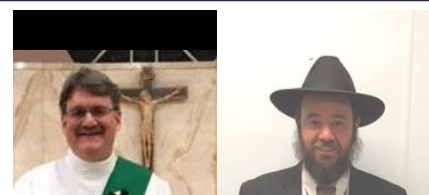
Occupational Safety & Health Administration (OSHA) General Construction Certification

Students who attend all 10 portions of the training and pass the final examination receive certification from OSHA. For more information, view their website: www.osha.com



Chaplaincy

Religious services at ECSD aim to provide worship opportunities and study groups from varied traditions to all inmates, and to provide these ladies and gentlemen spiritual accompaniment on their correctional journeys. We offer approximately 40 religious services or study groups every week across all the facilities. Chaplain Katie Willis, MDiv., MFA and some 75 volunteers are here to listen deeply, validate each person's humanity, help people identify what gives them hope, celebrate their successes, and be present with them in their sorrows.



Two of our clergy: Deacon Tom O'Shea (L) & Rabbi Mendy Kivman

A Chance Encounter

While walking through our Middleton parking lot, Chaplain Katie met a gentleman who was a regular at Tibetan meditation and Catholic services. Having just been released, the inmate said, "You have no idea how much you all helped me."

Chaplain Katie Willis has a Master of Divinity Degree from Boston University School of Theology and a Master of Arts Degree. She is a Buddhist in the Tibetan Vajrayana tradition and did interfaith chaplaincy work in hospitals and hospice before coming to do prison ministry with us.



Chaplain
Katie Willis



The sign at the ECPRC (pictured right) captures the philosophy of Chaplain Willis and her staff. It reads, "Chapel of New Beginnings."

Unique Inmate Focus: A Different Approach for Better Results



**Director of
Specialized Re-Entry
Services, Assistant
Superintendent
Jason Faro**

Clean and Sober Existence (CASE)

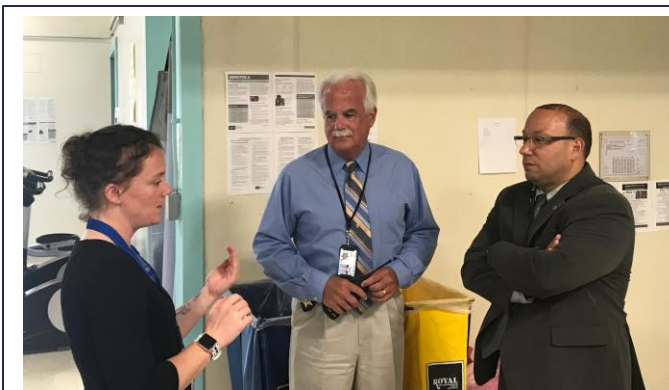
Our Male and Female CASE Units, located on the grounds of our Middleton facility, serve pre-trial inmates who have acute substance abuse issues and who, for the most part, have been accused of committing quality-of-life crimes. Spectrum Health Systems case managers provide each participant with a recommended re-entry plan which is provided to the court. If the plan is accepted, then the recommendation may be part of the participant's condition of release. Upon completion of the 28-day treatment program, they may be able to dispose of their cases and utilize non-custodial tools as opposed to traditional incarceration.

People who successfully complete the program may be recommended to continue with services such as probation, employment counseling, day reporting at an Office of Community Corrections, drug testing, electronic monitoring or sober housing.

The CASE Units are very active in both the Medication Assisted Treatment (MAT) Program and the Essex Medication Assistant Treatment Program (EMAT.) EMAT extends services to inmates after incarceration ends. They can assist with transportation to medical appointments, follow up MAT appointments, employment, and various community supports. Continued contact with CASE participants allows us to receive feedback on their continued progress and personal growth.

The units focus on five pieces of inmate care:

- A highly structured, curriculum-based program, "Living in Balance"
- Case management services
- Mental health services as needed
- Court recommendation from Spectrum clinical staff for aftercare planning
- Medical staff on site



**Female CASE
Unit Director,
Captain Laura
Dow (L) & Sheriff
Coppinger
(center) discuss
program details
with State
Representative
Frank Moran.**

Female CASE Unit

Female-specific services include:

- Healing Abuse Working for Change (HAWC) Domestic Violence education one time per month. Learn more at www.hawcdv.org
 - Curriculum-based Pathways for Children nurturing skills class
 - The nonprofit Amirah's Ending the Game curriculum on human trafficking
 - Department of Revenue one time per month
 - Catholic Charities – Parenting discussion one time per month
- Learn more at: www.catholiccharitiesusa.org

2019 Highlights

- The Addison Gilbert/Beverly Hospital awarded a \$20,000 grant to fund the Nurturing Skills Program and it will be funded through December 2020.
- In Amirah's Human Trafficking group mentioned above, they found that a high percentage of the women identified themselves as having been involved with being trafficked. The group assisted these women in coping with their trauma. Learn more about Amirah at: www.amirahinc.org
- The Pathways for Children class, mentioned above, began providing a Nurturing Skills class. They meet two times a week for 60 minutes. Approximately 65% of the women who have participated in the class have children of their own. Learn more about Pathways for Children at: www.pw4c.org

Success Story

"Jane" had been remanded to the CASE Unit on three separate occasions: in 2016, 2017 and 2018. Her drug of choice was heroin/fentanyl. Jane said when she relapsed, she felt humiliated and shamed with a sense of loss. Jane said she felt as though she was failing and running from her feelings. In July 2018, after a failed experience at the Salvation Army, Jane was arrested on a warrant. The result was "treatment through incarceration." This was Jane's last time in the CASE Unit. She successfully completed the program and went on to graduate Lynn Drug Court in October 2019.

Jane stated that ECSD's staff advocacy helped, "...get clarity on my housing situation, suggested residential treatment to the court, and helped clear up legal matters."

Female CASE Unit Director, Captain Laura Dow, spoke with Jane on February 3, 2020. Jane is sober and working on getting cleared to be a commitment on the unit!

"Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, ambition inspired and success achieved."

- Helen Keller

Male CASE Unit

As with the female unit, the Male CASE Unit benefits from productive partnerships with some extraordinary agencies. Male CASE Unit Director, Senior Correctional Officer Alex Bergen, explained that Spectrum Health Systems and the Justice Mental Health Collaboration Program (JMHCP) are two agencies that provide counseling services for the program participants.

The unit has successfully referred many of its former participants on to further treatment centers in the community. These are mostly Intensive Outpatient Programs (IOPs) or Long-Term Residential Programs (LTRPs).

Success Story

“Steve” arrived on the Male Case Unit in March 2019. He had been homeless and using up to three grams of heroin a day intravenously. During his time in the program, Steve actively participated in groups and gained insight on how substance abuse had affected him and his family.



Throughout his stay, Steve’s approach to treatment became significantly more open and positive. As a result, he was placed in the role of peer leader and was a positive influence on the unit. Upon his release in April, Steve transitioned to a sober house and is working on re-establishing family ties and is working with the EMAT team.

“This individual is a perfect example of how a motivated person can build themselves up from the streets to a healthy lifestyle reconnected with family and living successfully in his community.”

- Alex Bergen, Male CASE Unit Director regarding Steve



For CASE participants, sharing their stories is often helpful in their recovery. Here, an inmate speaks to a group of high school students.

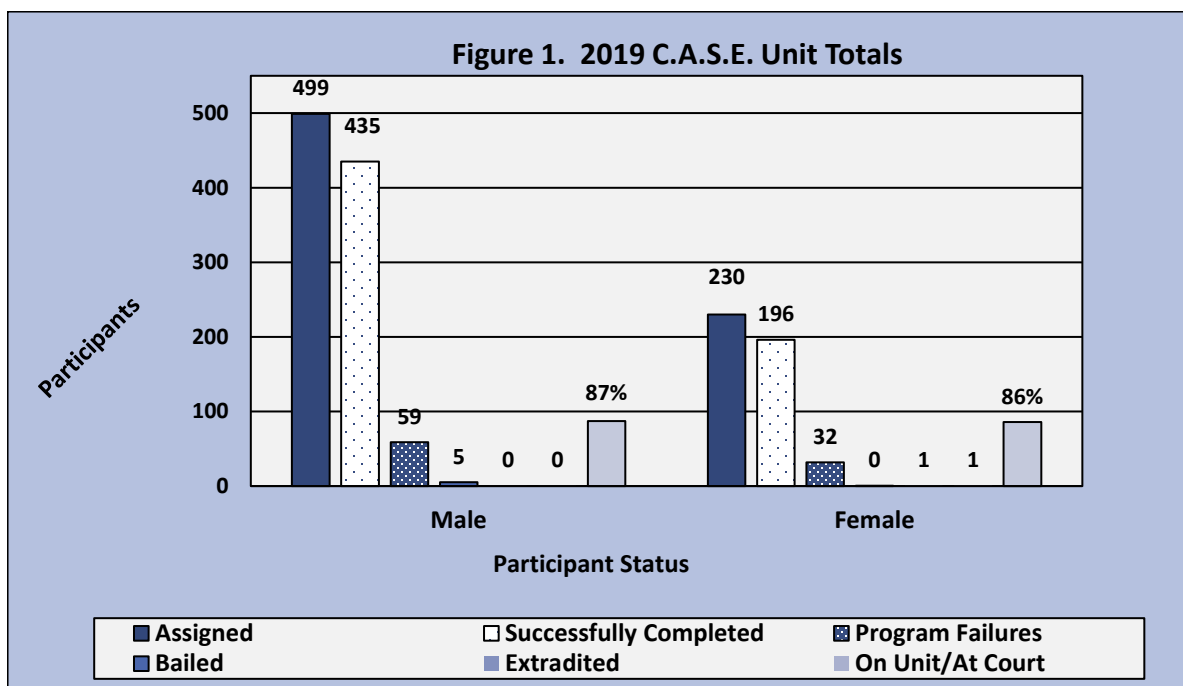
“Our greatest glory is not in never failing, but in rising up every time we fail.

- Ralph Waldo Emerson

The analysis below and Figure 1 illustrate the overall success of the CASE Unit in 2019.

Analysis of CASE admissions for 2019 (as of March 11, 2020)		
	Male	Female
Assigned to Unit	499	230 (1)
Program Failures	59	32
Bailed	5	0
Extradited	0	1
On Unit/At Court	0	1
Successfully Completed	435	196
Success Rate (2)	435/499 = 87%	196/229 = 86%

1. 333 (referred to unit) – 103 (denied) = 230
 2. We do not include those individuals currently on the unit or at court, as they have not yet failed or succeeded.



Participant Speaks Highly of the CASE Unit

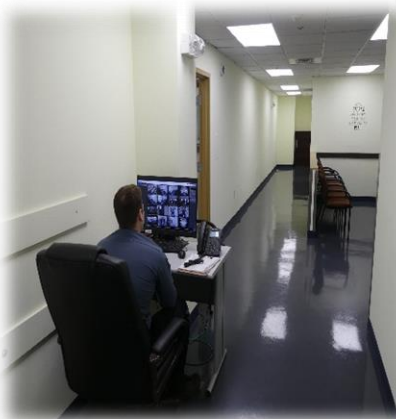
“Swampscott man sentenced to jail for fracas” *The Daily News*, 4-24-19

“Roughly 36 days after entering the Middleton Jail’s detox program, a Swampscott man charged with causing a disturbance at Anna Jaques Hospital told a Newburyport District Court judge Tuesday that the program had done him a lot of good.

...Before being sent back to jail, (the man) told Judge Peter Doyle the jail’s detox program had helped him immensely and recommended others in a similar situation take advantage of the program.” Read Dave Rogers’ full article at:

www.newburyportnews.com/news/local_news/swampscott-man-sentenced-to-jail-for-fracas/article_8ac297f9-ae61-5582-9c62-c056317b9ac6.htm

Medication Assisted Treatment



In response to the opioid crisis in Massachusetts, Governor Charlie Baker signed the *Care Act, Chapter 208* of the *Acts of 2018*. A key feature to the legislation was the creation of a pilot program formally launched on September 1, 2019 in Essex, Franklin, Hampden, Hampshire, Middlesex, Norfolk and Suffolk counties following a year-long design and implementation process. ECSD's MAT Unit is pictured left.



As part of the pilot, individuals entering facilities in the seven counties on any of the three FDA-approved MAT regimens (Buprenorphine, Naltrexone or Methadone) have the ability to continue their treatment regimen while incarcerated, unless determined otherwise by a qualified addiction specialist. Sentenced inmates not on a verified medication-assisted treatment regimen at the time of their commitment may also be evaluated for participation 30 days prior to their scheduled release.



Significant progress has occurred since the inception of the pilot program. In September 2019, the Essex County Sheriff's Department, with the support of our contracted providers, Wellpath and Acadia Health, were licensed by the Department of Public Health, Bureau of Substance Abuse Services and the Federal Drug Enforcement Administration. Effective September 1, 2019, as mandated by the *Care Act*, we began the administration of all three forms of MAT treatment: Suboxone (Buprenorphine), Vivitrol (Naltrexone) and Methadone.

Strict oversight and reporting involving medical, clinical, re-entry services in addition to compliance with security practices is managed by the Massachusetts Department of Public Health, Massachusetts Bureau of Substance Abuse Services, Massachusetts Drug Control Program and Federal Drug Enforcement Administration.

Essex Medication Assisted Treatment (EMAT) is a six-month pre-release and re-entry program aimed at targeting participants with substance abuse disorders and recidivism risk factors. Participants are identified by correctional case workers, CASE unit care coordinators, clinicians and self-referred as being within a three-month release window with current or previous dependence on opiates or alcohol.

Participants are assessed with motivational interviewing techniques for their willingness and readiness for change. These assessments give the participant and the clinician tools to identify the individual needs of the participant when he/she leaves custody.

EMAT participants are given the option of MAT services including Vivitrol, Methadone or Suboxone. The option of starting Vivitrol is open to participants upon discharge. Clients who would like to be inducted into the other MATs are evaluated by the MAT Program and if appropriate can be started prior to release with continued EMAT services while in-house as well as upon release.

Community partners include Advocates for Human Potential, Lynn Community Health, Middlesex Recovery, North Shore Community Health, Greater Lawrence Community Health Center, and Police Assisted Addiction and Recovery Initiative (PAARI).

Figure 2 shows a steady increase in the number of doses provided each month from the MAT Unit's opening on September 1, 2019 to year's end. A total of 6,699 doses were provided as treatment in these four months of 2019.

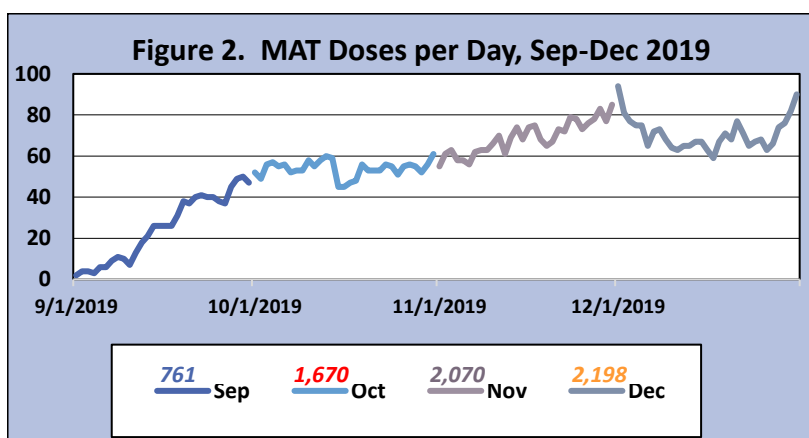


Figure 3 illustrates the increase in the average number of daily doses each month.

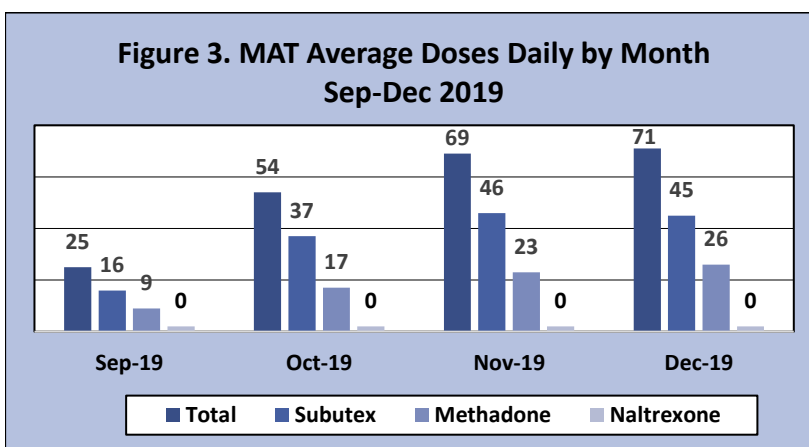
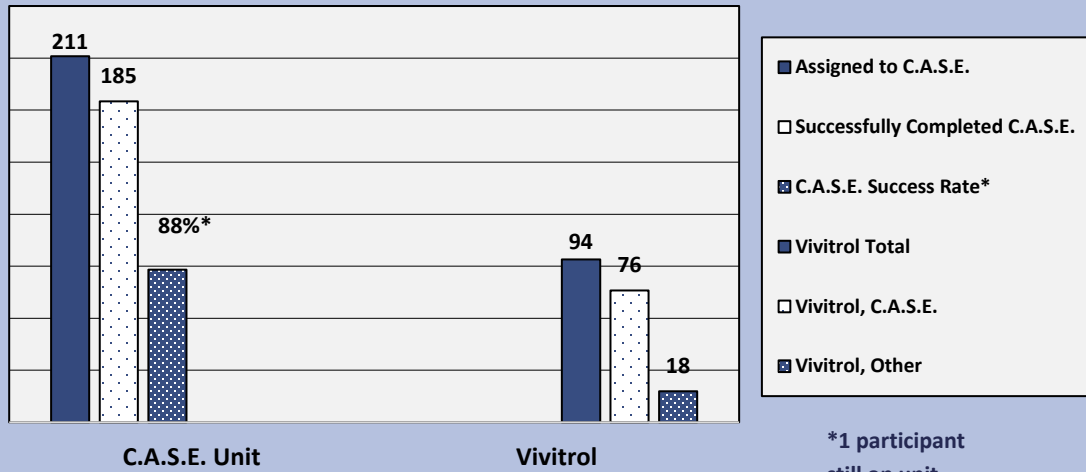


Figure 4 shows how successful the CASE Unit was, as well as the 94 Vivitrol recipients from 9-1-19 to 12-31-19.

"This program is ground-breaking. It marks the beginning of a new role for jails in the fight against the opioid crisis." _ Sheriff Kevin Copping in the *Boston Globe's* 9-5-19 article, "Seven jails start providing medications for addiction in pilot program"
Read the full article at: www.bostonglobe.com/metro/2019/09/05/seven-jails-start-providing-medications-for-addiction-pilot-program/0YKo37Tkl4KKMuxaAljcYL/story.html?outputType=amp

Figure 4. C.A.S.E. & Vivitrol Recipients, Sep-Dec 2019



ECSD's MAT Staff

Front Row, L-R: Dr. James Cheverie, Nurse Manager Taylor Smith, Health Services Administrator Brianna Molloy, Clinic Director Jessica Fortier-Goss, Clinician Supervisor Brianna Boffoli, Director of Mental Health Jennifer Padre.

Back Row, L-R: Clinician Alice Verrill, Research Assistant Mary McPoland, Clinician Amanda Daines, Captain Laura Dow, Assistant Superintendent Jason Faro, Officer Glenda Cancel, Officer Anthony Yan, Officer Patrick Wortham.

Not pictured: Medical Assistant David Berwick, Nurse Darlene Bonnanno, Nurse Tracy Comeau-Beedle, Nurse Valerie Finnie, Nurse George Manaitis, Officer Andrew Parsons, Clinical Assistant Jade Young.

Pre-Trial Re-Entry Services

To better serve our incarcerated population and assist our criminal justice partners in facilitating necessary inmate care, we expanded our scope of pre-trial services. We believe that through effective communication and case management, alternatives to incarceration can be developed.

Partnering with outside agencies is a key to our success. Agencies with whom we collaborate include:

- Essex District Attorney's Office
- Drug Courts
- Offices of Probation
- Defense Counsel
- Veterans Treatment Court
- U.S. Department of Veteran Affairs
- State and local police departments



District Attorney Jonathan Blodgett and his office partner with ECSD in the opioid battle.

Re-Entry Services

Our Re-Entry team facilitates placement in programs designed to address the needs of participants. Community-based placements may include one or more of the following:

- Long Term Residential Program(LTRP)
- Continuation of Services for CASE graduates
- Intensive Outpatient Program (IOP)
- Office of Community Corrections
- Structured Outpatient Addiction Program (SOAP)
- Veteran Services
- Mental Health Support Services
- Insurance Applications
- Medication Assisted Treatment
- Sober Housing

Participants are required to engage in institutionally based programming while receiving services in the Re-Entry Services Unit. Institutional Programs use the Living in Balance evidence-based curriculum.

In 2019, the Pre-trial Re-Entry Services Unit was successful in diverting 148 cases.

Personnel: Two 2019 promotions

Pictured are Jane Sutter (L), appointed to the Pre-Trial Re-Entry Resource Liaison position, and Reintegration Coordinator Jacquelyn Leeman, promoted to Director of Pre-Trial Re-Entry Services. RIC Leeman also oversees the new Essex County Mental Health Diversion Program.



Essex County Mental Health Diversion Program

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

In addition to program management, a task force has been created to facilitate the identification and treatment of these individuals. In addition to ECSD, this committed group includes the Massachusetts Parole Board, Probation Offices of Lynn and Lawrence, District Attorney Jonathan Blodgett's Office, South Bay Mental Health, Spectrum Health Systems, WellPath and the University of Massachusetts.

"The Task Force's mission is to ensure a fluid continuum of care throughout the criminal justice system and connect participants to the appropriate behavioral health services."

- Director of Specialized Re-Entry Services
Assistant Superintendent Jason Faro

While the proliferating Opioid crisis has opened a huge gap between need and current facility/program capacity, the Essex County Sheriff's Department Mental Health Diversion Program is considered the first and only diversion program in Essex County treating mental health and co-occurring disorders.

The ECMHDP was recently awarded \$750,000 for additional funding period 10/1/2019-9/30/2022 (see the *Grant Funding* section).

Partnership Spotlight

Volunteers of America on Inmate Support

Over the past several years, ECSD has partnered with "VOA" to provide excellent programs for the individuals in our custody. From our time-tested C-Tech telecommunications classes to our new Essex County Mental Health Diversion Program, VOA staff help to prepare inmates for jobs - and life - after incarceration.

VOA services include:

- Programming for At-Risk Youth
- Mental Health and Substance Abuse Services
- Veterans Services
- Reintegration Programming for Incarcerated Individuals
- Independent & Assisted Living for Seniors

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



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 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 (see *OCCs, Electronic Monitoring & Housing: A Collaborative Effort* on page 41).

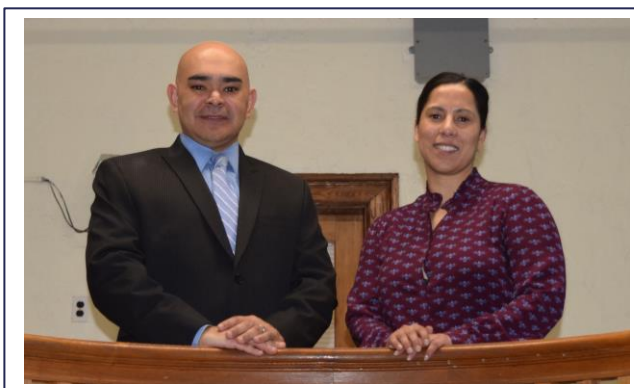
Eligibility for the ECPRC

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



Employee Profile: Meet the New ECPRC Management

Superintendent Heidi Mora, pictured with Assistant Superintendent Jose Hernandez, has been with the department for over 19 years, working her way up to Captain in Operations and Housing. She recently managed Transportation, Intake and Criminal Records. She was also our liaison to the courts and implemented a successful Video Conferencing Department. In September 2019, she received the well-deserved promotion to Superintendent overseeing the ECPRC and the WIT. Superintendent Mora believes in, “Focus on individualized care for each inmate in our custody.”



Assistant Superintendent Jose Hernandez has been with us over 16 years. After working as a correctional officer for seven years, he was promoted to Security Investigations then went on to be Assistant Director of Internal Affairs. In addition, A.S. Hernandez was appointed as a Task Force Officer with the Department of Homeland Security. He joined the ECPRC in September 2019. A.S. Hernandez's philosophy involves, "Creating a positive and learning atmosphere for staff members and those incarcerated by soliciting and implementing new initiatives that create trust and synergy."

Step-down Process



**Member of the ECPRC team,
Captain John Hodgson**

By providing our inmates the opportunity to move from our medium-security facility to our pre-release facility (for men) or from MCI Framingham/Suffolk County Sheriff's Department to our Women In Transition facility (for females), we are helping these individuals prepare for a successful re-entry to society. In addition, we operate three Offices of Community Corrections (OCCs) as well the Electronic Monitoring Program (EMP) and we work with many sober houses and group homes in Essex County and beyond. All these factors help in the step-down process.

Program Focused

The Lawrence facility is less "institutional," with no fences, inmates wearing their own clothes instead of jump suits and the enjoyment of contact visits, allowing them to sit with their visitors. The ECPRC does, however, give inmates added responsibilities. These responsibilities include increased program requirements and class participation, as well as additional work assignments at the facility, community service or work release.

Medication Assisted Treatment (MAT) implementation at the ECPRC and WIT

MAT services for sentenced populations interested in accessing treatment is coordinated by assigned reintegration staff at both the ECPRC and WIT. All inmates are educated on MAT options at 90 days prior to release and have the option to make a self-referral through a reintegration staff member.

When an inmate has been identified through one of these mechanisms, they are screened by a Wellpath Mental Health clinician to verify that the inmate has an opioid use disorder. If the inmate screens positive, reintegration staff will coordinate a pre-intake screening with our community-based provider, Acadia Healthcare. Both the ECPRC and the WIT utilize this center.

In 2019, the department authorized the addition of a MAT officer who provides supervision and transportation of the inmate population actively involved in treatment.

Improving Inmate Services through Community Partnering

For Superintendent Mora and Assistant Superintendent Hernandez, their aim is threefold:

- To build relationships and become more involved in the community of which the ECPRC is a part.
- To expand our programs, sober houses, and jobs in the North Shore area through networking and outreach to all the communities in which our inmates reside.
- To bridge the philosophies and goals between all three ECSD facilities: to recognize and respect each facility as unique in some respects, but to have a foundation and core that is one.

The pair have joined *the Lawrence Partnership* which is a collaboration of leaders from business, education, healthcare, nonprofit and government sectors working together on a shared vision of growing Lawrence and its economy, as well as helping its people.

Some of the Many Successful Programs at the ECPRC:



Family Services of the Merrimack Valley

In 2019, their family-focused program called 24/7 Dad held eight-week courses that 40 inmates completed. Pictured left are some of the program graduates with ECSD staff. Learn more about Family Services at: www.fsmv.org

Straight Ahead Ministries (S.A.M.)

As described in the *Middleton Facility* section.

ServSafe

In 2019, the ECPRC certified 18 inmates in kitchen and culinary procedures. Learn more about ServSafe in the *Career Training* section.

Inmate-to-Work

In 2019, 11 inmates were certified by this program that teaches basic food service skills. Aramark Director of Food Service, Glenn Foster, oversees the program. Mr. Foster is pictured here with the ECPRC's Food Service Director, Senior Correctional Officer Kathleen Lawrence.

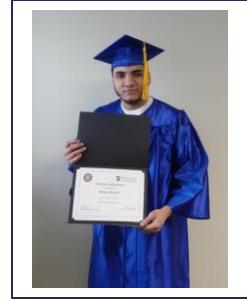


United Teen Equality Center (UTEC)

In 2019, the ECPRC had 27 UTEC participants. Pictured L to R: Sheriff Copping, State Representatives Linda Dean Campbell, Andy Vargas and Christina Minicucci, UTEC Street Worker Mao Kang, and Haverhill Police Chief Alan DeNaro at the Haverhill UTEC. Read more about UTEC in the *Programs & Treatment* section.

HiSet: High School Equivalency Preparation and Testing

Northern Essex Community College teaches this course (Read more about NECC in the Educational Spotlight on page 14.



Occupational Safety and Health Administration (OSHA)

An OSHA-certified instructor comes to ECPRC every-other month and certifies inmates in workplace safety. In 2019, 94 inmates received OSHA certification.

Hardscaping



In 2019, 37 participants earned Hardscaping certificates. Learn more about Hardscaping in the *Career Training* section.

Teamwork from Start to Finish

The building of the new security gate building at the ECPRC (pictured left) involved inmates in the Hardscaping Program working side-by-side with employees while learning valuable skills.

Success Story

Tom O'Brien is a former Marine, a union mason and a hard worker. He was also an inmate at the Essex County Sheriff's Department. While here, Tom focused on bettering himself. In addition to earning multiple certificates for courses he completed and assisting in teaching skills to his fellow inmates, Tom undertook several masonry jobs including repairing stairs, resurfacing exterior walls and overseeing the construction of the security gate building at the ECPRC. Tom is pictured here with Officer Jeffrey Cruz.



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

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

- Network Cabling: Copper Based Systems
- Fiber Optics Based Systems
- Telecommunications Technologies
- Home Entertainment Residential Audio/Video Systems
- Telephone Voice Over Internet Protocol (VOIP)
- Energy Management



Cakes like the one pictured here have become quite popular at ECPRC graduations.

The Farm

Often called “The Farm,” the ECPRC has a working farm on the 13-acre site. Staff from Pleasant Valley Gardens of Methuen help determine the layout of the farm, set up irrigation, provide seeds and give hands-on instruction to inmates who work the soil from early spring to mid-fall. Harvests include tomatoes, pumpkins, squash, cucumbers and a host of other vegetables, all of which are shared with local schools and nonprofits. The produce is also prepared and served to inmates at our three facilities, thereby saving taxpayer dollars.

“The butternut squash was a welcomed addition to our meal care packages. On behalf of all those grateful families, we send our heartfelt thanks.”

- Joanne Leary, President
St. Vincent de Paul Society

A True Team Effort in Support of the Boys & Girls Clubs

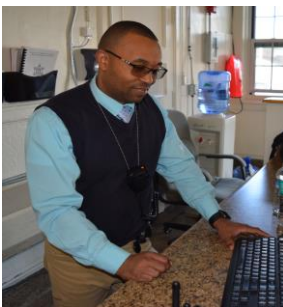
In the fall of 2019, 200 pumpkins grown by the inmates at the ECPRC were donated to the Lawrence Boys & Girls Clubs. The children decorated the pumpkins, which were then sold for \$5.00 each at the 99 Restaurant & Pub in Andover and North Andover. The \$1,000 raised went back to the Boys and Girls Clubs.

Read more about this collaboration in the *Eagle Tribune* at:

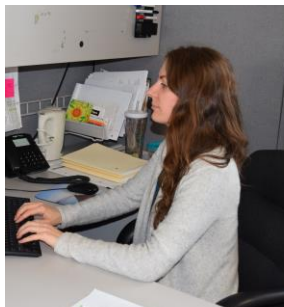
www.eagletribune.com/news/merrimack_valley/from-the-farm-to-the-boys-and-girls-club/article_5e7a7e83-5af7-5413-be3d-58ed30fbee4d.html

Describing the benefits of the farm, Senior Correctional Officer Kathleen Lawrence explained, “It is community outreach to benefit the Greater Lawrence area and all of Essex County. The inmates that work on the farm not only learn gardening skills, but by sharing the produce, we are reinforcing how good it feels to give to others.”

The success of the ECPRC reflects a partnership between our employees and our vendors.



Officer Wilson
Geronimo



Spectrum Clinician
Meghan Poirier-
Westman



Lt. Joseph DiPietro
(L) & Investigator
Richard Smith

Women In Transition



In November 2019, Assistant Superintendent Krystina McFarland was chosen to oversee the WIT. Captain Robert Walsh is second-in-command, and the two provide exceptional leadership. With a strong focus on re-entry, women are encouraged and supported as they prepare for life after incarceration. Programs include individual and group counseling, education, employment, and community service; through which participants learn personal accountability and pro-social alternatives to anti-social and unhealthy lifestyles.

The WIT has a total population of approximately 30 inmates. Approximately 22 of them live in-house and another eight to 10 are on the Electronic Monitoring Program (EMP), living at the Maris Center in Salisbury, which is operated by The Link

House, Inc. In the past, WIT residents were referred by MCI Framingham. As of October 2019, however, our female county inmates were transferred to Suffolk County/South Bay, and we now get our referrals from them. As women step-down from the WIT, they are referred to programs throughout Essex County and Massachusetts.

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



Many WIT participants are referred to the Salisbury Office of Community Corrections. The OCC provides these women with education through programs such as Criminal Conduct, New Directions Alcohol & Drug Education, Criminal Thinking, New Directions Release & Re-Entry job Skills. The WIT also provides educational services for HiSet high school equivalency test preparation.

Two members of the WIT team are Reintegration Coordinator Cynthia Deleo (standing above) and Spectrum Counselor Tommi Bower (sitting, L above).

Community Service & Work Release

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

Community Service

Under correctional officer supervision, work crews from the ECPRC and WIT provide services to municipal agencies. From senior centers and the State House to Maudslay State Park and the Salvation Army, the men and women in the Community Service Program can be seen helping throughout Essex County and beyond. In 2019, the ECPRC provided over 300 crews and the WIT another 40-plus to perform Community Service.



The ECPRC supplied 127 crews, each with six inmates to clean state highways and 17 two-man crews to work on the department's graffiti truck. ECPRC crews also worked at the Middleton facility as well as the State House. In total, ECPRC inmates provided approximately 32,000 hours of work in 2019.

Each of the WIT crews had eight women. The crews worked at two Newburyport landmarks, Maudslay State Park and Atkinson Common. In total, WIT inmates provided approximately 800 hours of work in 2019.

Community Service allows participants to gain self-confidence by giving back to society, and perhaps learning skills they can use post-release; all while saving taxpayers money.

Work Release



**Director of Inmate Work Release,
Jennifer Cantwell**

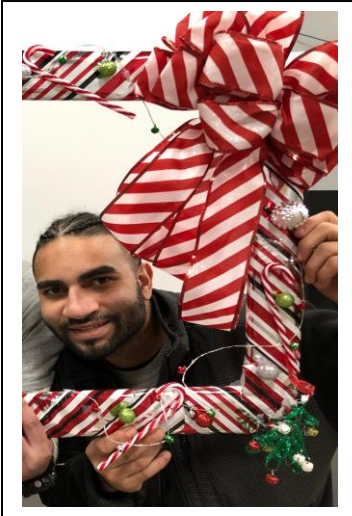
The Work Release Program is an instrumental tool in decreasing recidivism rates in Essex County. The main focus of Work Release is to cultivate “career-starting” employment opportunities for work-approved offenders, by developing community partnerships with area companies. Between large corporations and small enterprises, nearly 40 businesses throughout Essex County participate in the program by employing program participants, many of them remaining employed post-incarceration. Throughout 2019, over 550 job

vacancies were filled by offenders participating in the Work Release Program. These jobs include restaurant and food service, manufacturing, assembly, construction, solar panel installation, machine operating and more.

Program Summary

At any given time in 2019, 17 WIT participants and 90 ECPRC Participants were working in the community. Over the course of 2019, the ECPRC worked with 29 employers and filled 490 jobs. The WIT worked with eight employers and filled 85 jobs.

Success Story



In December 2019, Work Release employer United Plastic Fabricating of Andover held a holiday celebration for their employees. In true holiday spirit, they welcomed and included ECSD Work Release participants to take part alongside their colleagues. Each participant enjoyed a full buffet lunch and comradery with their co-workers.

United Plastic Fabricating is one of our newer employers. We began working with them in May 2019. They have already kept on several employees, post-incarceration.

Work Release participant, Devi Bre (left) enjoys the United Plastics holiday party

In the News

As an extremely successful endeavor, ECSD's Work Release Program was showcased in the media in 2019. Below are two examples.

"Local employers give inmates a shot in work release program" *The Salem News*, 5-12-19

To show the success of the Work Release Program, reporter Ethan Forman interviewed ECSD staff and program participants. In addition, Mr. Forman spoke with employers, including Munters Corporation in Amesbury, Berkshire Manufactured Products in Newburyport and Webb Transportation in Ipswich, about their success with the program. Read Ethan Forman's entire article at:

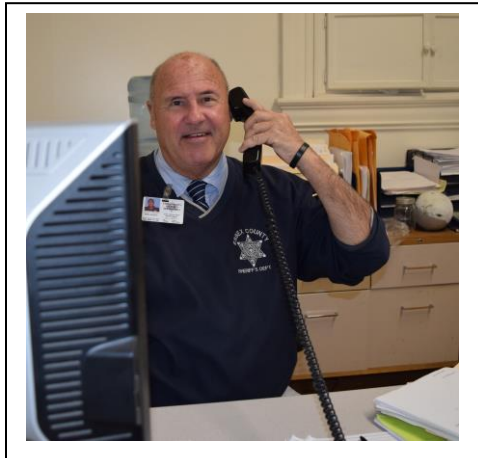
www.salemnews.com/news/local_news/local-employers-give-inmates-a-shot-in-work-release-program/article_7c2c8e88-41bd-5a38-9c6d-7b287fe69f49.html

"Inmates in Essex County participating in work release program" *Boston 25 News*, 6-6-19

The report covered Berkshire Manufactured Products and the success they have had with our program. Berkshire staff spoke with the news station about the benefits of the program. Also interviewed were former inmate Lisbran Lopez and then-current-inmate Norberto Manon who had plans to remain employed with the company post-incarceration. View the entire segment at:

www.boston25news.com/news/inmates-in-essex-county-participating-in-work-release-program/956014882

Three Employees Work Together to Assist Inmates Post-Release



Although he retired from his full-time job with ECSD, **former Sergeant Dennis Laubner** (pictured left) has found his niche in a part-time position. Dennis contacts inmates after their release from the ECPRC to see how they are getting along and connect them with services they need. From February 6, 2019, when he began the job, until the end of the year, Dennis reached out to 239 former inmates and contacted 156, or 65% of them. Of the individuals he spoke with, 61% stated that they were working and 38% stated they were in substance/alcohol counseling or treatment.

Reintegration Coordinator (RIC) Julie Hartling (pictured right) gathers contact information on individuals prior to their release and shares it with Dennis, facilitating his post-release calls. RIC Hartling also assists individuals in getting their Registry of Motor Vehicle Mass IDs and teaches them about the benefits of MassHire employment centers. Dennis provides transportation to these agencies and walks the individuals through the process.



MassHire, a government agency, has been a valuable ECSD partner. As their website, www.mass.gov/topics/masshire states, “MassHire creates and sustains powerful connections between businesses and jobseekers through a statewide network of employment professionals.”

Work Release Coordinator Jennifer Cantwell assists inmates in gaining employment while at the ECPRC. Often the individuals keep these jobs after they leave us. Dennis helps here as well, driving inmates to job interviews, Social Security, or other job-related appointments.

Praise for this unique initiative:

“Thank you so much for calling.” – Former inmate

“Wow, that’s a great program you have!” –Parent of a former inmate

“Thanks for looking out for my son.” – Parent of a former inmate

Offices of Community Corrections

As a vital part of the step-down process, the three centers, located in Lynn, Lawrence and Salisbury, accept referrals from Parole, Probation and the Essex County Sheriff's Department. The centers are an intermediate sanction that keep the community safe while reducing the risk of recidivism for offenders. Participants are given tools to live outside of the criminal justice system. The centers implement a curriculum that combines evidence-based, manualized and cognitive behavioral therapy with job development, formal education, participant accountability and drug screening.

The Office of Community Corrections focuses on Individualized Evidence Based programming, supported by the following principles: (1) Make recidivism an explicit goal; (2) Provide flexibility in recidivism reduction options; (3) Utilize need/risk assessments in programming; (4) Utilize evidence based practices in all programming; (5) Provide an integration of services and sanctions; (6) Provide training and support to court personnel; (7) Utilize court hearings and other incentives to motivate positive change in offenders; (8) Promote collaboration among all criminal justice agencies.

Through structured programming, the treatment process helps the clients to internalize pro-social skills, re-direct criminal thinking, learn to manage other co-existing problems and learn to adopt a chemical-free and crime free lifestyle.

2019 Highlights

Salisbury Office



- The Center is now an official HiSet testing Center.
- Speakers included Senator Diana DiZoglia, Representative Andy Vargas and veteran/author Brian Mohika.
- Educator Daryl Fay started a book club for the WIT women.
- Assistant Director Jennifer Murphy attended the Link House Open House/Links of Hope fundraiser and the Greater Lawrence Opioid Alliance Symposium. A.D. Murphy is also a member of the newly instituted Haverhill Drug Court which began in March of 2019.
- Donation program for Probation participants: Food from Panera is picked up on Mondays and Wednesdays and given to participants in need.
- Cultural Diversity Week: Participants heard from Deputy Allisson Hernandez of ECSD Training, Project Search Director

Megan Kane, Claudia Fox Tree of the Arawak/Yeremei Nation and "Grace," a recent program graduate.

- Staff organized a meeting with Haverhill District Court staff and Sheriff Coppinger in order to discuss our CASE Unit and the Pre-Trial Diversion Program.
- Staff participated with Salisbury Police Department in National Night Out.

Former Chief Justice Encourages Inmates

Assistant Director Jennifer Murphy organized a presentation at the ECPRC which had John Broderick, Jr., former Chief Justice of the New Hampshire Supreme Court, speaking to the inmates about mental health awareness and substance use.

Chief Justice Broderick shared his very personal story of his son's struggle with alcoholism and mental illness. He spoke with inmates and encouraged them to be aware of the signs of mental illness and alcoholism and fight against the stigma of these diseases. Judge Broderick is pictured here in the ECPRC gym.

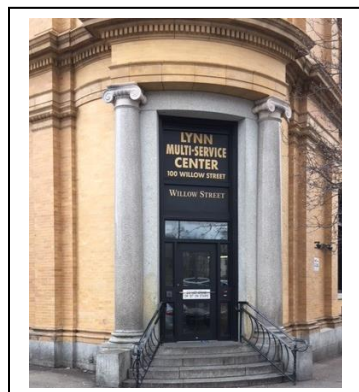


Success Story

"RP," a young man, needed his diploma and some improved life skills. He was resistant to education of any kind, thinking he knew enough already. He was scared and lonely because he had to leave his former life behind. He had a big swagger and big ideas of what success is and how to get it. He was resistant for a long time but finally turned his way of thinking around to accept help from the OCC.

RP started taking the HiSet tests and began to trust the staff. He passed his tests and got his diploma. He now considers our center a part of his life. He has a better job with more opportunities and has taken responsibility for his young family. He completed the OCC and is now in aftercare.

Lynn Office



- The Lynn staff partnered with Salisbury OCC staff to provide an informational presentation on the OCCs to ECSD CASE Unit staff & program participants.
- Partnering with My Brothers Table, staff organized a ServSafe (food handler program) Certification class
- Staff and participants alike enjoyed the Third annual Cultural Diversity celebration.
- Self Esteem Boston presented a six-week course free of charge for our female participants, each of whom received a certificate of completion.
- Assistant Director Anthony Mallia and Job Developer Angela Savini brought participants to a large-scale career fair at the Hynes Convention Center in Boston. Note: Anthony Mallia has since been promoted to Director.

- Roca, a training program committed to helping high risk young men through relentless outreach, sponsored a meeting to discuss forming a " Hub" team in Lynn.

- Employees operated a therapeutic program with individualized and comprehensive substance abuse treatment plans designed to meet the needs of each participant. The program provides life skills, pre-employment training, and HiSet instruction.

Staff & Participants Take Part in *Wreaths Across America*

Each December on *National Wreaths Across America Day*, volunteers lay wreaths at Arlington National Cemetery as well as at more than 1,400 additional locations in all U.S. states, at sea, and abroad.

In 2019, the Lynn OCC took part in the WAA initiative by cleaning gravesites of veterans and placing wreaths on them at Green Lawn Cemetery in Salem.

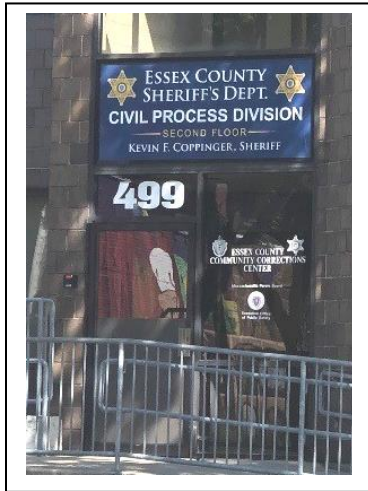


Taking part are (L to R) Community Service participant Sherri Mackie, Lynn OCC Clinician Lesley Lovely, Community Service participants Tyler King and Willie Johnson.

“We understand we have Veterans Day in the fall and Memorial Day in the spring, but our service members sacrifice their time and safety every single day of the year to preserve our freedoms.”

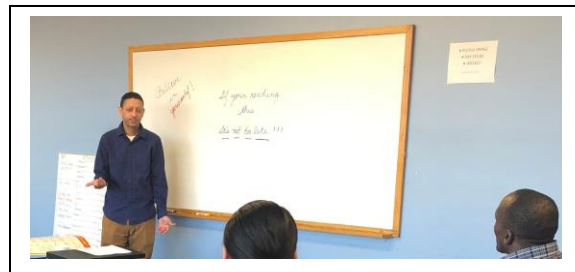
- Wreaths Across America website: www.wreathsasscrossamerica.org

Lawrence



- Counselors took participants on a tour of Northern Essex Community College's Lawrence Campus. As a result, a participant enrolled in courses at NECC.
- In a collaboration among Spectrum Health Services, the Office of Community Corrections and ECSD staff, the center has developed PAMI (Promoting Awareness Motivational Incentives).
- Participants have been awarded prizes for attending day reporting, clean drug screens, and group participation.
- A participant who was once on Superior Court Probation is now a recovery coach with Always Health Partners. He visits the center and plans to conduct a group with clients interested in working with a recovery coach.

Lawrence OCC Director Sean LeBroda stated that keeping participants engaged in the learning process is one of the keys to their success. Pictured here is one of the many classes held at Lawrence. Written on the board: “If you're here, it's not too late.”



2019 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 4.

Table 4. 2019 OCC New Admissions by Office			
Office	Probation	ECSD	Parole
Salisbury	57	104	1
Lawrence	95	15	11
Lynn	127	13	13
Total	297	132	25

Figure 5 shows that most referrals came from Probation at 65% and ECSD at 29%.

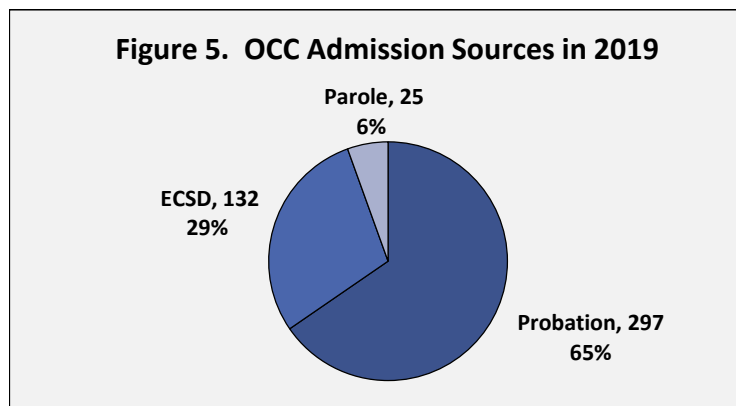


Figure 6 illustrates that the total monthly average of OCC participants was 107.

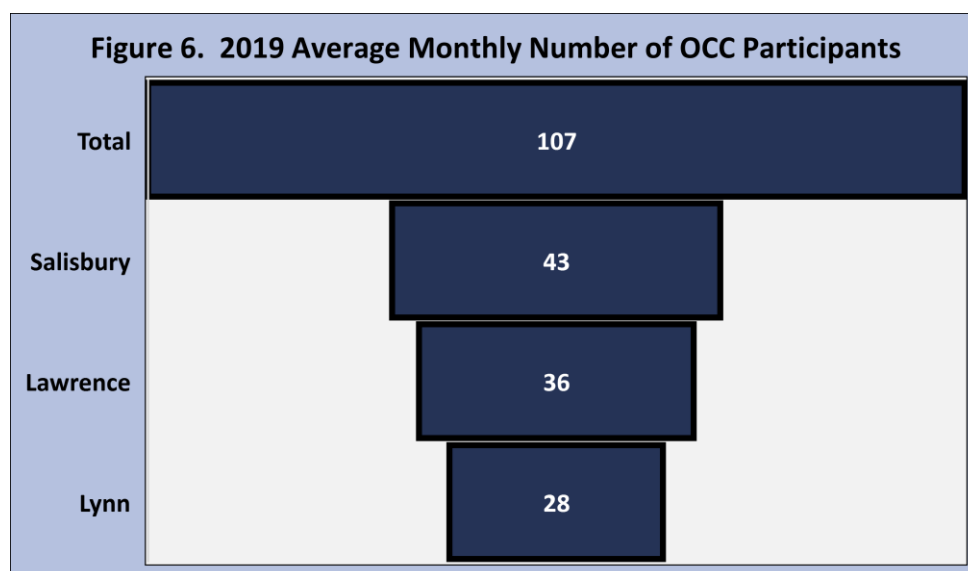


Table 5 illustrates the results of the 2019 OCC annual audit. The high Community Service scores reflect our partnerships with many outside agencies. These partnerships benefit not only local communities, but also our OCC participants.

Table 5. 2019 Office of Community Corrections Center Operations & Evidence Based Programming Audit				
	Lynn	Lawrence	Salisbury	Average
Participant Accountability	64	88	100	84
D&A Screening	76	82	81	80
Community Service	90	90	83	88
Site	100	98	88	95
Hours of Operation	94	69	72	78
Reporting Requirements	80	81	85	82
Policy Adherence	83	60	86	76
Program Leadership	63	71	82	72
Staff Characteristics	54	51	56	54
Offender Assessment	75	65	78	73
Treatment Characteristics	77	68	72	72
Quality Assurance	30	56	57	48
Overall Score *	70	69	77	75

*Eliminate the high & low scores then take the average.

Highest possible score is 100 in each category.

OCCs, Electronic Monitoring & Housing: A Collaborative Effort

Our Electronic Monitoring Program, OCCs, Sober Houses and home placement are all part of the step-down process which is vital to helping individuals successfully return to society. The Essex County Pre-Release and Re-Entry Center has three sober houses in Essex County. Two are in Lawrence and one is Lynn. The residents go to the Office of Community Corrections Centers in Lawrence and Lynn for their drug testing. Residents participate in the Work Release Program and are transported back and forth to work from the houses. The residents pay rent and their bills. It is an opportunity for them to successfully re-enter society. Inmates are eligible to go to doctors appointments and counseling sessions; both must be approved by the EMP Officer.

Each home placement resident is classified by a Classification Board for the opportunity to return to his/her residence in Essex County. Participants are eligible to see the board when they have six months or less left to serve. It is up to the discretion of the board and Assistant Superintendent to put the resident on the bracelet in the community. The resident must attend the OCC in the area where he/she is living. The hours are 8AM to noon, which consists of counseling groups, community service and drug testing. The rest of the day is considered house arrest. All movement of these residents is tracked through Veritracks and they are monitored 24 hours a day by ECPRC officers.

North Shore Regional 911 Center

The operation formerly known as the Essex County Regional Emergency Communications Center transitioned operational control to the State 911 Department on July 1, 2019 and became the North Shore Regional 911 Center or NSR911. As of the end of 2019, the staff were still ECSD employees but paid through an agreement with State 911. Located in Middleton, NSR911 is a dual Public Safety Answering Point (PSAP, an operation that answers and directs 911 calls and requests for emergency assistance). As a component of the State 911 Department, the center operates under the Executive Office of Public Safety and Security for the Commonwealth of Massachusetts. It was formed as a collaborative effort with the communities it serves.

As a wireless PSAP, the NSR911 answers and directs approximately 400,000 wireless 9-1-1 calls for approximately 1.8 million residents, originating in Essex County, most of Middlesex County, six towns in Worcester County and all of Suffolk County, excluding Boston. This covers over 955 square miles. Additionally, the NSR911 is the alternate answering point for the State 911 Department PSAP Operations Division 1 – Framingham call center.

On the regional side, the center answers and fully processes 9-1-1 calls for emergency assistance for five communities (Amesbury, Essex, Middleton, Topsfield, and Wenham, Massachusetts). This includes radio dispatching units for police, fire, and EMS (emergency medical services) for these communities. The NSR911 also receives, directs, and otherwise processes related non-emergency calls for these communities. The member communities have a combined population of 42,505 and cover 65 square miles.

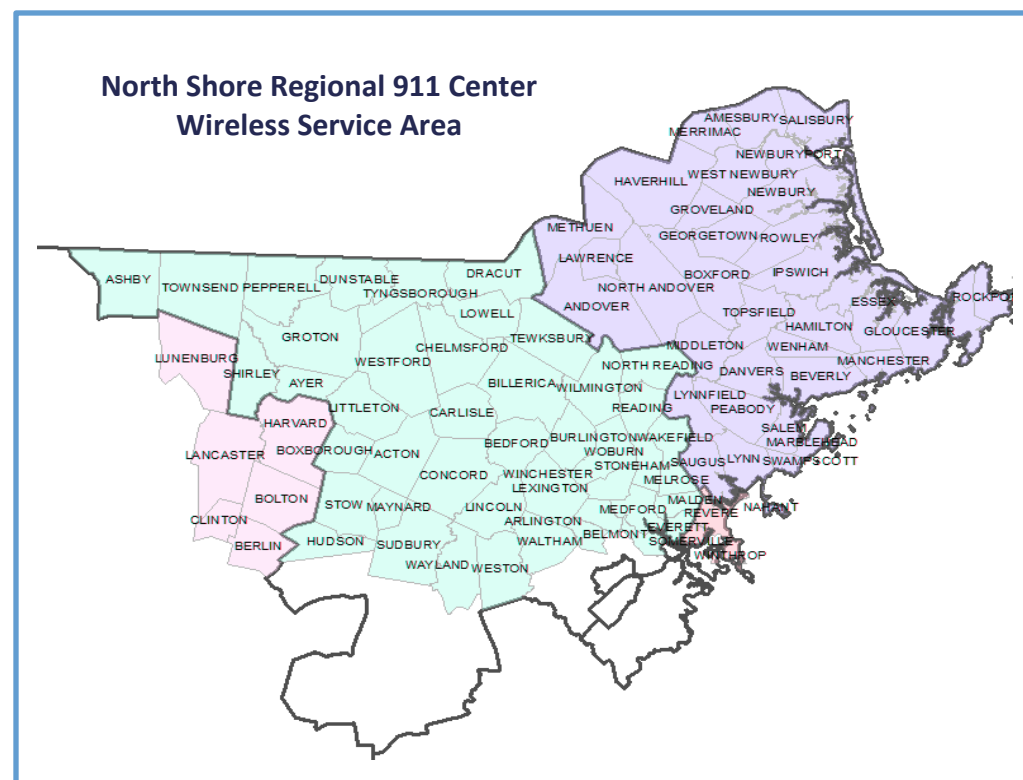
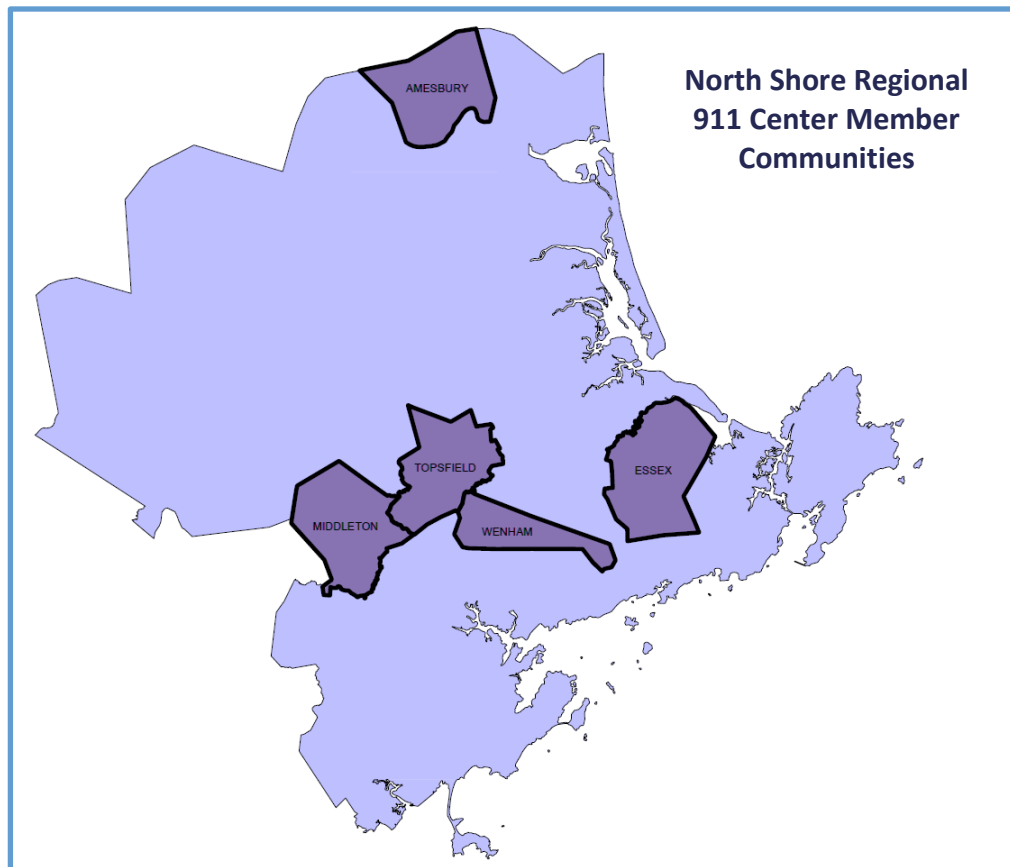
Governance

The North Shore Regional 911 Center is governed by an Intermunicipal Agreement (IMA) between the State 911 Department and each member community. Through the agreement, there are four governing advisory boards: Police, Fire, Administrative, and Executive.

The Police and Fire Advisory Boards consist of the respective chiefs from each department. These boards advise the State 911 Department on operating policies and procedures for the operation of the center. The Administrative Advisory Board is comprised of either the Mayor, Town Manager, or Town Administrator of each member community. The Board advises the State 911 Department on the budget and operations. The Executive Advisory Board is comprised of members of the other three boards and advises on the administration, budget, and operation of the center.

Personnel

Joanne Marks, Personnel & Special Projects Manager, retired.
Cynthia Matos, Telecommunicator celebrated five years' service.

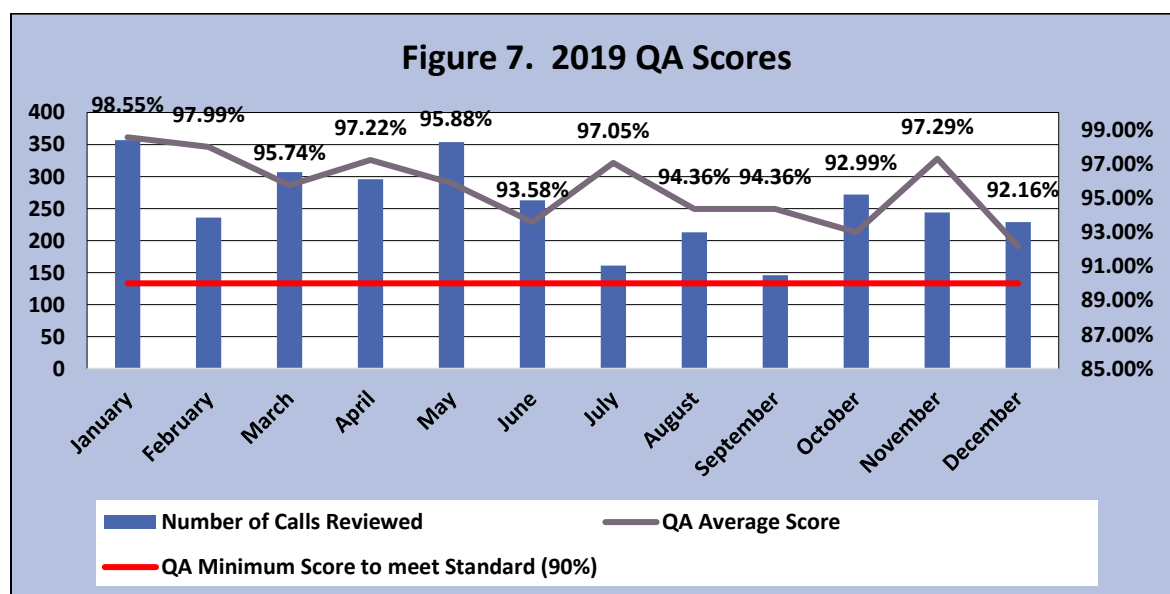


Quality Assurance / Quality Improvement (QA/QI Program)

The NSR911 Center operates a Quality Assurance Program, overseen by Operations Manager Lee Ann Delp. The program is designed to meet the standards recommended by the Association of Public Safety Communications Officials (APCO) International Standards Development Committee and approved by the American National Standards Institute. The five principles of the program are:

- To provide a quality assurance evaluation that assures citizens are consistently receiving the quality of service they expect and deserve from the NSR911 Center.
- The QA Program addresses three key areas of employee performance:
 - o Adherence to procedures, call quality, and job knowledge.
- The principal features of the QA application include:
 - o A review of at least 3% of all calls for service.
 - o All cases involving catastrophic loss and/or high acuity are reviewed.
- Operational reports will be available to review the overall performance of individuals and the performance of the department to develop relevant training.
- Performance Indicators are available to track the effectiveness of the QA Program.

The focus of the Quality Assurance & Quality Improvement (QA/QI) Program is evaluating telecommunicator and dispatcher strengths as well as identifying areas for improvement. The QA/QI Program is not meant to criticize errors, but to constructively review individual efforts, to recognize if complacency is creeping into our work and find areas in which we can improve. Our comprehensive QA/QI Programs include a random review of calls received/processed and dispatches of police, fire and EMS resources. Supervisors regularly monitor, review, and evaluate performance. All quality assurance checks are reviewed with individual employees. The Operations Manager and shift supervisors ensure all appropriate review, training, and remediation is provided when a need is identified. The NSR911 maintained a 95.6% overall protocol compliance for 2019. Our goal remains to deliver the best possible service to the citizens and visitors of those agencies we serve. Figure 7 shows our most recent QA scores.



Agency Certification

APCO Agency Training Program

Association of Public Safety Communications Officials, International (APCO) awards this recognition to agencies who have achieved the highest levels of training concerning program management and administration. This means NSR911 has achieved a high standard for training within the industry and has had to go through an extensive review of policies and procedures, program management, and training methodology showing that we meet or exceed national standards. We are the first in Massachusetts and second in New England to achieve this, putting us in a very exclusive group.



The North Shore Regional 911 Center remains on the campus of the Essex County Correctional Facility in Middleton.

NCMEC Missing Kids Readiness Project

Joining the National Center for Missing and Exploited Children (NCMEC) in their mission was a natural fit for our agency. NCMEC's *Missing Kids Readiness Project* (MKRP) involves meeting the highest standards in handling and processing emergency calls involving children in these high-risk situations, as well as being aware of the many indicators that a potential incident is unfolding. NCMEC reviewed our policies and procedures, our telecommunicators and leadership completed specialized training, and our agency was recognized for meeting or exceeding these standards. We join a small group of NCMEC MKRP partners in Massachusetts.

NWS WeatherReady Nation Ambassador

The National Weather Service (NWS) recognizes public safety and other partners who have demonstrated a commitment to furthering community weather preparedness. As a WeatherReady Nation Ambassador, the NSR911 works with the NWS and disseminates weather awareness and safety information. In addition, we advocate and support actions that contribute to our communities' weather preparedness.

2019 Statistics

Calls for Service

A call for service is generated by the NSR911 when a citizen calls with a need for law enforcement, fire department, or ambulance response. It also includes motor vehicle stops, building checks, and directed patrols. Figures 8 and 9 show the breakdown, by community, of the 83,238 law enforcement calls and the 9,987 fire-related calls respectively. Figure 10 breaks down the total number of 93,225 Computer-Aided Dispatches (CAD) by community (i.e. Figures 8 & 9 combined).

Figure 8. Law Enforcement Incidents by Community

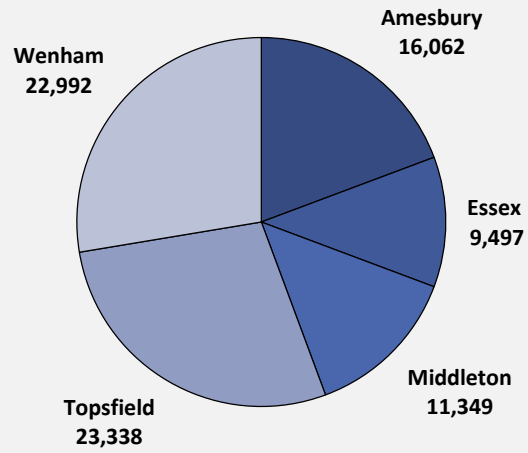


Figure 9. Fire Incidents by Community

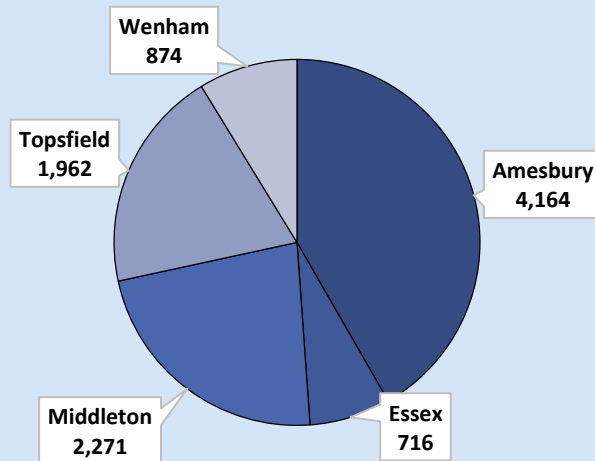
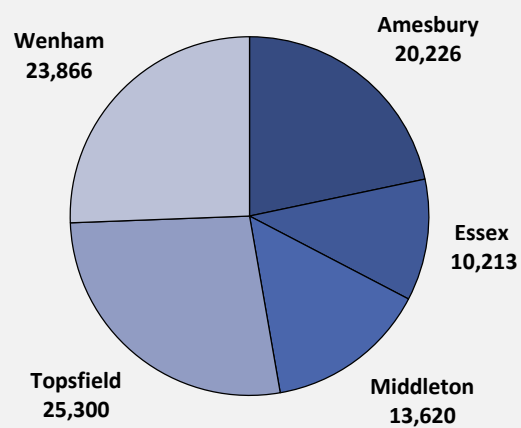


Figure 10. Total CAD Incidents by Community



Phone Calls

Within the regional operation, the NSR911 handles more “non-emergency” or business line calls than 911 calls each year. Often, citizens call the business line with genuine emergencies. Table 6 provides a breakdown of NSR911 calls, while Table 7 shows the distribution of police and fire business calls.

Table 6. 2019 Phone Calls			
Type of Call	Answered	Abandoned	Total
Regional 911 Calls	7,517	351	7,868
Regional 2-Way Calls	22,756	673	23,429
Wireless 911 Calls	286,886	42,494	329,380
Wireless Outbound Calls	121,355	N/A	121,355

1. “Regional 911”: emergency calls from the five communities whose landlines are supported by NSR911.
2. “Regional 2-way”: calls on the business line from landlines within the five communities supported by NSR911. Although received on the business line, many of these are emergencies.
3. “Wireless 911 Calls”: From the 82 communities covered.
4. “Wireless Outbound Calls”: The telecommunicator called back the caller, called another department or called another party regarding a situation.

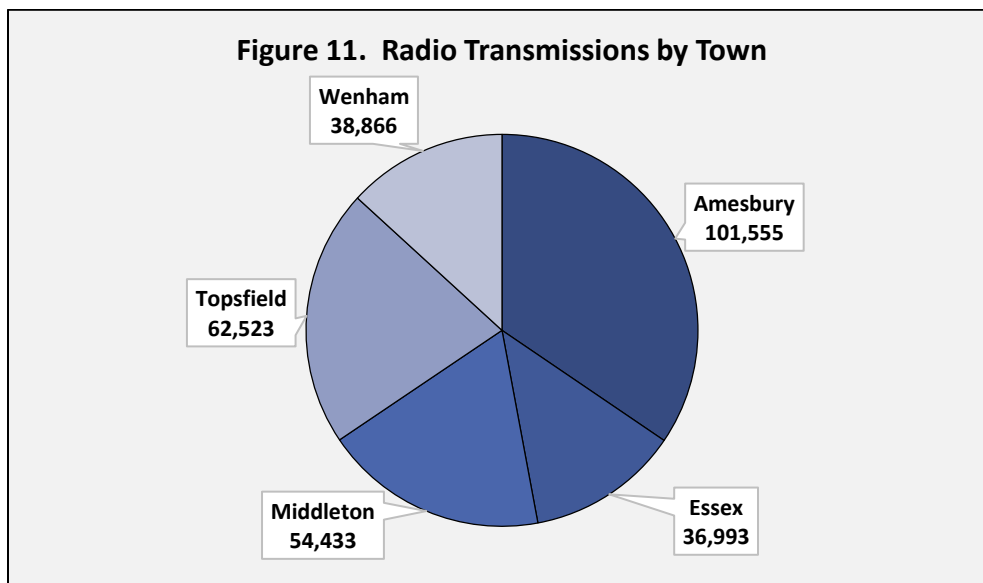
Table 7. 2019 Police & Fire Business Calls		
Community	Police Business Calls	Fire Business Calls
Amesbury	3,114*	923 [#]
Essex	2,278	174
Middleton	95	1,709
Topsfield	3,015	147
Wenham	5,173	911
TOTALS	10,561	2,941

*Amesbury Police business calls were answered by their Public Safety Clerks from 1/1/2019 through 6/26/2019. As of 6/27/2019, these calls were answered by NSR911 staff.

[#]Amesbury Fire business calls were routed through the Regional 2-Way system from 1/1/2019 through 6/26/2019. As of 6/27/2019, these calls were routed to the NSR911’s business telephone system.

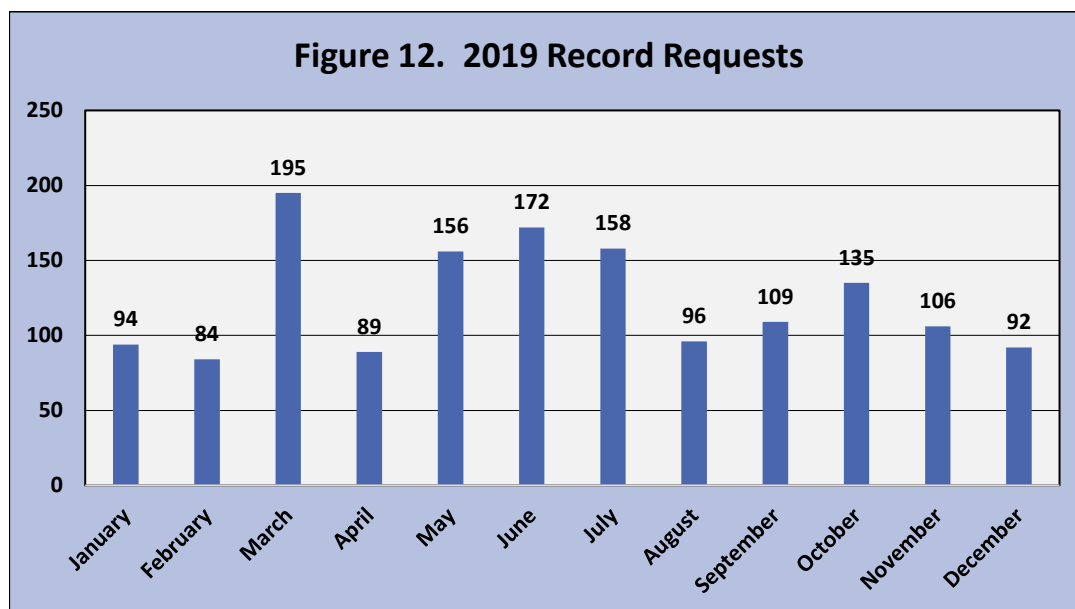
Radio Transmissions

Figure 11 shows the 294,370 recorded radio transmissions in member communities. The current Management Information System (MIS) platform is not able to measure individual push-to-talk requests; however, it is a good gauge on how busy each radio channel is.



Record Requests

In 2019, the NSR911 responded to 1,486 public disclosure requests. This represented a 25% increase in requests over the previous year and a 39% increase over 2017. The complexity of these requests ranges from providing a single copy of Computer-Aided Dispatch (CAD) log to recorded phone calls, or in-depth requests that seek multiple pieces of data (see Figure 12).

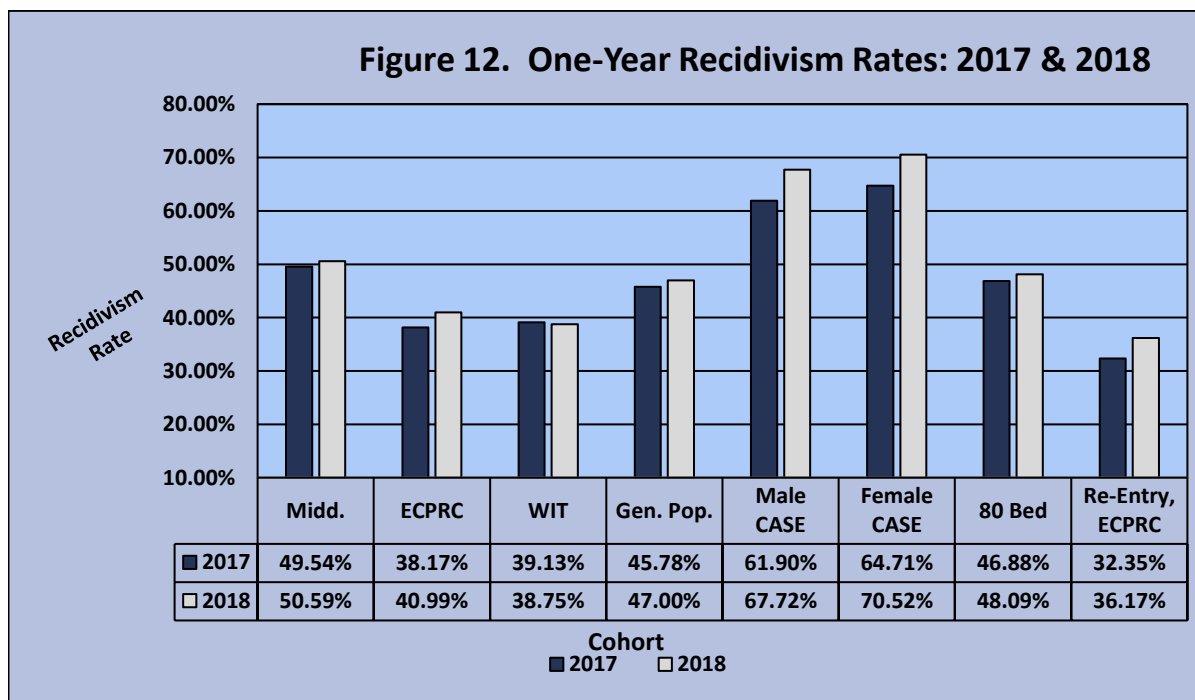


One-Year Recidivism Rates: 2017 & 2018

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 2018 (i.e. measured in 2019) and will be published in 2020. All cohorts consist of sentenced releases, with the exception of Male and Female CASE Units, which are pre-trial releases.

The overall (General Population) recidivism rate increased by 1.22%, from 45.78% in 2017 to 47.00% in 2018. This reflects increases of 1.05% for Middleton and 2.82% for the ECPRC. As Middleton and the ECPRC release a much higher number of inmates than the WIT, these increases significantly outweighed the WIT's slight decrease of .38%.

Rates increased 1.21% for the 80-Bed substance treatment unit in Middleton (46.88% to 48.09%) and 3.82% for the Re-Entry Unit at the ECPRC (32.35% to 36.17%). The CASE Units, housing our inmates with the most complex issues, saw increases as well: 5.81% for the females (64.71% to 70.52%) and 5.82% for males (61.90% to 67.72%). See Figure 13.



Note: The Re-Entry Unit was reconfigured in the summer of 2019, so the recidivism rate is for the first six months of 2019 only.

Daily Workings of ECSD

Middleton Intake

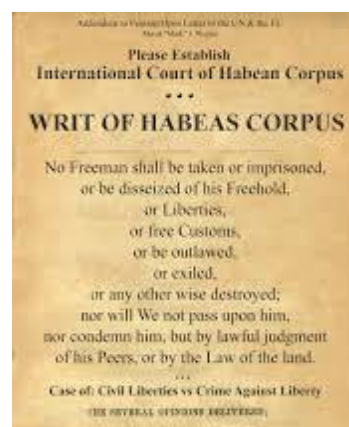
In 2019, Middleton's Intake booked 6,935 inmates. This included 1,093 safekeeps, being held overnight or for the weekend for local police departments or the Massachusetts State Police; 4,817 pre-trial inmates held while awaiting trial or while their trials were in progress; and 1,025 sentenced inmates. 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 12,135 intakes in 2019.

The correctional officers, clerical personnel, medical and psychological professionals must 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. Inmates now receive a more in-depth substance abuse screening than they did prior to September 2019 when the MAT Program was implemented.

Criminal Records

The department's Regional Lock Up building opened in 2014. With that came the hiring of thirteen Records Clerks and the addition of a Criminal Records Department that is operational 24/7. The clerks must:

- Admit new inmates during business and non-business hours. A complete and thorough intake screening as well as a booking report is conducted and recorded.
- Maintain current and accurate individual case records on all inmates committed, assigned or housed within the Essex County Sheriff's Department.
- Establish daily lists of inmates to be transported to court.
- Serve restraining orders, and Department of Revenue orders to individuals in custody.
- Conduct and record Video Court Conferences for individuals in custody.
- Respond to questions from other law enforcement agencies and provide information within the scope of department policies and procedures.



Participating in the U.S. Census Bureau

Annually, the U.S. Census Bureau randomly selects correctional facilities for inclusion. ECSD was selected two times in 2019. We facilitated the Census Bureau collecting data from randomly selected groups of inmates in the Voke Building and the 120 Building.

Transportation

The department's transportation teams bring inmates to and from court and correctional facilities throughout Essex County and the state. In addition, these highly trained officers must transport Civil Commitments and Department of Youth Services (DYS) detainees. These officers are charged with care and custody of the inmates while adhering to a strict drop off/pick up schedule and ensuring public safety. Transportation Officer Steven Boucher, pictured here, demonstrates a "Transpo Van" during the 2019 National Night Out.



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

In 2019, we had 3,532 video conferences (see Table 8), an 8% decrease from 2018. Research provided by Records Clerk Caroline Siebert (pictured right in a video conference room) showed that this 8% decrease in video conferences was accompanied by a decrease in average daily population (ADP) of only 5%. Our number of video conferences conducted, however, is still among the highest in the state and a significant increase in volume is expected in 2020.

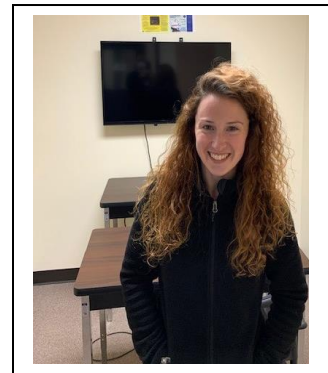


Figure 14 provides an excellent visual presentation, showing that Lawrence, Lynn and Salem account for 2,183, or 62% of the total.

2019 Highlights

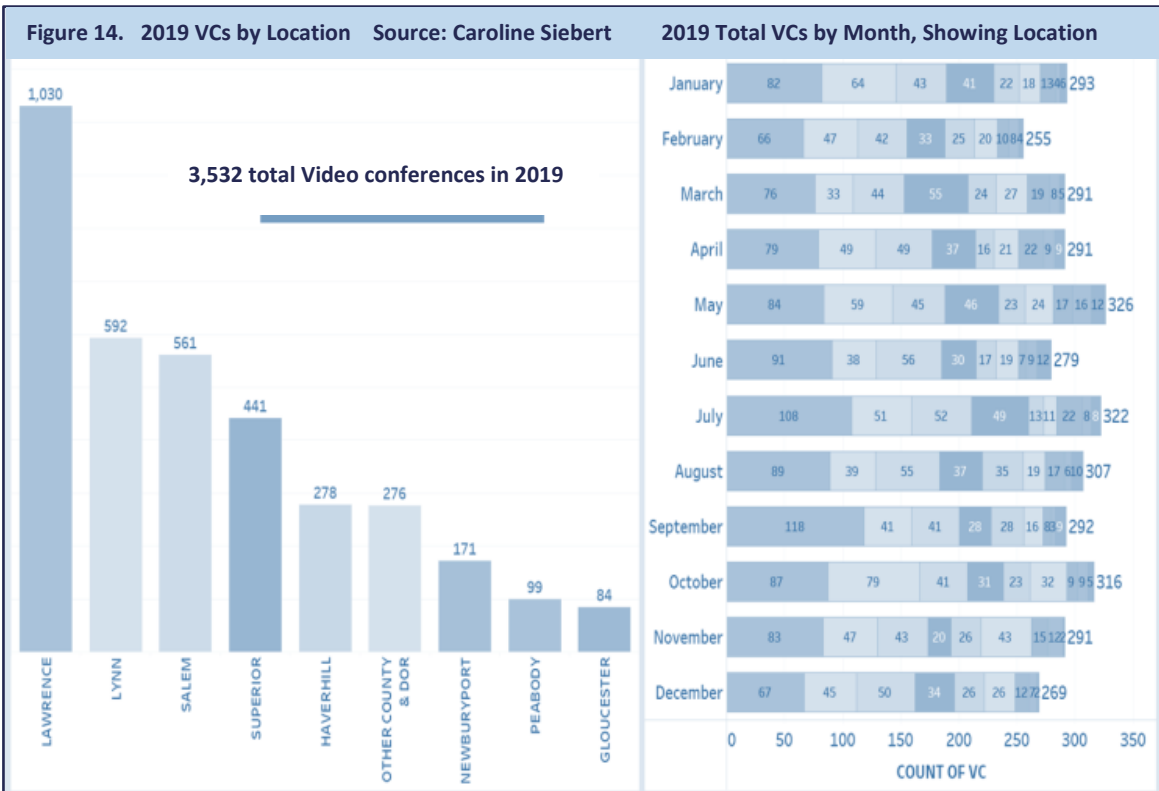
- Staff conducted a video conference with Utah Department of Commerce, Division of Consumer Protection.
- We began working with the Social Security Administration to begin video conferencing with them.
- Multiple counties have come to tour our Video Conferencing area, where we have become somewhat of a blueprint for how other counties are running their video conferences.

“Our relationship with the courts is key to the success of video conferencing.”

- Video Conferencing Supervisor
Assistant Superintendent Kimberly Murtagh
(pictured right)



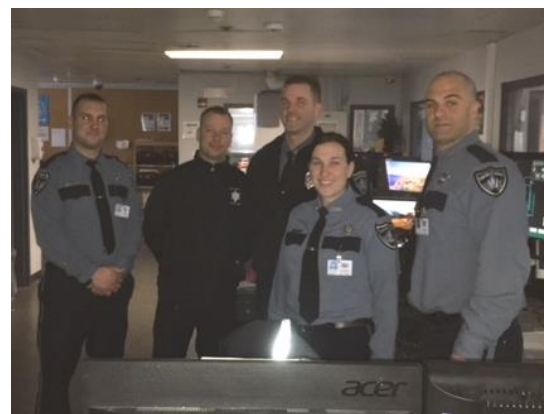
Month	Lawrence	Lynn	Salem	Superior	Haverhill	Other Counties & DOR	Newburyport	Peabody	Gloucester	Totals
Jan	82	64	43	41	22	18	13	4	6	293
Feb	66	47	42	33	25	20	10	8	4	255
Mar	76	33	44	55	24	27	19	8	5	291
Apr	79	49	49	37	16	21	22	9	9	291
May	84	59	45	46	23	24	17	16	12	326
Jun	91	38	56	30	17	19	7	9	12	279
Jul	108	51	52	49	13	11	22	8	8	322
Aug	89	39	55	37	35	19	17	6	10	307
Sep	118	41	41	28	28	16	8	3	9	292
Oct	87	79	41	31	23	32	9	9	5	316
Nov	83	47	43	20	26	43	15	12	2	291
Dec	67	45	50	34	26	26	12	7	2	269
Totals	1,030	592	561	441	278	276	171	99	84	3,532



Central Control

Central Control Supervisor, Captain Edward Melanson, accurately describes Central Control as the “nerve center” of our Middleton facility. The staff of approximately 35 officers, two sergeants and one lieutenant keep Central Control operating non-stop 24/7/365, monitoring all facility activity. Some of the staff’s duties include:

- Running background checks
- Monitoring all facility doors
- Overseeing daily vehicle, weapon and equipment assignments to officers
- Monitoring all incoming and outgoing mail
- Maintaining 11 logbooks, as well as tracking all weapons and vehicles



Central Control Officers (L to R): Anthony Gray, Eric Hefner, Jason Carter, Michelle Huberdeau & Anthony Pasquarello

2019 Highlight

- Lobby area reconstruction planning and new entrance procedures are in process. While the current design works adequately, we believe we can improve the lobby design to better serve the public.
- Revamped the system for officers being issued vehicles and equipment. This increased the accountability of officers and accuracy of asset inventory.
- Restructured the medical run process out of Central Control in order to increase the efficiency in getting inmates to hospitals.
- Large scale painting project completed in the lobby and hallways.
- Worked with Investigator Carl Crowley of the Security Investigations Unit to maintain over 350 cameras as well as every locking door in the Middleton facility. Captain Melanson and S.I. Crowley partner with our vendor, TYCO/ Simplex Grinnell to ensure optimum performance of these assets.

Personnel

Captain Edward Melanson took on additional responsibilities in 2019, assuming Key Control, Tool Control and Restraint Equipment.

In addition to Officers Joshua McAuliffe and Daniel Whipple being selected for new positions (see page 54), Karen Beals was promoted to sergeant.

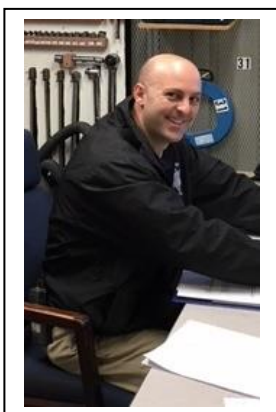
Improving Three Vital Areas

Key Control



Due to lack of centralized responsibility, key inventories, policies and accountability were inadequate and Key Control had failed previous Department of Corrections audits. In 2019, however, Captain Melanson was given direct oversight of Key Control. Captain Melanson asked Officer Joshua McAuliffe (pictured left) to take charge of the matter. The efforts put in by Officer McAuliffe paid off, as for the first time the department passed the Key Control section of the DOC Audit. This task is especially impressive when one considers that the Middleton facility has over 3,100 keys in operation at any one time.

Tool Control



Tool Control was another area where the Middleton facility had not received a passing grade by the State Auditors. Officer Daniel Whipple (pictured left) was assigned to the newly created position of Tool Control Officer to address our inventory of 3,561 tools and the procedures to allow outside contractors bringing in tools. As a result of Officer Whipple's efforts, for the first time, in 2019 we received a passing grade with the DOC standards on Tool Control.

"In preparing for the December audit, Captain Melanson and Officer Whipple worked tirelessly creating master and site-specific inventories, updated databases, built new tool cribs and enhanced current tool cribs, and developed a tool destruction plan...Due to Captain Melanson and Officer Whipple's hard work, dedication and strong work ethics, their vision was a success..."

- Letter of Appreciation presented by Sheriff Coppinger, 12-31-19.

Restraint Equipment Control



As of the end of 2019, the Middleton facility had 2,934 pieces of restraint equipment such as handcuffs, leg irons and other security-related assets. This was another area in which we had not received a passing grade by the State Auditors for this facility, primarily because we had not had a designated employee to conduct necessary inventories, controls and inspections. In August 2019, Captain Melanson and Officer McAuliffe teamed up to address the issue with the expertise of Lieutenant John Griffith (pictured left). They put a facility-wide inventory system in place and for the first time, in 2019 we received a passing grade with the DOC Standards on Restraint Equipment Control.

Essex County Female Inmate Relocation: MCI Framingham to Suffolk County House of Correction



An agreement effective October 1, 2019 between the Suffolk County Sheriff's Department (SCSD) and the Essex County Sheriff's Department (ECSD) allowed the two counties to coordinate services for pre-trial and sentenced female offenders remanded to the custody of ECSD. The Suffolk County Sheriff's Department agreed to house ECSD's female offender population, which meant relocating approximately one hundred of our female offenders from MCI Framingham (MCIF) to the SCSD.

Beginning on October 1, 2019, working collaboratively with MCIF, SCSD, and the courts, our Transportation Division was able to safely move 15 inmates per day out of MCIF to SCSD. October 30, 2019 marked the completion of the relocation of all female offenders from MCIF to Suffolk County.

Female Holding Area

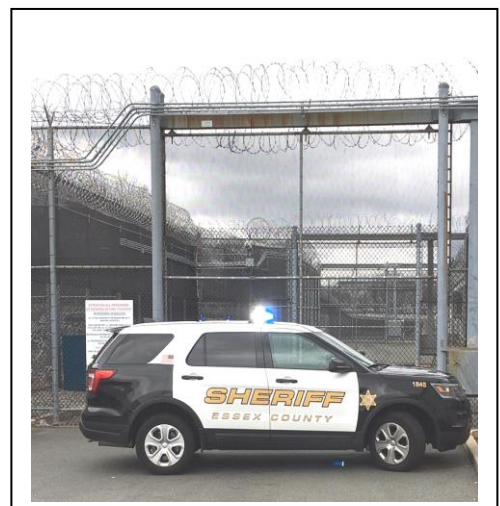
While our female offender population is held at Suffolk County Sheriff's Department, we do hold female safekeeps: women who were arrested by police departments or the Massachusetts State Police in Essex County and are awaiting their initial appearance in court. We also hold program failures from the WIT and the Female CASE Unit, as well as inmates being transferred to the WIT or Female CASE.

Outer Perimeter Security

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

- Ensuring all vehicle movement follow 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

In 2019, we revisited our procedures to increase accountability of what enters the facility, thereby increasing facility security.



Inmate Mail

In 2019, veteran officer Rebecca Owumi (pictured right at our mail facility) was assigned to the new position of Mailroom Officer. With the Middleton facility receiving over 36,000 pieces of mail and over 3,400 books per year, the addition of a full-time officer has been invaluable in curbing the flow of drugs into the facility.

We also purchased a Powdersafe Contaminated Mail Isolation System and instituted new procedures to increase the safety of mailroom staff.



Visits



In 2019, Captain Melanson worked with other ECSD staff to revamp our entrance procedure for both professional and personal visitors. We now have a more comprehensive and straightforward process for facility entrance authorizations.

In 2019, we had 35,389 visitors at our Middleton facility and a total of 43,369 for the three facilities.

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, ECSD facilitates CODIS technicians coming to our facilities to collect DNA samples.

In 2019, we worked with each of our three facilities and provided CODIS with 315 DNA samples (see Table 9).

Table 9. 2019 DNA Collection by Facility	
Facility	# Collected
MIDD	271
ECPRC	42
WIT	2
Total	315

Scheduling Office

Lead by Captain Peter Cignetti, it is the responsibility of the Scheduling Office to ensure the proper allocation of staff at all times. This includes regular shifts, overtime, details, hospital/medical runs and community events. This requires working with other ECSD divisions to provide staff as needed. With more focus on inmate care, we had an increase in overtime of approximately \$150,000 in 2019. This was due to additional staff needed for the increased number of hospital runs, the new MAT Unit, the CASE Units, Maintenance and Programs.

2019 Highlights

- The Scheduling Office worked closely with Training to ensure that all employee training requirements were met.
- Ensuring that employee contracts are adhered to is paramount. We attempt to maintain a close working relationship with the unions to limit the number of grievances. If a grievance does arise, steps are taken to resolve it as soon as possible.

Personnel

- A new Detail/O.T. Officer, Vincent Troisi, was selected among six candidates. Officer Troisi was trained by Officer Pamela DiGirolamo and has settled in nicely. They have also trained an alternate officer, Joseph D'Amelio, to fill in when needed.

Armory

Supervision of the armory falls under the Director and Assistant Director of Security. The department's three armorers, Superintendent Aaron Eastman, Captain Shelley Ehlers and Sergeant Jason Frampton and, ensure all assets of the armory are stored and maintained properly.

Weapons audits are performed every month, six months and annually. A complete physical inventory & audit are conducted every two years. All audits are conducted by the Department's Director of Research & Statistics.

2019 Highlights

- The semi-annual complete physical inventory & audit were conducted in January 2019, with excellent results and no irregularities or discrepancies in armory inventory.
- The department updated many weapons.
- We added two new range instructors.



A special thanks to our range instructors, who ensure that employees are proficient and safety-focused:

Supt. Aaron Eastman
Asst. Dir. of S.I. Jonathan Campbell
Asst. Supt. Christopher Smith
K-9 Cpt. Thomas Cote
Cpt. John Hodgson
Cpt. Shelly Ehlers
Lt. James Comeau
Lt. Jamie Forcino
S.I. John Zaccari
Sgt. Jason Frampton
Sgt. Jerome Jellison
Officer Travis Mustone
K-9 Officer Matthew Ritvo-Cabezas

Detail Officers

Our uniformed officers take great pride in working details with law enforcement agencies in Essex County. In 2019, our officers provided the following coverage:

- Filled 346 details in Essex County communities
- Assisted Massachusetts State Police with 281 Mass Highway details
- 37 teams for Community Action Team (CAT) Saturation, Sobriety Checkpoints
- 30 officers at Salem's Haunted Happenings
- Officers assigned to surrounding towns for mutual aid events included:
 - o Yankee Home Coming in Newburyport
 - o St. Peter's Fiesta in Gloucester
 - o Topsfield Fair
 - o Salem Pride Parade
 - o Salisbury Town Hall to oversee an inmate painting crew
 - o Touch-A-Truck in Gloucester
 - o Peabody International Festival
 - o Fourth of July events in Haverhill, Marblehead and Salem
 - o Road races throughout Essex County

State Police, Lawrence Police, Essex Sheriff's Deputies Arrest 17 in Joint Operation

Lawrence Police Department website, 1/9/20:

www.cityoflawrence.com/CivicAlerts.aspx?AID=323

LAWRENCE

Members of the Lawrence Police Gang Unit, Auto Theft Unit, and Community Police Unit joined forces with the Massachusetts State Police Gang Unit and Community Action Team, as well as the Essex County Sheriff's Department for a joint operation. The operation focused on quality of life issues, as well as traffic enforcement.

There were 17 arrests made during the operation, which included the arrest of a known gang member who was in possession of an illegal firearm. The members of both the Massachusetts State Police Gang Unit and the Lawrence Police Gang Unit continue to investigate this matter.

As part of this operation, the Lawrence Police Auto Theft Unit also identified an auto theft suspect and obtained a warrant for his arrest. Forty-three motor vehicle citations were issued for various violations throughout the City.

"Once again, I cannot thank Massachusetts State Police Colonel Christopher Mason and Essex County Sheriff Kevin Coppinger enough for their continued support of Lawrence. This is yet another example of a successful operation conducted by the Massachusetts State Police, Essex County Sheriff's Department, and the Lawrence Police working together."

– Lawrence Police Chief Roy Vasque

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 facility that addresses everything from sanitation and hygiene to painted walls and tiled floors. 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:

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

New Razor Policy

A new razor policy was implemented in 2019 in order to minimize the risk relating to the misuse of razors inside the facility. It is the responsibility of the EHSO to supply razor receptacles and safely and securely dispose of them once full.

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. In addition, the following inspections are done:

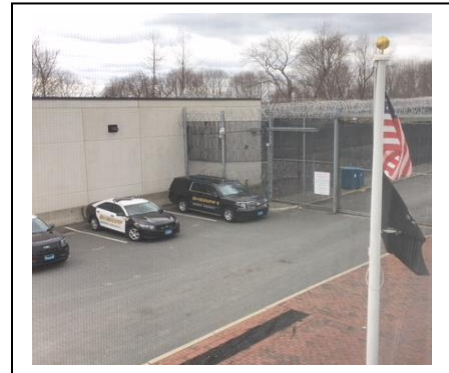
- Ansul (kitchen) system & Sapphire (IT) system, biannually
- Emergency lights/exit signs, weekly (unit managers) & monthly (FSO)
- Fire alarm system, quarterly
- Fire drills (all buildings on all three shifts), monthly & quarterly
- Fire extinguishers (all facilities & vehicles) annually
- Fire hydrants,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



Housing Units

Middleton

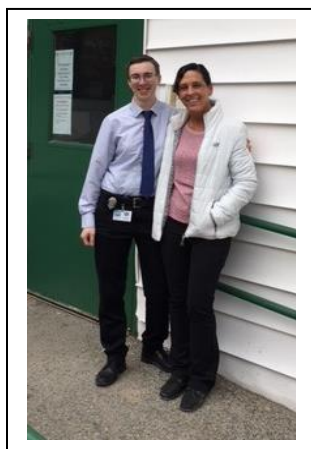
- 240 Building (4 units: A, B, C & D)
 - o 240A, Pre-trial
 - o 240B, Sentenced, Workers
 - o 240C & D, Pre-trial
- 120 (2 units: A & B)
 - o 120A, Restrictive Housing Unit (RHU): Disciplinary Detention, Administrative Segregation & Protective Custody
 - o 120B, Security Threat Groups
- 80-Bed (2 units: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



ECPRC



- Main Campus: Pre-Release, General Population
- Annex: Housing and Re-Entry Transition Unit (RTU)
- Back Building: Housing
- Electronic Monitoring Program (EMP): Monitored by staff



WIT

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

Pictured at the WIT entrance are WIT Correctional Officers Rebecca Larosse (L) and Elizabeth Gilmartin.

Audits Conducted

Middleton



**Essex County Correctional Facility & Sheriff's Headquarters,
Middleton, MA**

Two Department of Corrections (DOC) audits showed a vast improvement in 2019. In the initial audit, conducted in June, we had 18 “non-compliants” out of 49 standards. In the final audit, conducted in December, we had only one non-compliant.

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. To better prepare for these audits, we have recently completed our first year of *documentation collection*. Folders will now be put together compiling three years of necessary information: 2019 -2021.



Receiving our ACA Accreditation: Middleton Supt. Aaron Eastman (2nd from L), Sheriff Kevin Coppinger (3rd from L), Lt. Karen Paluzzi (4th from R) & Director of Inspections & Compliance, Michael Donaher (3rd from R).

The *Prison Rape Elimination Act* (PREA) audit was performed in June 2019. The department had 100% compliance with five “Exceeds.”

The auditor noted that our policy, “Sexual Harassment/Assault Response Prevention Policy” (SHARPP) is a model policy for the country. ECSD has received numerous requests from agencies requesting our policy.

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.

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

In 2019, the Inspections & Compliance Division assumed responsibility for DOC audits at the ECPRC and the WIT.

ECPRC

As with Middleton, the two Department of Corrections (DOC) audits showed a vast improvement. In the initial audit, conducted in July, we had 13 non-compliance out of 49 standards. It should be noted, however, that the follow-up audit, conducted in January 2020, resulted in just one non-compliance.

Two Department of Mental Health audits: both were in compliance.

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

WIT

One Department of Corrections (DOC) audit was done in July resulting in 11 non-compliance out of 49 standards. It should be noted, however, that the follow-up audit, conducted in January 2020, resulted in just one non-compliance.

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. Both were in compliance.

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

Office of Professional Standards



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

In July 2019, Sheriff Coppinger created the Office of Professional Standards (OPS). 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.

OPS has direct oversight of Human Resources, Internal Affairs, Training & Staff Development, and the newly created Inspections and Compliance Division (see the chart below). Together, these divisions institute "best practices," by collaborating with all other entities within the department. Their mission is to promote open channels of communication, plan for future growth and 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

- Implementing a department-wide *Document Management System* that will provide efficient and effective management and transmission of documents, assist in audit and compliance requirements, employee training, and policy and procedure management.
- Implementing a new law enforcement search engine to enhance the department's investigations.

Completed

- Adding new positions to the Department, including a dedicated Recruitment Specialist, Suicide Prevention Coordinator and a new PREA Coordinator.
- Recognizing the need for a more comprehensive and effective EAP provider and issuing a new contract with Comprehensive EAP (CompEAP).

Ongoing

- Working with all divisions to streamline the current vendor/volunteer policies and procedures. Collaborating with vendor agencies, Training, Human Resources and Security 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.
- Identified the need for a broader based training for management, OPS is sending newly promoted officers and managers to the F.B.I.'s Law Enforcement Executive Development Association (LEEDA) training on a continuing basis.
- Developing position descriptions that more accurately reflect current duties and responsibilities.
- Assessing physical space requirements and seeking potential opportunities for future expansion.
- Initiated the department's "Command Inspections" to be conducted on a weekly basis. 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 department-wide effort utilizes the expertise of all department employees as a means to maintain a *Professional Decorum*.

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**.



Part of the Office of Professional Standards mission is to, "Promote open channels of communication..." This meeting (pictured left) includes (L to R) Director of Security David Earle, Director of Training & Staff Development Christine Arsenault, Middleton Superintendent Aaron Eastman, Director of Internal Affairs David Tobin and Superintendent of the Office of Professional Standards Linda Clifford.

Human Resources



In 2019, we held two Basic Training Academies which resulted in the hiring of 36 new correctional officers. To these individuals we say, "Welcome new officers!" In addition, we hired one academized individual as an Assistant Superintendent and 25 non-uniformed staff. We are also proud that 24 individuals were promoted to new assignments in 2019.

We had 60 instances of exemplary service resulting in 11 *Letters of Recognition* and 49 *Letters of Appreciation*, as listed below.

Note that some actions were taken in 2018 and letters awarded in 2019.

2019 Letters of Recognition

September 29, 2019

For quick thinking, patience and compassion during a complex situation with visitors:

Officer Derek Puzzanghera

Officer Gabriel Rodriguez

October 5, 2019

For immediate response and level of care that saved the life of an inmate:

Lieutenant Steven Wilkins

Sergeant Brian Tavares

Officer Christopher Day

Officer Scott Foley

Officer Joseph Twomey

Officer Jared Valeri

In March 2019, these officers were selected to receive the Meritorious Recognition – Group Award from the Executive Office of Public Safety and Security.

October 19, 2019

For immediate response and level of care that saved the life of an inmate:

Sergeant Alex Wilson

Officer Derek Puzzanghera

LPN Caridania Pacheco



Officer Jessica Lebrun is congratulated by Sheriff Copping.



Deputy Paul Atkinson is thanked by Superintendent Linda Clifford.

2019 Letters of Appreciation

February 22, 2019

Captain Heidi Mora, for her vision, hard work and determination in obtaining new technology for the department in 2018.

March 2, 2019

Sergeant Edward Zins, for outstanding actions in de-escalating a cell search and extraction.

May 2, 2019

For outstanding efforts in assisting an inmate during a medical emergency:

Officer Joshua Bernardo

Officer Timothy Brown

Officer Peter Colangelo

Officer Peter Karvelas

Officer Angel Osorio

Officer Thomas O'Toole

Officer Derek Ryan

RN Shauna Loris

LPN Jennifer David



**Sgt. William Chiccarelli receives
a Letter of Appreciation from
Sheriff Coppinger.**

May 8, 2019

For outstanding efforts during a multiple inmate disruption:

Captain Arthur Statezni

Lieutenant Christopher Mansur

Sergeant William Chiccarelli

Sergeant Brian Tavares

Officer James Bransfield

Officer Nicholas Cotoia

Officer Roberto Gigli

Officer Matthew Goodwin

Officer Brett Remon

Officer Alexander Todd

Officer Joseph Twomey

Officer Jared Valeri



**Sheriff Coppinger presents
Officer Matthew Goodwin with
a Letter of Appreciation.**

June 3, 2019

Clerk Cassandra Evans, for unwavering support and guidance to the Training Department.

"It is essentially the teamwork among the men and women of the department that has bolstered the ECCF (Middleton) in 2019."

- Middleton Superintendent Aaron Eastman

June 3, 2019

For rapid response and immediate action during a serious suicide attempt:

Sergeant Michael Petralia

Officer Patrick Daigle

Officer Liam Hickey

Officer Andrew Keegan

In March 2019, these officers were selected to receive the Meritorious Recognition – Group Award from the Executive Office of Public Safety and Security.



Clerk Cassandra Evans receives a Letter of Appreciation.

June 19, 2019

Deputy Paul Atkinson, for swift and decisive action during a motor vehicle accident.

July 1, 2019

For exemplary performance during a serious suicide attempt on 10/18/18:

Officer Brandon Anderson

Officer Scott Diefenbach

Officer Charles Ober

July 23, 2019

Officer Anaseidy Ruiz, for outstanding job performance and commitment to eliminating drugs and gang activity in our facility.

September 22, 2019

Officer Jessica Lebrun for recognition and follow through regarding suspicious inmate activity.

September 25, 2019

Lieutenant Karen Paluzzi, for hard work and dedication during and after the audit process.

September 29, 2019

Sergeant Kenneth Giaquinta, for calm efforts, leadership and support during a complex situation with visitors.



Director of Security David Earle presents Officer Brandon Davidson with a Letter of Appreciation.

October 5, 2019

For outstanding action concerning a medical emergency of an inmate:

Officer Brett Feldman

Officer Guy Ventura

RN Jenna Doig

RN Thomas Xerras

LPN Caridania Pacheco

LPN Danielle Romero

October 8, 2019

For tireless corrective action rectifying Key Control for the department:
Captain Edward Melanson
Officer Joshua McAuliffe

October 8, 2019

Deputy Conrad McKinney for selfless contributions to local communities and support of anti-drug programs for youth.

October 19, 2019

For outstanding performance during a serious medical emergency:
Officer Justine Achin
Officer Colin Bode

December 31, 2019

For tireless corrective action improving Tool Control for the Middleton facility:
Captain Edward Melanson
Officer Daniel Whipple

Military Leave

“How do you thank someone for laying down everything they have for the ultimate cause... our freedom? For Sacrificing home and comfort so friends and family can enjoy peace? Two Small Words, ‘Thank you’ seems so small in comparison to what you have done, but they come from the deepest part of our hearts. Thank you for your service.”

- Unknown

In 2019, 11 ECSD employees were on Military Leave. To them, and to all who have served our country, we say, “Thank you for your service.”

Correctional Officer Michael Anderson
Correctional Officer Stephen Baccari
Correctional Officer Ryan Baring
Correctional Officer Ryan Gabriel
Investigator, Sr. C.O. Jerome Jellison
Correctional Officer Luis Lopez
Correctional Officer Sean Maguire
Correctional Officer Jose Murcia
Correctional Officer Thomas Myers
Correctional Officer Gary Roy
Correctional Officer David St. Cyr



**L to R : Officer Richard Gamble,
Officer Heath Coburn &
Investigator Jerome Jellison**

Personnel

As of the end of 2019, we employed 628 people in the Sheriff's Department and 38 at the North Shore Regional 911 Center (NSR911), which is under the operation of the State 911 Department.

Sheriff's Department

Uniformed staff*

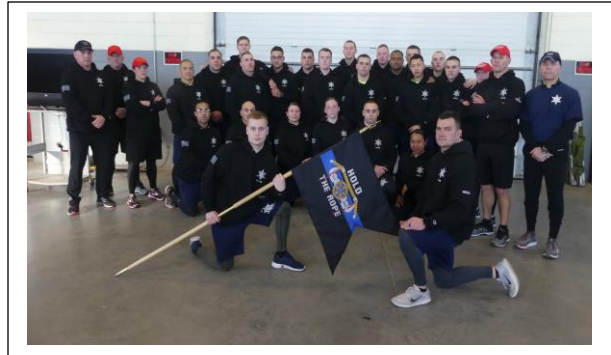
Correctional Officers	371
Sr. Correctional Officers	32
Sergeants	65
Lieutenants	15
Captains	12
Assistant Superintendents	26
Superintendents	5
Sheriff	<u>1</u>
Total Uniformed	527

Non-uniformed staff	<u>101</u>
Total	628

NSR911

Telecommunicators I	28
Telecommunicators II	7
Administration	<u>3</u>
Total	38

Total of all employees 666

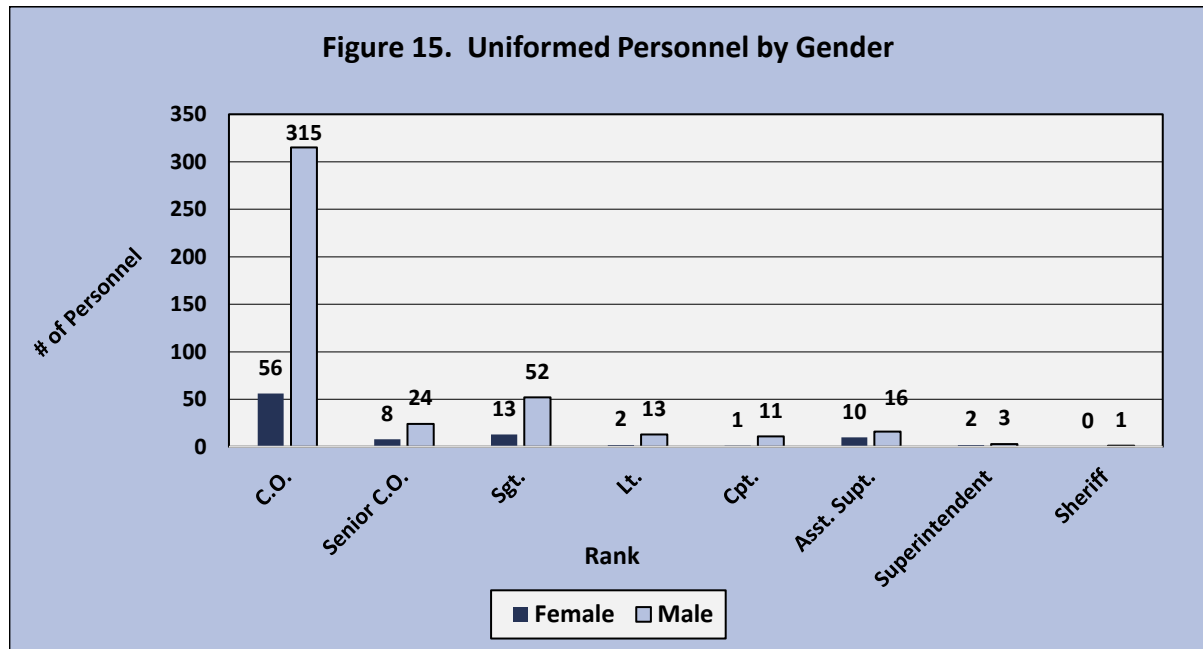


*Uniformed staff includes individuals who have been through a correctional or law enforcement academy and are currently working in that capacity.

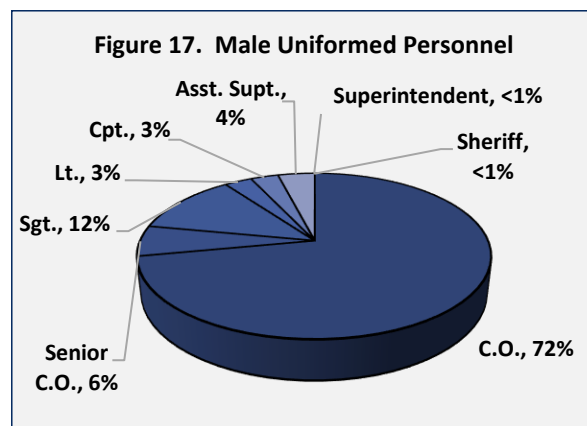
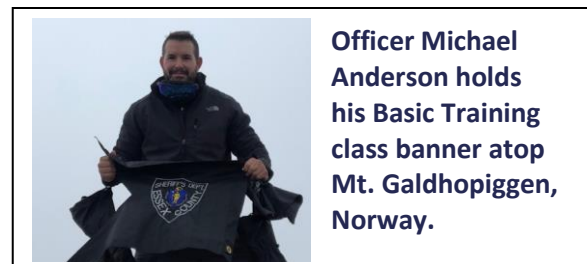
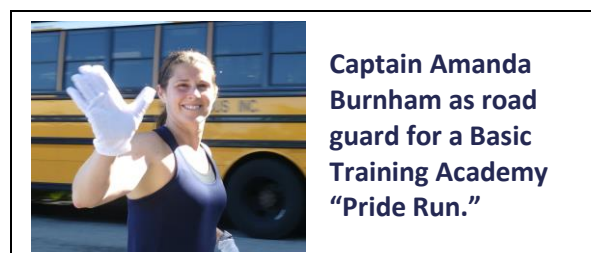
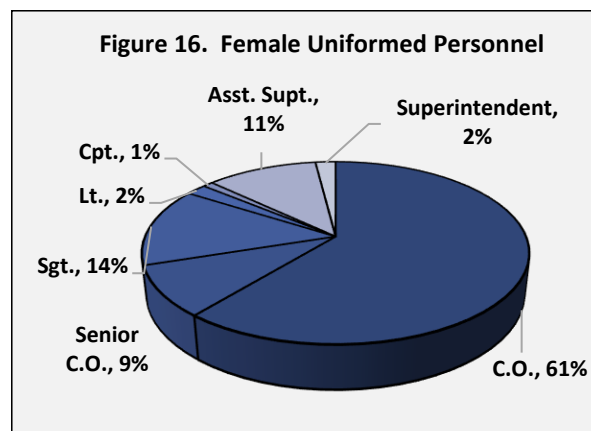


Celebrating well-earned promotions are (L to R) Lt. Kyanna Lees, Lt. Katherine Allen, Lt. James Comeau, Lt. Caitlin Ruth, Lt. Corey Peabody, Sheriff Kevin Copping, Capt. Richard Ferrari, Lt. Scott Sousa, Lt. Joseph DiPietro, and Capt. Laura Dow.

Figure 15 provides a breakdown of uniformed personnel by gender: 435 males and 92 females.



Figures 16 & 17 show that for the rank of Correctional Officer through Superintendent female officers have a larger percentage in higher ranks.



Welcome New Officers!

Basic Training Academy 19-01

Robert Burrell
Christian Calix
John Comerford
Brian Dettorre
Kyle Houghton
Adrian Inoa
Christopher Jodoin
Shawn Kavanagh
Keenan Kealey
Erik Laflamme
Alex Nirgianakis
William Panzini
Jacob Roy
Mark Scribner
Jake Skusevich
Blake Ward
James Whitcher
Raymond Wilkins



Class Moto: "Do your job!"

Basic Training Academy 19-02

Nathan Coates
David D'Amico
Patrick Doherty
William Durbrow
Dimitri Flessas
Marc Foley
Dennis Graef
John Laurenza
Zachary Leighton
Jared Lopez
Juan Martinez-Rodriguez
Joseph Nunez-Roman
Garrett O'Rourke
Steven Purpora
Sean Ryder
John Salvi-Sousa
Richard Tarby
Bryan Wilson



Class Moto: "Never quit!"

We extend our Best Wishes to the 22 employees who retired in 2019:

Alexander Baez
Mark Cassola
Donald Evans
Joseph Gately
Kristina Gikas
Joanne Marks
James McCarthy
Kevin Nolan
Kenneth O'Brien
Stephen Pomerleau
Paul Roycroft

Michael Bornstein
Stephen Driscoll
Brian Farese
George Gikas
Christopher Mansur
Michael Marks
Robert McDaid
Edilberto Nunez
John Pickles
Jack Pramberg
Gustavo Sepulveda



2019 Highlights

Spotlight on Employee Care

New Employee Assistance Program (EAP)

Provided by Deana Piantedosi, Director of Human Resources

In September 2019, The Human Resources Division, under the Office of Professional Standards, recognized the need for a more comprehensive and effective Employee Assistance Program. It was apparent that the previous EAP company was not meeting the needs and expectations of our employees and failed to recognize the stressors of the job our employees face. In November 2019, the Essex County Sheriff's Department partnered with Comprehensive EAP (CompEAP), to enhance services to the department, and ensure the proper help is there when needed. CompEAP provides the following services to our employees: Counseling, Wellness Coaching, Resources and Referrals, Legal and Financial Consulting, and Sleep Coaching. The first month that employees had access to CompEAP services, seven confidential individual intakes were completed, all clinical in nature.

Exceptional Care for Others: Sergeant Jenna Walsh

Sergeant Jenna Walsh is the Program Coordinator for the Peer Support Team. Sergeant Walsh has been with the department for 17 years. Within that time, she has worked as a correctional officer and sergeant, with her current role as a K-9 sergeant. She is a first responder instructor, Narcan instructor, and Suicide Awareness instructor for the department. She is the Peer Support and Critical Incident Stress Management (CISM) team coordinator, a member of the Northeastern Massachusetts Law Enforcement Council (NEMLEC) team and a nationally registered Emergency Medical Technician (EMT).

Sergeant Walsh spends countless hours working with our employees and officers. She is exceptionally unique; the epitome of selflessness. The Human Resources Division would like to recognize and thank her for all the hard work, sacrifices, and dedication she puts towards the Peer Support Team. Read more about Peer Support, NEMLEC and CISM in the *Post Traumatic Growth* section.

Promotional Procedures

As part of efforts to improve the process and promote the best candidates to the right positions, the department partners with nonprofit Community Resources for Justice (CRJ) as well as law enforcement professionals from outside agencies to utilize enhanced interview techniques and professional assessment centers.

Collaboration with other Sheriffs' Departments

The Human Resources Division has worked with other Sheriffs' Departments to determine best practices and find improvements that can be made at the Essex County Sheriff's Department.

Training & Staff Development

The Training Department is comprised of a director, an assistant director/basic training academy director, one sergeant, two correctional officers and one clerk.

“It is a team approach. How can we make training better? I look for input from the training staff as well as the Training Advisory Committee.”

- Director of Training & Staff Development
- Assistant Superintendent Christine Arsenault (pictured right)



Becoming a Correctional Officer

The Application Process

A minimum of an Associate Degree, 60 hours college credit or two years of honorable military service is required to apply. The rigorous application process includes a six-step process designed to have the “best of the best” join our ranks.

A preview of the job: Early in the application process, once an applicant passes the physical fitness test, he/she attends a two-hour pre-orientation where he/she receives an overview of the correctional officer position, the hiring process, academy life, job expectations and a tour of the Middleton facility.



Basic Training Academy

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



Throughout the Basic Training Academy, classes participate in many community events. Pictured above, BTA Class 19-01 after the Flag Day 5k in Newburyport.

Career Opportunities

Once an individual completes the department's academy and becomes an officer, an exciting career lies ahead. Most new officers will begin working in one of our correctional facilities. From there, many job opportunities become available. The jobs listed below are currently held by correctional officers at ECSD.

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

Training Advisory Committee

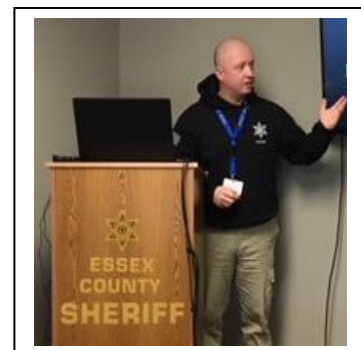
The Training Advisory Committee consists of a representative from each of our three facilities as well as Housing, Security Investigations and the entire Training Department staff. The committee meets quarterly to discuss ideas, the needs for training, updates, issues and the implementation of in-service training.

Additional Responsibilities

- Conduct the hiring process for correctional officers
- Administer the Correctional Officer Academy and the Sheriff's Youth Academy
- Conduct training for all department employees
- Conduct monthly 40-hour training sessions for new employee orientations
- Administer employee physical fitness exams
- Provide identification cards to all employees and vendors
- Oversee the Training Advisory Committee
- A.S. Christine Arsenault is the Domestic Violence Coordinator for ECSD Staff
- A.S. Arsenault held the position of Secretary on the Massachusetts Sheriffs' Association Education & Training Committee Executive Board for the last two years and has taken on a new role as the Treasurer.

Personnel

Correctional Officer George Arauz (pictured right) was assigned to the Training Department in October. Officer Arauz has been with the department since 2005. He is well rounded and certified as an instructor in the following areas: Defensive Tactics, Train the Trainer, Mental Health First Aid, CPR, First Responder, Body Scanner, Critical Incident Stress Management (CISM). Officer Arauz is also a member of the Peer Support Team.



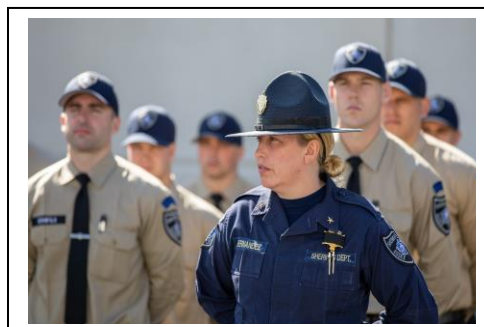
Correctional Officer Stephen D'Apolito (pictured right) was assigned to the Training Department in November as the department's first Recruitment Specialist.



He has been very proactive in making connections with colleges, military branches, veteran groups and other venues to promote the department and recruit for the correctional officer position. Officer D'Apolito has been with the department since 2007. He is certified as an instructor in Train the Trainer, CPR, First Responder, Active Shooter and Fit Force. He is also a member of the Tactical Team, Crisis Intervention Team (CIT) and Honor Guard Unit.

2019 Highlights

- The Training Department is now a division of the Office of Professional Standards.
- Academy Director Allisson Hernandez (pictured right, front) was approached by the new Police Academy Director at Northern Essex Community College (NECC) to train NECC Drill Instructors.
- Middlesex County Sheriff's Department provided their Mobile Firearms Unit for two weeks and approximately 60 staff were trained on real life scenarios.
- Federal Air Marshals provided Active Shooter Training to staff members including our Tactical and Apprehension Teams.
- Staff provided detainee training to the Andover Police Department.
- Training staff provided Defensive Tactics training to the Endicott College Police Department.
- Physical fitness testing was administered to Manchester by the Sea Police Department personnel.
- Lieutenant Lauren Iannelli was promoted to Assistant Superintendent II, Assistant Director of Internal Affairs.



Statistics

- Approximately 100 applications are received to get a class of 20 recruits.
- Training is provided for over 600 employees annually.
- Training is provided for 300 new non-academized employees, vendors and volunteers.
- Over 500 children from throughout Essex County attend the free Youth Leadership Academy on an annual basis.
- 300 employees take the physical fitness test each year.

Internal Affairs Division



**Internal Affairs Director
David Tobin**

Mission Statement

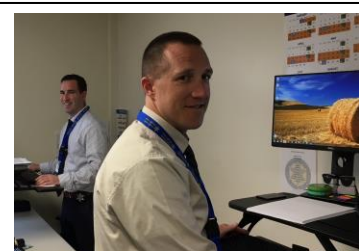
The Internal Affairs Division (IAD) works on behalf of the Sheriff to ensure that the department is maintaining strict compliance with its rules and regulations as outlined in the Employee Handbook, Policies and Procedures, Post Orders, and its Code of Ethics. IAD is independent and impartial in its work product and is a “Checks and Balances” for the department.

IAD staff investigate allegations of employee misconduct with the overall objective of protecting the public, the department and its employees. They have completed employee misconduct investigations involving contraband, harassment, threatening letters, domestic violence, and sexual relations with inmates. The division works jointly with local, state and federal law enforcement agencies as well as the Essex County District Attorney’s Office and the United States Attorney’s Office.

Sheriff Coppinger’s Initiative: Employees Temporarily Assigned to IAD

We continued Sheriff Coppinger’s initiative which affords department employees an opportunity to work in IAD conducting New Employee Background Investigations, Vendor Security Clearance Reviews and Department ID Renewal Reviews.

The scope of this IAD assignment involves traveling to courts, conducting neighborhood checks, and employment verification of employee applicants, vendors, and volunteers. Telephone interviews are conducted with the potential employees as well as with personal references and current and previous employers. Duties also include analyzing data, writing detailed and comprehensive reports, searching social media platforms, reviewing multiple law enforcement databases to research law enforcement contact with applicants, and attending training seminars.



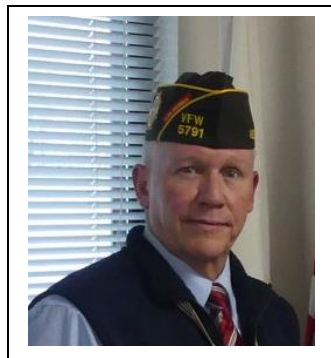
**Temporarily assigned to IAD
are Officers Joseph
Magnarelli (rear) &
Justin Miller.**

2019 Statistics:

- 174 Vendor security clearance reviews
- 107 Employment background investigations
- 101 Department identification clearance reviews
- 85 Administrative reviews (dealing with employees or sensitive information)
- 51 Internal investigative incidents
- 48 Promotional IAD reviews
- 25 Law enforcement contact reviews
- 20 Promotional *Prisoner Rape Elimination Act* (PREA) reviews
- 4 Motor vehicle accident reviews
- 2 Program reviews
- 617 Total Matters Initiated By IAD

Inspections & Compliance

I&C Director, Assistant Superintendent Michael Donaher (pictured right) is a former Department of Corrections Auditor. He has a reputation of being knowledgeable, thorough and team focused. A.S. Donaher is a proud military veteran.



2019 Highlights

Expanded Responsibilities

I&C began with the Middleton facility, but in 2019 they assumed responsibility for the DOC audits at the ECPRC and the WIT. See the results of the DOC audit, and all the audits performed, in the *Audits Conducted* section.

A re-evaluation of every department policy, procedure and post order is conducted annually. Each month the department heads are responsible to ensure their respective policies and procedures are operationally sound.

Power DMS

In 2019, I&C formed a working group to establish the procedure for implementing “Power DMS” for policies, procedures and post orders. This system condenses cabinets full of paper into a single, searchable online source that automatically disseminates, collects signatures on, and tracks the department’s policies and procedures. Initial training was completed in January 2020 and projected rollout is mid-2020.

Lieutenant Paluzzi Receives Citation

On September 25, 2019, Lieutenant Karen Paluzzi (pictured here with Sheriff Coppinger) received a *Certificate of Appreciation* from Sheriff Coppinger for her efforts in each phase of the audit process. The certificate read, in part, “Your vision, dedication and strong work ethic are greatly appreciated.”



Assistant Superintendent Ferrari Takes on New Role

In October 2019, Assistant Superintendent Darya Ferrari was named as the Coordinator/Manager for the *Sexual Harassment/Assault Response Prevention Policy* (SHARPP) which is ECSD’s *Prison Rape Elimination Act* (PREA) policy. In addition, A.S. Ferrari took on responsibility for the department’s Suicide Prevention and Americans with Disability Act (ADA) policies.

A.S. Ferrari has made great progress in these areas:

SHARPP/PREA

- A 2019 PREA Annual report was written.
- Currently, in collaboration with DOC, working to improve our PREA database.
- Six employees have registered for the March 2020 Sexual Assault Investigator Training.

“We are proud of our staff at all levels throughout the ECSD as we have consistently demonstrated our commitment to the PREA process by having all our facilities accredited through the DOJ PREA audit process.”

- ECSD’s “2019 PREA Annual Report”

Submitted by Sheriff Coppinger & A.S. Ferrari

ADA

In accordance with ECSD policy, as well as the *Americans with Disabilities Act*, we review all inmate requests for reasonable accommodations. All requests are taken seriously, and appropriate accommodations are made on a case by case basis. ECSD ensures that its programs, activities and services are readily accessible to, and usable by, inmates who are disabled.

Furthermore, it is expected that each ECSD employee will do his/her best to assist inmates, employees, visitors and fellow employees with disabilities.

Suicide Prevention

Mr. Lindsay Hayes, a nationally recognized expert in the field of suicide prevention within correctional facilities, reviewed our practices and offered appropriate recommendations in his “Report on Jail Suicide Prevention Practices within the Essex County Sheriff’s Department” dated November 15, 2019.

In 2019, A.S. Ferrari began working collaboratively with Training, Maintenance, Security Investigations and Mental Health, implementing the changes recommended by Mr. Hayes. Some of these changes include additional training for employees, vendors and volunteers. This was implemented in 2019 by adding two hours of Suicide Prevention training to our in-service training. A.S. Ferrari is also drafting the department’s first Suicide Prevention policy.

Office of Professional Standards Success Story:

Partnering with Other Divisions, Improving Our Process

When a procedural flaw was discovered in mid-2019, Internal Affairs Director David Tobin asked, “How can this bump in the road be avoided in the future?” The answer, it turned out, was through teamwork. Seven divisions: I.A.D., Training, Inspections & Compliance, Legal, I.T., Security Investigations and the Middleton Superintendent, worked on the issue.

The result was twofold. Generally, the group improved information sharing and the collaborative process within the department. Specifically, they improved housing unit procedures and introduced a new electronic document to improve accountability.

Post Traumatic Growth: Peer Support & EAP

ECSD Peer Support Team

Organized in April 2018, the team currently consists of 20 employees representing different ranks, military backgrounds, shifts, and seniority throughout all our facilities and offices.

“I think we're doing a good job getting the correctional officers to speak to their peers, but we also need the supervisors to kind of recognize that those possible suicidal tendencies might be coming to the surface.”

- Sheriff Kevin Coppinger in an interview with WBUR's Bob Oaks on November 14, 2019

Hear Sheriff Coppinger's entire interview titled, “Mass. Legislature Trying to Curb Correctional Officer Suicides” at:

www.wbur.org/news/2019/11/14/correctional-officer-suicide-prevention

In 2019, members of the Peer Support Team attended the following training:

- Critical Incident Stress Management (CISM), Assisting Individuals in Crisis and Group Crisis Intervention
- From Trauma to Addictions
- Screening, Brief Intervention & Referral to Treatment (SBIRT)
- Substance Abuse Training
- Trauma Behind the Badge conference hosted by Southeastern Massachusetts Law Enforcement Council (SEMLEC)
- Correctional Officer PTSD Conference hosted by the American Correctional Officer Intelligence Network, at which ECSD employees Assistant Superintendent Lauren Iannelli and Officer George Arauz were presenters

Ten of the peer support members are certified in Critical Incident Stress Management through the International Critical Incident Stress Foundation, Inc. CISM-trained members provide assistance after critical incidents with defusings and debriefings, and provide references for continuum of care. Peer Support and CISM services are confidential. In 2019, the CISM team was called in to provide assistance for three critical incidents at ESCD.

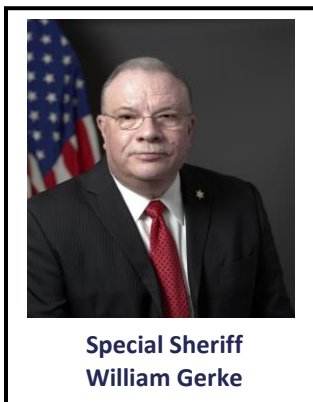
Employee Assistance Program (EAP)

Contracting with CompEAP in November 2019 (as mentioned in the *Human Resources* section) has meant providing a diverse range of programs for employees that may be struggling with issues such as alcohol/drug abuse, financial difficulties, domestic/marital/probate matters, elder care or mental health. EAP is confidential.

NEMLEC

Two Peer Support team members are also part of the Northeastern Massachusetts Law Enforcement Council's Critical Incident Team.

Operations



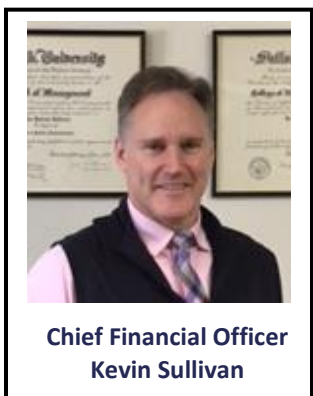
Overseeing the department's three correctional facilities, Offices of Community Corrections, Civil Process and daily operations, Special Sheriff William Gerke is, as one employee stated, "hands on and accessible." With over three decades in the U.S. Marshals Service, Special Sheriff Gerke brings to the department experience and the ability to lead.

"If you believe in what you are doing, then let nothing hold you up in your work. Much of the best work of the world has been done against seeming impossibilities. The thing is to get the work done"

- Dale Carnegie

Fiscal Services

Finance



Kevin Sullivan (pictured left) oversees the Fiscal Services Division. This encompasses Finance, Procurement, Payroll and Contract Management. Finance handles all fiscal transactions for the agency including budgeting, procurements, accounts payable and spending plans.

The department has one main Administrative appropriation, spending \$74.4M in fiscal year 2019 (see Table 10). Additionally, the department has funding in four other state appropriations for approximately \$2.2M, as well as two capital accounts, four trust accounts, and ten federal grants totaling \$2.3M.



Pictured left, Sitting L to R: Analyst Kristina Ferguson, Budget Director Marilyn Scott, Budget Analyst Kathleen Curran, & Budget Analyst Mary Picadillo. Standing, L to R: Assistant Budget Director Jeffery Larivierre, Contract Manager Rosemary Bevins, Payroll Director Jason D'Amelio, Chief Financial Officer Kevin Sullivan & Procurement Director Sarika Shrestha.

Personnel

- Kevin Sullivan was promoted from Director of Procurement to Chief Financial Officer.
 - o Mr. Sullivan completed Federal Grants Training at the Department of Justice.
- Jeffery Larivierre was promoted to Assistant Budget Director.
- Marilyn Scott was hired as Budget Director.
- Kathleen Curran was hired as a Budget Analyst.
- Rosemary Bevins was hired as a Contract Manager for our new major contracts.

Spending per Inmate

Table 10 shows the key figures from the actual budgets for FY18 (7/1/17 to 6/30/18) and FY19 (7/1/18 to 6/30/19). The most recent figures, for FY19, show an average cost per inmate of \$50,100.24/year or \$137.26/day. These figures have been calculated from an adjusted budget that excludes departmental expenses that do not pertain to care and custody of inmates, as itemized below.

Table 10. FY18 & FY19 Adjusted Spending per Inmate		
	FY18	FY19
911	\$337,147.48	\$365,151.75
Civil Process	\$816,373.49	\$834,542.85
Detail	\$87,886.36	\$81,425.00
OCC	\$185,432.00	\$171,610.96
Payroll Tax of the Above	\$23,685.53	\$25,132.24
AdCare OCC Costs	\$310,129.35	\$319,704.00
OCC Rent and Utilities(1)	\$254,937.38	\$32,899.42
Total Excluded (2)	\$2,015,591.59	\$1,830,466.22
SDE Fiscal Year Expenditures	\$69,789,839.00	\$74,425,742.00
SDE Final Adjusted Costs (3)	\$67,774,247.41	\$72,595,240.85
SDE Inmate Counts	1,471	1,449
SDE Cost Per Inmate (Annual)	\$46,073.59	\$50,100.24
SDE Cost Per Inmate (Daily)	\$126.23	\$137.26

SDE: Sheriff's Department, Essex

1. Most of the OCC Rent & Utilities are now covered in the OCC budget.
2. Exclusions are expenses that are not inmate care & custody related.
3. Final Adjusted Costs: SDE Fiscal Year Expenditures - Total Excluded.

Procurement

The Procurement Department ensures that all the purchases for goods and services are purchased 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.

2019 Highlights

Solar-Powered Lights

Through open and fair competition, we purchased and installed new solar and wind powered lights in our Middleton parking lot (pictured right) to increase the safety of our employees and the public. Solar energy is environmentally friendly that plays a major role in reducing our carbon footprint and is quite cost effective.



Re-evaluating Our Surveillance System

While our current surveillance system provides excellent coverage for staff, we have contracted with a national expert who evaluated the system to provide upgrades which would result in more comprehensive monitoring and an increased level of safety for inmates and correctional officers.

Three New Contracts for Inmate Services

- Dining Services: Aramark
- Inmate Clinical and Re-Entry Services: Spectrum Health Services
- Education & Training: Northern Essex Community College (NECC)

Read more about Aramark in the *Food Services* section; Spectrum in the *Treatment Services* section; and NECC in the “Spotlight” in the *Programs & Treatment* section.



Serving together: Ivonne Soto of Aramark & Officer Ryan Devaney

Enhanced Security Analytics

To increase both efficiency and effectiveness in protecting inmates, staff and guests, we are investing in new technology. While details are confidential, this process shows management’s commitment to safety.

Personnel

Sarika Shrestha joined the Procurement staff in January 2019 and in October 2019 was promoted to Procurement Director. Mrs. Shrestha has passed a very comprehensive exam and is now a Massachusetts Certified Public Purchasing Official (MCPPO).

Contract Management

ECSD currently carries five major service contracts with external providers. These vendors provide important services such as medical/nursing support, Medication Assisted Treatment, educational and training programs, clinical care, reintegration services, and food service dining. The annual value of these supports is approximately \$19 million and three of the five vendor contracts have been renegotiated in 2019.

In June of 2019, a part-time Contract Manager position was added to the Fiscal Services Department. The primary purpose of this position is to maximize fiscal efficiencies between ECSD and its contracted vendors and ensure contract compliance. This outcome is accomplished through direct on-sight monitoring, effective system coordination and enhanced communication processes.

This liaison assures all technical aspects of the contracts are fulfilled, and that all performance measures and benchmarks are achieved. At ECSD this role is filled by Rosemary Bevins. Ms. Bevins comes with over 30 years' experience in Clinical Contract Monitoring and Facility Administration.

In the last six months of 2019 alone, ECSD and its vendors have developed additional administrative systems to assure accurate communication, identify necessary reporting requirements and maximize all reimbursement opportunities .

Spotlight on Payroll

Examining this vital function of ECSD

Carrying a great deal of responsibility, the Payroll Division currently handles well over 600 individuals: full-time, part-time, union, management, civilians, seasonal and vendors.

Payroll Director, Assistant Superintendent Jason D'Amelio explained that each class of employee has their own payment and reporting requirements. Unions, for example, have specific payroll requirements at different points in the fiscal year. From holidays to bonuses to education incentives, union guidelines determine payroll specifics.

Other scenarios handled by Payroll include employees who cannot return to work for various reasons (i.e. workers' compensation, military leave, etc.), a manager approaching retirement, a civilian who got promoted or officers working overtime. Each situation must be handled in its own unique way. Very rarely are two situations similar, so extra attention is paid toward each case.

Not only is the Payroll Department governed by union affiliation, but new and terminated employees alike have a strict process that must be adhered to using the state's guidelines. Inaccurate termination of retirees for example, could result in miscalculation of retirement benefits and/or end of career payouts.

It is very helpful to have an employee such as A.S. D'Amelio handling Payroll. He worked as a reserve correctional officer, full-time correctional officer and budget analyst before being promoted to Payroll Director. In addition to having a double-major undergraduate degree, he is currently enrolled in the Accounting program at Southern New Hampshire University to acquire his master's degree.

Strategic Planning & Policy



A Valuable Philosophy

Director Barbara Maher is a strong supporter of the department's Peer Support Team. As she explained,

"We need to take care of ourselves in order to take care of the people in our custody."

Director Maher is responsible for department-wide reviews of current programs and practices for all matters relating to the overall agency operation, fiscal budgeting & planning, strategic planning, staffing, problem resolution and assessing areas of the operations where improvements can be made.

Sharing information with the residents of Essex County and our partners in state and federal government is achieved through publications and statistics shared by the Research & Statistics Division, TRIAD events, the Public Information Officer as well as use of social media platforms; all of which are components of Strategic Planning & Policy. Another important division that is part of the Strategic Planning & Policy is Grant Funding.

2019 Highlights

Grant Funding

Director Maher works with the Grant Funding Director and members of the Grants Committee continuing to guide the department with implementation of ongoing, multi-year programmatic grants and collection of data for evidence-based practices. Read more about this in the *Grants Funding* section.

Research & Statistics

In 2019, R&S produced the department's first annual report, covering 2018. Find more information in the *Research & Statistics* section.

Intern Program

We partner with local colleges to give students experience at the Sheriff's Department. Each semester, between four and 10 interns are placed with supervisors within the department. The interns work between 10 and 20 hours a week. This program helps students apply their college course work in a real-life correctional setting. We have many interns apply to become full-time correctional officers based on their experiences in the internship program.

In April 2019, Intern Morgan Whiton (pictured here) received a *Letter of Appreciation* from Sheriff Copping for work she did during her internship in our Inspections & Compliance Division.



Asset Inventory System

Following a department-wide asset inventory and barcoding system installation in 2018, an Accountability Property Officer was appointed in 2019 to develop and implement a record retention and destruction policy in compliance with Massachusetts rules and regulations (see the *Asset Control* section).

Grant Funding

The formulation of a Grants Committee was made to guide the department in the research of best and evidence-based practices to implement sound programmatic and correctional initiatives through grant development. Many areas of the department are represented on the committee including Programs, Security Investigations, Executive Administration, and Superintendents, as well as contracted vendors to serve as subject matter experts. The Grants Office monitors all reporting and compliance in all areas of any grant award and implementation.



Grant Administrator Leah Harrington & Special Sheriff William Gerke at a Corrections Consortium in April 2019

Through communication and teamwork, ECSD has been awarded several funding opportunities to address the department's reintegration efforts, the ongoing opioid epidemic, as well as other areas within the department. Grant Administrator, Assistant Superintendent Leah Harrington has done an outstanding job in procuring funds, ensuring proper implementation and monitoring proper reporting and compliance of grants.

Grants Awarded

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

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

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

To once again expand our successful Essex Tech Training Program at the ECPRC. This grant will enable us to implement a one-stop career center from the local workforce investment board, to assist with career readiness and job development and allow the C-Tech Program to continue to provide classes in fields such as Fiber Optics, Copper and Audio Visual. Volunteers of America, (VOA) will provide case management and re-entry services.

Additional funds for this program were provided by The Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) Grant. Learn more about the C-Tech Program in the *ECPRC* section.

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

To provide career training programs for incarcerated individuals during the 6-36 month period before their release. C-Tech Training provides training in Telecommunications, Copper Networks, Fiber Networks, Voice Systems, Green Automation and Smart Homes. Volunteers of America assists in post-release supervision and support. This program also has links to services through North Shore Community College and the North Shore Workforce Investment Board. Independent program assessment is conducted by Danielle Marie Carlin, Ph.D.

Department of Health and Human Services, (DHHS), Substance Abuse and Mental Health Service Administration, (SAMSHA), year two 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 address the growing need to expand and enhance Medication Assistance Treatment (MAT) and other recovery support services for inmates with opioid use disorders. Partners include:

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

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



A partnership with Essex North Shore Agricultural & Technical High School to implement a Hardscaping Program at the ECPRC. Learn more about the Hardscaping Program in the *Career Training* section.

Pictured left is a Hardscaping class at the ECPRC.

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

Provides inmates under the age of 21 the Adult Basic Educational Program to assist in obtaining their HiSet and transitional services such as vocational training, counseling, career advising, ESOL, family engagement and professional development.

MA Department of Public Health, State Opioid Response: \$500,000

To fund the Medication Assisted Treatment (MAT) Program in order to reduce costs of treatment, develop innovative systems of care to expand access to treatment, engage and retain patients, and address discrimination associated with accessing treatment and services.

**New England – High Intensity Drug Trafficking Area (HIDTA)
\$66,000**

Funding the Essex County Youth Leadership Academy, which offers children ages eight to 15 years of age a safe, challenging and fun atmosphere through various projects and classes focusing on the dangers of illicit drug use. In December 2012, we received the National HIDTA Program Outstanding Prevention Effort Award.



Grant Spotlight

Ben Roethlisberger Foundation, at the Giving Back Fund: \$9,000



For the purchase of a new K-9 and it's training. The Ben Roethlisberger Foundation (BRF) at The Giving Back Fund (GBF) seeks to support police and fire departments throughout the U.S. with an emphasis on support for service dogs, and to enhance the quality of life for residents. To learn more about BRF go to www.bigben7.com and for GBF, go to www.givingback.org

A New K-9 Team

On December 13, 2019, Officer Mathew Ritvo-Cabezas and his K-9 partner Odin graduated the Boston Police K-9 Patrol Academy and began serving Essex County. Odin, a "Sable" German Shepherd, was purchased with funds from the Ben Roethlisberger Foundation's Giving Back Fund.



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: \$750,000

Strengthening the transition from incarceration to the community. The Essex County Mental Health Diversion Program (ECMHDP) is designed to divert pre-trial offenders diagnosed with mental health and substance abuse co-occurring disorders (CODs) for comprehensive and individualized treatment.



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

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

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

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

Pathways for Children and the Beverly & Addison FY20 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

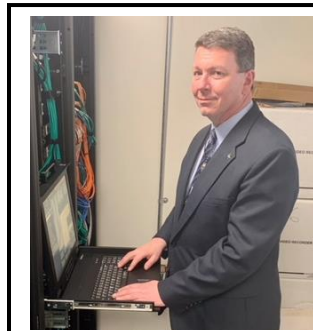
Mission Statement

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.

Responsibilities

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

Information Technology & Communications



**Director of
Information
Technology &
Communications
David
Marescalchi**

Director of "IT," Assistant Superintendent David Marescalchi (pictured left) and his staff completed several major projects in 2019.

Regional Communications Building Project

Completing a two-year process, a prefabricated regional communications building has been constructed and placed at the Middleton facility. This new purpose-built building will

provide ECSD and our regional partners with a properly sized, secure and climate-controlled environment for sensitive public safety communications equipment.

The Northeast Homeland Security Regional Advisory Council (NERAC) voted to support this \$240,000 project funded entirely by the Department of Homeland Security (DHS). The Metropolitan Area Planning Council (MAPC) also provided support with procurement and project management.



David Spinoso, Director of Communications and the Sheriff's representative on our Regional Homeland Security Council, proposed this project to better utilize our existing tower while providing regional access. Currently, public safety communication systems in our area rely heavily on privately owned sites to host essential communications infrastructure.

Additionally, ECSD communications equipment currently resides in a building that is not conducive in size or construction to meet the needs of the department. As a result of this project, all ECSD and area regional public safety communications equipment will be moved to this new building, making this effort a truly regional project that will be an asset for many years to come.



ECSD VoIP Phone System

ECSD changed our outdated and limited phone system to a newer state-of-the-art Voice Over IP (VoIP) system for each of ECSD's facilities. This provides safe and reliable communications for ECSD staff and citizens. It also means lower costs with increased functionality, mobility and redundancy.



New ECSD interdepartmental Network

At each of our facilities, the aging networking hardware was upgraded to a new state-of-the-art network that interconnects all ECSD facilities to each other using several redundant connectivity services such as dedicated circuits, broadband cable internet and 4G\LTE connectivity for business continuity.



Civil Process Mobile Records System

IT staff created a mobile network where serving deputies can access the Civil Process Records Management System via mobile cellular tablets, allowing them to be more informed and efficient while on the road.



IRIS Scan Identification System

A procedure was implemented to scan every inmate using iris scan technology during the booking process. The Inmate Identification and Recognition System (IRIS) positively identifies inmates using the iris. Law enforcement agencies and correctional institutions utilize this biometric identification and recognition solution for intake, booking and release for identification purposes.



ECSD MAT Technology

ECSD IT & Communications worked closely with the Medication Assistant Treatment (MAT) vendors, and oversaw the implementation of technological, communications and security system resources during all phases of the MAT construction.



2020 Coming Projects

- Video visitation for inmates
- Tablets for inmates
- New ID System for ECSD staff
- Body Worn Camera (BWC) upgrades and implementation



Personnel

Jack Gambell joined us as our Securus Technologies representative, providing inmate phone service.

Nicholas Cornoni is our newest technician.

Security Investigations

Security Investigations (S.I.) investigates any alleged criminal activity in the department. This includes assault, sexual assault, possession of contraband or conspiracy to commit a crime. In addition to investigation and prosecution of crimes, S.I. focuses on the gathering and sharing of intelligence.

Experience and collaboration are the hallmarks of S.I. Under the leadership of Director David Earle, with the department 17 years, and Assistant Director Jonathan Campbell, with us 28 years, the men and women of S.I. partner with hundreds of outside agencies. These agencies include our fellow sheriffs' departments, local and state law enforcement, FBI, District Attorneys, Homeland Security (including Immigration & Customs Enforcement; I.C.E.), Parole and Probation.

Security Threat Groups (gangs) is a specialized unit within the S.I. Division. In 2019, S.I. had 346 gang member validations, some internally and some for other departments. We had 293 gang members admitted to ECSD, representing approximately 25 gangs. ECSD staff are part of a state-wide Gang Task Force that shares information about current, past and prospective gang members. This serves to increase the security for our institution as well as the public.



Great leadership is provided by Director David Earle (L) & Asst. Director Jonathan Campbell.

2019 Highlights

- Investigator Jerome Jellison was deployed to Djibouti for 11 months with the National Guard.
- Investigators and K-9 handlers from ECSD assisted the Methuen Police Department with a month-long initiative to reduce gun and gang violence in the city.
- Assistant Director of Security Jonathan Campbell received two accommodations for his work with the FBI's North Shore Gang Task Force (FBI-NSGTF) on *Operation Mean Streets*, an MS-13 investigations resulting in the arrests of approximately 60 MS-13 members related to narcotic and gun trafficking, assaults, and murder. Read more at: www.justice.gov/usao-ma/pr/fifty-six-ms-13-members-indicted
- Investigator William Castro was assigned to the DEA-Bedford, NH office. Investigator Castro participated in numerous arrests and seizures of narcotics, firearms, and U.S. currency related to narcotic investigations.
- From January to September, we assigned investigators to the Lawrence PD Gang Unit to share gang intelligence and assist LPD in targeting high crime areas.
- Investigator Sean Richards was assigned to the FBI North Shore Gang Task Force- High Intensity Drug Trafficking Area (NSGTF-HIDTA), covering most of the Merrimack Valley and comprised of federal, state, and local law enforcement.

- Task Force members, Assistant Director Campbell, Investigator Castro and Investigator Richards participated in *Operation Throne Down*. This multi-jurisdictional, multi-agency investigation targeted members of the Latin Kings within Massachusetts and surrounding states. Sixty members of the Latin Kings were arrested and charged with various crimes. This investigation is one of largest arrests in the FBI-Boston's history. Read more at:
www.justice.gov/usao-ma/pr/over-60-members-latin-kings-charged
- IAD and S.I. Investigators, with the assistance of Massachusetts State Police (MSP), investigated a PREA allegation of sexual assault made by a female inmate against a female ECSD officer. The allegation was proven false. The inmate was criminally charged and sentenced to a year in the House of Correction, showing that ECSD takes false reporting seriously. Read more at:
www.salemnews.com/news/local_news/woman-gets-a-year-for-making-false-allegation-of-sexual/article_9995a80b-edbb-5eda-848c-19cd2c4cb4f3.html
- ECSD assisted with *Operation Summer Surge*, a multi-agency initiative that consisted of weekly saturation of the Merrimack Valley area to target narcotic trafficking.
- Our Task Force members participated in *Operation No Dose*, an investigation into narcotic dealing in Lynn. Read more at:
www.boston.com/news/crime/2019/12/20/lynn-narcotics-operation
- ECSD, working with MSP and FBI, investigated a "Murder for Hire" case that stemmed from ECSD inmate Scott Smith requesting another inmate to help him kill the victims and their mothers involved in his criminal case. Smith was about to be released on bail, but thanks to quick action, he was held on the new charges. Read more at:
www.patch.com/massachusetts/danvers/not-guilty-plea-salisbury-man-murder-hire-plot
- We completed another "Murder for Hire" investigation where an inmate requested assistance from another inmate to help kill the victims of his case. Inmate Mason Stickney was being held on a variety of criminal charges when he tried to have a police officer, a student, and a local business owner murdered in a variety of ways. Stickney was sentenced to 10 years in federal prison for the crime. The case was investigated by ECSD, FBI and MSP. Read more at:
www.justice.gov/usao-ma/pr/inmate-sentenced-murder-hire-scheme

Statistics

960 Clearances	614 Inmate requests/assisting inmates
346 Gang validations	312 Non-Criminal reports
87 Criminal cases	37 <i>Prison Rape Elimination Act</i> (PREA) cases

Tactical Team

These specially trained officers respond to large-scale or high-risk situations. In 2019, they assisted with Salem's Haunted Happenings, participated in Active Shooter training conducted by Federal Air Marshals, trained with the Massachusetts Emergency Management Agency (MEMA) and provided mutual aid for several sister agencies.

Facilities & Maintenance

From minor sink repairs to major construction projects, the Facilities & Maintenance staff get the job done. They are responsible for the care and maintenance of all department/state-owned properties.

2019 Projects

Middleton Facility

- The print shop was renovated and transformed into the Medication Assisted Treatment (MAT) Dispensary.
- In response to the new *Criminal Justice Reform Act*, the library in Middleton was redesigned and renovated to provide for out-of-cell programming for inmates in Restrictive Housing.
- Working with our partner, the Division of Capital Asset Management & Maintenance (DCAMM) we completed a multiyear energy project, addressed deteriorated pavement at the Middleton House of Correction, and made other necessary renovations and improvements to our facilities.

Preparation is underway for the following projects:

- 80 Bed bathroom remodel project
- 240 roof repair/replacement
- 80 Bed building renovation project including facade, windows and air conditioning
- Voke remodeling project including siding, windows, air conditioning and code updates
- New Inmate Service Building (ISB), an estimated \$45 million project

Essex County Pre-Release and Re-Entry Center

- New security gate building made of block with a new heating & air conditioning system built by the Hardscaping Program with inmates and maintenance staff
- Print shop moved from Middleton to the ECPRC
- Seven new security doors installed
- New alarm system on all doors
- Resurfaced gym floor
- Resurfaced kitchen floor
- New inmate gym equipment
- Moved Shift Commander's office next to Central Control

Preparation is underway for the following projects:

- Replace the pavement in the entire parking lot.
- Move the existing flagpole and add two additional flagpoles. The new location will be a patio designed and built by students in the department's Hardscaping Program.

Personnel

Assistant Superintendent Sean Gallagher was appointed new Director of Operations at the ECPRC.

Automotive Fleet & Warehouse

With 119 vehicles, including marked cruisers, transportation vans, unmarked vehicles and maintenance trucks, Assistant Superintendent Christopher Smith's garage staff is busy. How busy? Simply changing the approximately 3,120 quarts of oil that we used in 2019 was a daunting task. In addition to department mechanics, ECPRC inmates who have been appropriately cleared work in Middleton's automotive garage. Here they are taught general vehicle maintenance.

Fleet Upgrade

- While some of the older vehicles were retired, the department purchased five Chevrolet vans, four Ford Transit vans, one Ford Interceptor, one Chevrolet Equinox and one Chevrolet Tahoe.
- Vans assigned to our pre-release facilities were equipped with driver/passenger partitions to increase inmate and officer safety.

A Helping Hand

In January 2019, during a heavy snowfall, a visitor was struggling to attach a wiper blade. Seeing she was having difficulty, an employee instructed her to bring her car over to the garage where Fleet Mechanic Tom Maguire quickly attached the wiper with a smile.

When asked about Tom's good deed, his supervisor, Assistant Superintendent Christopher Smith, explained, "We're doing things to improve our service to our inmates and the community."



**Mechanic Tom Maguire (L)
& A.S. Christopher Smith
following Tom's good deed**

Additional ECPRC inmates work as part of the warehouse staff. Their duties include landscaping, cleaning and facility maintenance at Middleton. Warehouse personnel also handle all shipping, receiving and storage for the entire department. This means a steady flow of trucks delivering food, office supplies and other assorted inventory.

Key Warehouse Purchases in 2019 Include:

- 10 Power washers for shower cleaning on housing units
- Res-Q-Grip gloves to enhance officer safety
- Two walk-behind floor cleaners

In addition, 23 water coolers were exchanged for newer models for the three facilities.

Staff & Inmates Working Together

Warehouse employees and inmate workers teamed up to strip, refinish and paint the garage bays at the Middleton facility. The result was a sparkling high-end oil resistant floor... Shown as the background here!

Asset Control

The Accountable Property Officer position, developed in 2019, is responsible for supervising the movement, storage and control of all department goods and fixed asset inventory while managing the activities of employees engaged in inventory control across multiple departments. From archived files to desks and cabinets, Willian Raynard is the man in charge of keeping all inventory in order.

Food Service

Aramark: Providing a Lot More than Food

Our three facilities had a combined average daily population of 1,358 in-custody inmates (i.e. not including those on the Electronic Monitoring Program). This means Director of Food Service, Glenn Foster and his Aramark team prepared approximately 1,500,000 meals in 2019. In addition, the crew handled the catering needs for the department, primarily consisting of coffee, muffins and sandwiches.



Inmate-to-Work Program

This initiative, developed in 2019 and begun in March 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. Read more about this program in the *ECPRC* section.



ServSafe® Food Services Certification in Partnership with Aramark

Planned in 2019 and 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. Read more about this program in the *ECPRC* section.

Inmate Commissary



Paul Caruso runs Aramark's commissary, providing hundreds of hygiene, food and clothing items to inmates in our custody. In addition to the regular items, Aramark's ICARE Program allows loved ones to send inmates specialty packages with different themes. Most recently, the *In My Heart* Valentines package was very popular.

Inmate Focus

Community Activity on Behalf of Inmates

ECSD and PAARI Partnership Expands

We are once again partnering with the Police Assisted Addiction Recovery Initiative (PAARI) and will be receiving a 2019-20 AmeriCorps grant to retain two part-time recovery coaches as part of the ECSD's Clean and Sober Existence (CASE) Unit team in the Male and Female CASE Units. The recovery coaches are expected to start their assignments in early 2020.

Since its inception in 2017, this groundbreaking statewide program has combined the strength of community service with the power of the recovery community and the power of law enforcement-based referral programs, placing AmeriCorps members in law enforcement departments across Massachusetts. ECSD is the only Sheriff's Department in the Commonwealth in the PAARI/AmeriCorps grant program.

Additionally, ECSD became a host site for a PAARI Volunteers in Service to America (VISTA) Coordinator, who joined 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.

The PAARI VISTA Coordinator will work with the EMAT clinical staff to enhance and expand the program's capacity for Medication Assistance Treatment options and recovery support services for inmates with Opioid Use Disorders. This will include accessing the PAARI Recovery Coach Network beyond Essex County and identifying new community-based resources.

Other Community Partnerships Include

- Lynn Police Department's Criminal Justice/Mental Health Working Group
- Merrimack Valley Prevention and Substance Abuse Project
- North Shore Continuum of Care – homelessness prevention
- Haverhill HOPE Task Force
- NSMC Opioid Use Disorder Forum at NSMC Salem Hospital
- ECSD Hardscaping Program exhibitor at the 2019 Northeast Hardscaping Expo in Providence, RI
- National Night Out throughout Essex County
- Anti-Defamation League of Essex County Law & Education Day at Kernwood Country Club, Salem
- North Shore Chamber of Commerce Breakfast
- Community Service Project Construction Project for Essex National Heritage Commission on Baker's Island
- Graffiti Truck in several communities

Parole

The statement on Massachusetts Parole's website perfectly describes their philosophy: "We serve the public, victims, inmates, parolees, and petitioners..."

By having parole officers in each of our three facilities, inmates can meet with the officers and, if eligible, meet with 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 continued and responsible conduct on the part of the parolees.



With Parole Officers such as Gina Coyle (pictured here) having offices within our facilities, inmates receive excellent service.

"Parole working hand-in-hand with the Essex County Sheriff's Department helps ensure that the people in custody get the best chance at a successful re-entry."

- Governor's Council Member Eileen Duff

The Parole Board's mission:

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

Table 11 illustrates Parole's success with ECSD inmates.

Table 11. 2019 ECSD Inmates Seen by Parole				
Status	MIDD	ECPRC	WIT	Total
Saw Parole Board	274	272	48	594
Received Parole	197	220	46	463
Got Released	177	128	21	326

Improved Inmate Phone Service

Securus Technologies: Improving Service While Lowering Costs



Sheriff Coppinger has long maintained his commitment to lowering inmate calling rates, stating that decreasing the financial burden on inmates and their families is paramount to ensuring inmates receive family support which has been shown as a key factor in reducing recidivism rates. On September 2, 2019 the culmination of negotiations with Securus Technologies resulted in the implement of lower phone rates for inmates in all Essex County correctional facilities.



In addition to the rate decrease, in 2019 ECSD and Securus Technologies started the process of implementing the following services for inmates and their families and friends:



eMessaging: This will allow for two-way electronic communication between family and friends and an inmate.



Tablets: The tablet will host a variety of applications for ECSD inmates to include features such as education, entertainment, communication and job placement.



Video Visitation: Family and friends will be able to remotely visit inmates using a computer and webcam through internet access or a mobile device.

The following articles provide Interesting reading in support of lowering inmate phone rates. "Lowering Recidivism through family Communication" by Alex Friedman at: www.prisonlegalnews.org/news/2014/apr/15/lowering-recidivism-through-family-communication

"Families Left Behind: The Hidden Costs of Incarceration and Re-Entry" by Jeremy Travis, Elizabeth Cincotta McBride & Amy L. Solomon at: www.urban.org/sites/default/files/publication/50461/310882-Families-Left-Behind.PDF

Inmate Disciplinary Office

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

The Disciplinary Office at Middleton oversees the inmate disciplinary process. The Disciplinary Sergeant reviews all reports to ensure they are properly entered into the department's database and copies are given to the inmate(s) involved. A hearing is scheduled or, if the inmate chooses, he/she may plead guilty to the Disciplinary Sergeant. All findings are entered into the department's database. While an informal minor matter may be resolved more expeditiously, a formal matter takes a bit longer, but still must be resolved within seven business days. Tables 12 and 13 show the results of the 1,989 formal disciplinary cases heard in 2019.

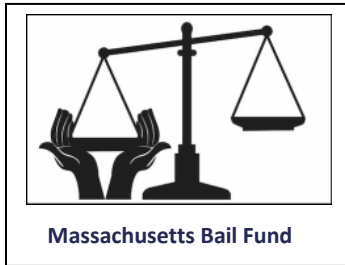
Table 12. 2019 Formal Disciplinary Action	
Disciplinary Reports Received for the Year	1,989
Found Not Guilty	41
Dismissed	139
Released	136
Guilty	1,538
Guilty – reduced to minor matter	71
Dismissed due to time constraints	12
No Action Taken	52

Table 13. 2019 Formal Disciplinary Action Appeals	
Findings appealed	16
Appeals approved	2
Appeals denied	12
Appeals modified	2

Inmate Grievances

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

Massachusetts Bail Fund



“There can be no equal justice where the kind of trial a man gets depends on the amount of money he has.”

- U.S. Supreme Court Judge Hugo Black, 1964

Massachusetts Bail Fund’s website:

www.massbailfund.org

We are proud to work with the Massachusetts Bail Fund, a project of the Criminal Justice Policy Coalition, a registered 501(c)(3) agency. The fund contributes up to \$500 bail to allow low-income 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 2019, 67 ECSD pre-trial inmates were released with the help of the Massachusetts Bail Fund.

Sex Offender Population

Reintegration Coordinator Jennifer Poulin works with our sex offender population. RIC Poulin carries an average case load of 40 to 50 inmates, both pre-trial and sentenced. In addition to coordinating their treatment, programs and classes while incarcerated, she prepares them for life after incarceration.

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

Employee Spotlight

Focused on Providing Outstanding Service

The Victim Service Coordinator position was relocated to the Criminal Records Department in 2019. The Victim Service Coordinator/Records Clerk position is an essential deputized position of a twenty-four-hour, seven-day-a-week operation. As Records Clerk, Shane Brown has a great deal of responsibilities. In September, however, she was awarded the position of Victim Service Coordinator (see the *Victims Services* section). Without hesitation, Shane took on the additional duties of meeting the victims’ needs for our three facilities.

When asked to provide 2019 Video Conferencing statistics, Records Clerk Caroline Siebert not only gave accurate figures, but she also did some statistical analysis and gave us outstanding graphics (see the *Video Conferencing* section).

Medical Services

Medical Care

Through WellPath, our healthcare contractor, we ensure that individuals in our custody receive excellent physical and mental health care. We have a medical care unit with 24-hour professional staff. If an inmate requires additional treatment, we transport him/her to an outside facility.

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

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

Following is a breakdown of care provided.

Evaluations*

Receiving Screenings	6,741
Physical Assessments	3,415
Mental Health Evaluations	1,363

Medical Visits (Sick Calls)

Medical Provider**	4,232
Nurse	3,383
MH Professional*	1,312
MH Provider*	2,303
Dentist	389
Optometrist	679

Patients in Medical Housing Unit	3,437
Patients sent to Emergency Dept.	246
Patients admitted from the ED to inpatient in hospital	142

*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).

WellPath



WellPath staff members (L to R): Director of Mental Health Jennifer Padre, Health Services Administrator Brianna Molloy & Director of Nursing Julianna Reyes

After a thorough application and evaluation process, in December 2018



WellPath was selected as our healthcare provider. They now provide medical and mental health care for all inmates.

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

Personnel

In 2019, Brianna Molloy was promoted from Director of Nursing to Health Services Administrator and Juliana Reyes was promoted from staff RN to Director of Nursing. Taylor Smith is the new MAT RN Manager and Brianna Boffoli is the new Clinical Supervisor of MAT.

Success Story

In October, a patient at the ECPRC went into cardiac arrest and his life was saved by full CPR efforts from the nurse and officers on duty. This serves as an example of the important roles teamwork and training play in our care of the inmates in our custody.

Mental Health Care

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

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

Number of Inmates Served; Patients & Appointments

Individual Mental Health <u>Patients</u>		Mental Health Patient <u>Appointments</u>	
MIDD	902	MIDD	5,673
ECPRC	171	ECPRC	335
WIT	<u>189</u>	WIT	<u>316</u>
Total	1,262	Total	6,324

Director of Mental Health, Jennifer Padre, stated approximately 70% of inmates have mental health issues. Seventy-five percent of these individuals are on medication and 8-10% of them are diagnosed with significant mental health issues.

2019 Highlights

- In March 2019, the Mental Health Director, Jennifer Padre and the Mental Health Department of Wellpath successfully implemented group therapy sessions for various classifications. This was in collaboration with the new crime bill. These groups are continuing to grow.
- In September 2019, the MAT Program began at ECSD. Wellpath is partnering with Acadia to provide these services. As of the last day in December, the average number of daily doses was approximately 85-90.

Treatment Services

Spectrum Health Systems

In July 2019, the program oversight changed to our partners at Spectrum Health Systems, a private nonprofit organization with a focus on treating individuals with addiction and/or mental health disorders. Lead by Site Supervisor, Administrator Nancy Parker, Spectrum has had a tremendous impact on inmate care. Spectrum's 2019 accomplishments include:



- Increasing the number of certificate programs from four to seven in the Alternative to Violence (ATV) Program by adding the Conflict Resolution and Addictions Education classes as well as the Victim Impact Program, all evidenced based curriculum and Spectrum sponsored.
- Relapse Prevention curriculum has been added to both the Female and Male Clean and Sober Existence (CASE) Units.
- A new program titled Health and Wellness has been added to Spectrum programming. Inmates on the 60 Bed Unit, 240 Unit, Voke1 & 3 and 80 Lower Unit are all qualified to attend.
- A new position has been created at the Salisbury OCC. The Job Developer has already joined the team.

- Recruitment for the Recovery Support Navigator (RSN) Program has been put in place in the 80 Lower and the ECPRC. Ten inmates have qualified for the program, which is a recovery orientated case management plan to help support individuals that identify with having an opioid use disorder.

Table 14 shows the tremendous impact Spectrum has had on programming since they came on board in July 2019.

Table 14. Spectrum Program Participation, July-December 2019		
Program	# of Participants	Certificates of Completion
Anger Management	116	42
Drug & Alcohol	372	48
Life Skills	300	24
Dialectical Behavior Therapy (DBT)	196	35
Cognitive Behavior Therapy (CBT)	138	28
Family & Relationships	120	12
Parenting	294	16
TRAC	244	36
Total	1,780	241

Spectrum Employees Complete Correctional Recovery Academy™

In December 2019, six Spectrum employees attended “CRA” which will be replacing the TRAC Program on 80 Lower. CRA offers an advanced form of therapeutic community programming designed to change the thinking and behavioral habits of moderate to high risk/need offenders.

Administrator Nancy Parker explained that CRA provides a highly structured and supportive learning environment in which participants can address criminal and addictive behaviors. Throughout treatment, offenders’ behaviors, attitudes, values and emotions are continually monitored, corrected and reinforced. The goal of programming is to reduce or eliminate drug and alcohol dependence, while ensuring a smooth re-entry and successful adjustment to community living upon release.

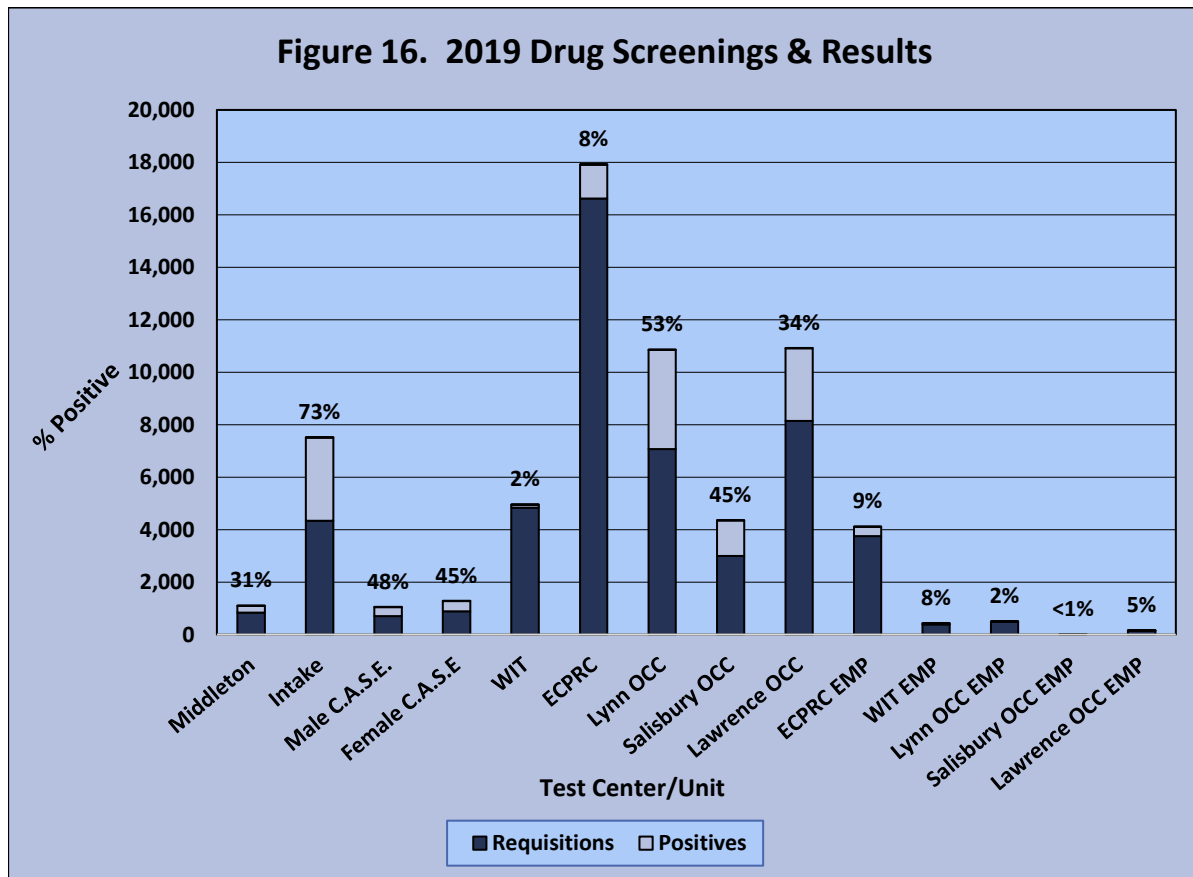
Employee Recognition Provided by Site Supervisor, Nancy Parker

I want to take a moment to recognize Senior Clinician, Martha Rumble, for her dedication and commitment to keeping Spectrum programming her highest priority. Martha has worn many hats since July when Spectrum was first awarded the ECSD contract. Three areas of programming required her to train new staff, organize new curriculum, and maintain a caseload of 35 inmates with various re-entry stipulations.

Martha was able to perform all her responsibilities in addition to her added responsibilities with a “can do” attitude. Despite the challenges of extra responsibilities, Martha always kept a cheerful approach. Her ability to focus on the tasks at hand secured her success spread over several program areas.

Drug Screening

Under the direction of Saad Choudhry (pictured right in the testing lab) ECSD's drug lab performed 51,215 drug screenings in 2019 (see Figure 16). Of these, 18,209 came through our Offices of Community Corrections (OCCs), done for courts, parole, probation or sober homes (2,795 for Maris House, 1,311 for Progress House and 381 for Elms House). Another 4,791 screenings were conducted for individuals on the Electronic Monitoring Program (EMP), assigned to one of the OCCs or housed at the WIT or ECPRC. The remaining 28,215 screenings were run on ECSD inmates held in our facilities.



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

Serving the Community

Civil Process

As much as 2018 was a building year for the Civil Process Division, 2019 was a year that focused on what Sheriff Coppinger described as being one of the more publicly recognized divisions of the department. Civil Process is on the front lines, dealing with the general public and providing services that sometimes go beyond the scope of their official role.

2019 Highlights

- C.P. received three new vehicles for the division's Enforcement Team.
- A much-needed upgrade in the computer system was conducted.
- iPads were purchased for the serving deputies in the field. This allowed "real time" service statistics, which in turn improved the time frame of Return of Services to be generated and returned in a timely fashion.



Civil Process Director Robyn Clarke with CP Deputies (L to R) Junior Encarnacion, David Fortune & Paul Atkinson

2019 Statistics

- Generated over \$750,000 in revenues.
- On a quarterly basis, the division returned 25% of annual revenue back to the Commonwealth which was then deposited in the Commonwealth's General Fund.
- Assisted 2,935 people in the Salem and Lawrence offices.
- The number of *Executions for Possession* increased 31%, from 80 in 2018 to 105 in 2019, with 40 of them moving forward.
- Staff processed and generated over 15,500 legal documents of which 238 were physical arrests. By apprehending the defendants and transporting them to court, the Civil Process Division ensured that a defendant who was in contempt was held accountable before the court.

Personnel

In July 2019, Sheriff Coppinger promoted Robyn Clarke to Assistant Superintendent VI, Director of the Civil Process Division. Director Clarke has worked at the Essex County Sheriff's Department for 30 years, of which 23 have been in Civil Process.

In September 2019, Kerri Patterson was promoted to Assistant Director of the Civil Process Division. Assistant Director Patterson has worked at ECSD for over 18 years and is a welcome addition to the C.P. Division.

Compassion & Professionalism

The Civil Process Division received an unprecedented Court Order to remove two minor children from their mother who had taken them out of their home state and into Essex County. The Order stated that the Essex County Deputy Sheriffs were to bring the minor children forthwith to the Probate Court. The order was executed without incident, and the children were brought to court. After a hearing, the children were released from the Civil Process Division's custody and reunited with their father; all completed without incident in conjunction with a local law enforcement agency.

In another case, Civil Process obtained an *Execution for Possession* (eviction) of a defendant who had mental health issues. Upon entry, Civil Process deputies realized the defendant had been living in his family home without running water, electricity or heat in the middle of winter. Area mental health facilities were contacted, and Civil Process employees were able to secure shelter and transportation for the individual which enabled him to get the help he needed.

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 job includes:

- 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.

Attorney McGowan is also our "working manager," coordinating the planning, design, construction and implementation of capital projects.

Implementation of the *Criminal Justice Reform Act: Session Law, Chapter 69, Acts of 2018*

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 legislation that aims to keep more people out of jail while encouraging and rewarding good behavior.

As stated at the beginning of this report (see the *Department Overview*) the Essex County Sheriff's Department has accomplished a great deal in 2019, implementing the changes required by the *Criminal Justice Reform Act*. Presented in this report are many examples of our focus on inmate care, including in the areas of restrictive housing, programming, mental health care and substance abuse treatment.

Victim Services

The Victim Services Unit, in conjunction with the Victim Service Registry of Massachusetts, is committed to assisting certified victims of crimes, 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

2019 Highlights

- Housed 399 offenders throughout the year (some offenders had more than one incarceration)
- 162 active offenders were being held as of December 31, 2019
- While offenders usually have between one and five victims, some have more.

A Story of Support

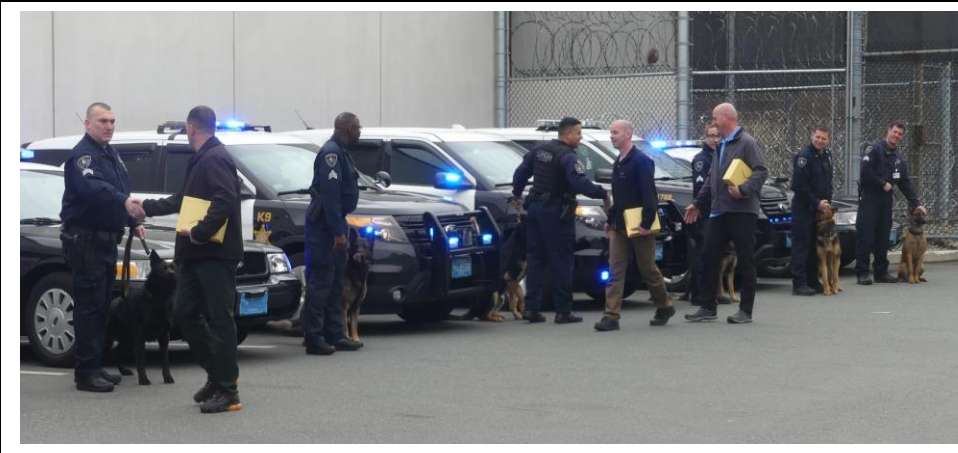
Our victim advocate, Shane Brown, worked with a couple whose daughter was the victim of a fatal crime. The couple contacted the Victim Services Unit with concerns about the offender being allowed to participate in our Work Release Program. Shane explained the process of qualifying for the program, listened to their concerns and relayed these concerns to the Work Release Coordinator. Ultimately the offender was not permitted to participate in the program and the victims were relieved that their voices were heard. They felt like our department showed them that their daughter mattered.

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. Whether it be locating a lost child, searching a vehicle for drugs, or pursuing a suspect, ECSD K-9 teams are an invaluable resource. Our teams also provide demonstrations at civic events.

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.

2019 saw personnel changes for K-9. They began with 14 teams, each consisting of one dog and one handler. Three new teams were hired while three officers retired, and one transferred to the Housing Division. The result was 13 teams at year's end.

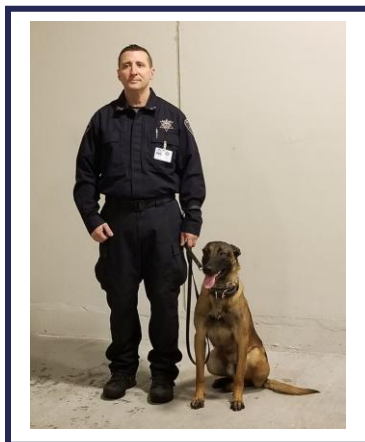


Retiring K-9
Team
members (L
to R with
clocks under
their arms):
Donald
Evans,
Steven
Pomerleau &
John Pickles

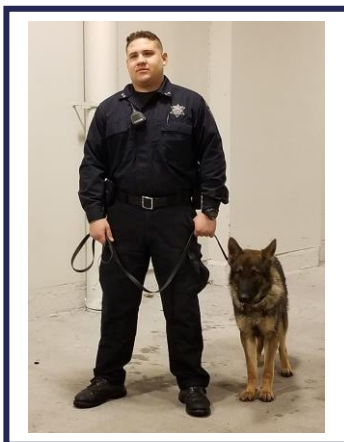
2019 Highlights

- We received a grant from the Ben Roethlisberger Foundation at the Giving Back Fund for the purchase of a new K-9 and it's training. Read more about this in *the Grant Funding* section or go to: www.boston.cbslocal.com/2019/09/05/steelers-ben-roethlisberger-foundation-essex-county-sheriffs-department-k-9-donation
- Three new handlers graduated from the Boston Police K-9 Academy. They were certified in crowd control, tracking, suspect apprehension, evidence recovery, and handler protection.

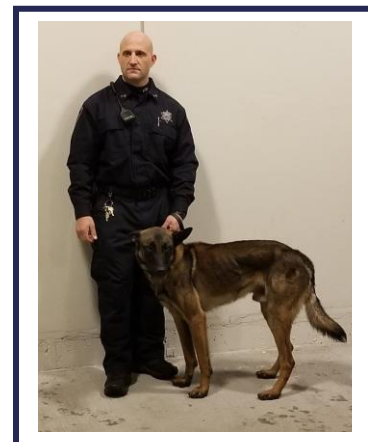
Meet the new K-9 teams



Officer Justin Boleski
& K-9 Blue



Officer Matthew Ritvo-Cabezas
& K-9 Odin



Officer John Troiano
& K-9 Riggs

United States Police Canine Association (USPCA) Reginal Competition

ECSD had what Captain Cote called, “an incredible showing,” competing against teams from Massachusetts, Rhode Island, Connecticut, New Hampshire and New York.

Patrol Portion: 33 teams attempted to certify
Sgt. Stefanos Tsoukalas & K-9 Deimos, 6th overall
Sgt. Caitlin Ruth & K-9 Valor, 12th overall

Narcotics Portion: 44 teams attempted to certify
Sgt. Jenna Walsh & K-9 Spyder, 1st overall
Sgt. Steve Tsoukalas & K-9 Deimos, 2nd overall
Sgt. Caitlin Ruth & K-9 Valor, 3rd overall



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

On to Nationals!

Sgt. Tsoukalas and Sgt. Walsh went on to compete against 71 teams from around the country in the National Certification in Albany, NY. Sgt. Walsh and K-9 Spyder finished in sixth overall and Sgt. Tsoukalas and K-9 Deimos finished twenty-fourth overall.

Notable Cases

In 2019, the three ECSD K-9 teams that were assigned to the Lawrence Police Department Special Operations Teams retired and LPD got their own K-9 unit. The result was a decrease in the number of cases we handled for LPD.

Patrol/Apprehension

1-3-19: Located felony warrant suspect hiding in a basement
1-10-19: Apprehended fleeing A&B/deadly weapon suspect
1-11-19: Recovered two shell casings in a shooting
2-9-19: Felony motor vehicle stop, one placed in custody
3-19-19: Located bullet and shell casing after a shooting
3-27-19: Assisted in apprehending two shooting suspects inside a house
4-10-19: Fleeing felon tracked and apprehended
5-15-19: Located overdosing suspect in basement
9-10-19: Located missing child
10-26-19: Apprehended fleeing felon
12-12-19: Apprehended fleeing drunk driver following a crash



**Training is part of the
daily routine for K-9 Sgt.
Jenna Walsh.**

Narcotics

1-1-19: Located large quantity of cash in a vehicle
1-3-19: Located 21 grams of heroin in a basement
3-21-19: Located large quantity of marijuana in a vehicle
6-27-19: Located crack cocaine inside a vehicle
7-31-19: Located Suboxone inside a cell at South Bay Prison- Suffolk County mutual aid
11-17-19: Located large quantity of cash in a vehicle

Youth Leadership Academy

The program is funded through the Essex County Sheriff's Department and a grant from New England High Intensity Drug Trafficking Area (HIDTA). In 2019, an additional grant was provided by the Executive Office of Public Safety and Security (EOPSS). Read more about these grants in the *Grant Funding* section.

This one-week course is run throughout the summer, allowing children from across Essex County to experience the fun and education. A wide variety of games and team-building activities help children between the ages of eight and 15 develop teamwork and cooperation while being challenged physically and mentally.



This year's activities included:

- PaddleSmart with the USCG Auxiliary
- Ropes Course at Essex North Shore Agricultural & Technical High School
- K-9 demonstration
- Drug and Alcohol Awareness class
- CPR
- Bullying/Social Media Bullying class
- Middleton facility tour (senior group)
- Gang Awareness presentation (senior group)
- End-of-the-week cookout
- Visits to:
 - o Launch Trampoline Park
 - o Danvers Smoke House
 - o MSPCA, Methuen
 - o U.S. Coast Guard, Merrimack River Station, Newburyport



Annually, over 500 local children participate in the program. In 2019, 553 children took part.

Testimonials

"I had a blast...I think the whole week was perfect."

- Participant

"...we were happy with the emphasis of instruction on the awareness of the risks of drug and alcohol abuse, bullying, cyber safety along with the benefits of cooperation, teamwork and community."

- Parents of a participant

TRIAD

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

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

In 2019, we introduced, *Seniors Meeting Seniors*, where Sheriff Coppinger spoke to groups of TRIAD members and high school seniors collectively. The interaction between the students and the TRIAD participants was an enriching experience for both groups.

Pictured below with Sheriff Coppinger are the seniors in Ken McCue's Democracy in Action class at Peabody High School as well as visitors from the Peabody Senior Center.



Graffiti Truck

Under the oversight of ECPRC Director of Operations, Sean Gallagher, a correctional officer and a crew of two inmates man the ECSD Graffiti Truck, traveling throughout Essex County to remove graffiti from public buildings, monuments and bridges. The work is done in an environmentally safe manner, using the latest in equipment and technology. Crews work from early spring until late fall.



A graffiti crew cleaned some problem areas on Methuen's Rail Trail. Sheriff Coppinger is pictured with Methuen Mayor James Jajuga.

Community Minded - Essex County and Beyond

Sheriff Kevin Coppinger

Sheriff Coppinger actively supports businesses, charities and fellow law enforcement agencies. In 2019, he took part in many events. Some of the highlights include:



Sheriff Coppinger addresses attendees at the Islamic Society of the North Shore in Lynn.



With much respect, Sheriff Coppinger joins his fellow chiefs saluting at D.A. Jonathan Blodgett's swearing in ceremony.



Attorney General Maura Healey thanks federal, state and local agencies following a large-scale opioid and cocaine trafficking takedown in Methuen and Lawrence. Sheriff Coppinger is 2nd from right.



Celebrating with retired Clerk Mary Coen at Peabody District Court Centennial Celebration.



Marblehead PD Lt. David Ostrovitz of the Citizens Police Academy is greeted by Sheriff Coppinger.



Salem residents enjoy Q&A with Sheriff Coppinger this past summer.



Sheriff Coppinger enjoys the Latino Festival in Lynn.



Newburyport Mayor Donna Holaday & Sheriff Coppinger enjoy the 30th Annual Links of Hope Gala at the Link House in Salisbury.



Sheriff Coppinger is joined by Cpt. Arthur Statezni in hosting Congressman Joseph Kennedy (center) at our Middleton facility.



Sheriff Coppinger was one of seven Massachusetts sheriffs who spoke at the State House to announce the start of the Medication Assisted Treatment (MAT) Program.



Sheriff Coppinger participated in the Haverhill Bar Association Law Day at Haverhill District Court.



As a guest of Laura Swanson on "North Shore Conversations" Radio show, Sheriff Coppinger discussed ECSD programs & operations.

ECSD Staff

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



**Honor Guard, opening ceremonies of
Relay for Life in Haverhill.**



**Administrative Assistant Judy Lacroix
(L) & Sheriff Coppinger give
employee-donated gifts to *Operation
Military Smiles*.**



**Employees attend the 3rd Annual People of
Color in Criminal Justice Conference.**



***Polar Plunge* to benefit Special
Olympics (L to R): Ofc. Keith Steves, Ofc.
Andrew Delloiacono, Special Sheriff
William Gerke & Ofc. Joshua McAuliffe.**



**Salisbury Office of
Community Corrections Asst.
Director Jennifer Murphy at
National Night Out, Salisbury.**



**At United Teen Equality Center (UTEC) in
Haverhill (L to R): Asst. Supt. Jason Faro, Asst.
Supt. James Petrosino, CEO of UTEC Gregg
Croteau, Asst. Supt. Jillian Nelson & Special
Sheriff William Gerke.**

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

North Shore Regional 911 Center

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

Essex County Pre-Release and Re-Entry Center

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

Women In Transition

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

Lawrence Office of Community Corrections

499 Essex Street
Lawrence, MA 01841
(978) 681-4747 Ext. 1

Lynn Office of Community Corrections

100 Willow Street
Lynn, MA 01901
(978) 681-4747 Ext. 2

Salisbury Office of Community Corrections

80 Elm Street
Salisbury, MA 01952
(978) 681-4747 Ext. 3

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 01841

(978) 750-1900 Ext. 4401

civilprocess@essexsheriffma.org

www.essexsheriffma.org

www.facebook.com

@Essex Sheriff



Essex County Sheriff's Department