



The Essex County Sheriff's Department 2023 Annual Report

Sheriff Kevin F. Coppinger

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Our thanks to:

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ECSD Criminal Records Clerk Alison Hall for Table 4 and Figure 3 illustrating Video Conference data.

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Sheriff's Message



Welcome to our 2023 Annual Report.

This report is a part of our ongoing commitment to you to demonstrate the work and successes of the Essex County Sheriff's Department. We serve 34 cities and towns in Essex County, providing around-the-clock services to our county's incarcerated population. But beyond the walls of our correctional facilities, our department does so much more. We provide numerous services directly to our communities, all of which are detailed in this annual report.

As one can imagine, COVID-19 had a tremendous impact on our department, how we do business, and how we serve. In 2023, we were able to break free of the restraints of the pandemic and concentrate on our mission to make our communities safer. We achieve this goal by going beyond the care, custody, and control of our incarcerated population. In addition to looking at why a person is in our custody or how they got here, we look at what we can do while they are here to prepare them to leave our facilities on a pathway to successful citizenship. We do this through educational and vocational training and other programming while also providing counseling and treatment of mental health and substance use disorders. Here is a look at some of the highlights you will find in this report:

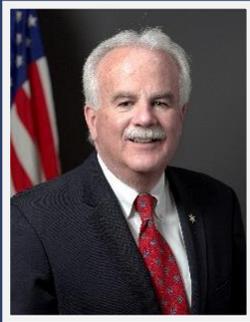
- Our award-winning Supporting Transitions and Re-Entry (STAR) Program completed its first year. This community-based program with offices in Lynn and Lawrence aims to help those at risk of incarceration or recently released from a correctional facility through individualized plans and connections to community services. Our average daily census for our two STAR offices ranges from 55 to 65 people being helped. We saw 39 participants graduate and go on to great jobs, with some opening their own businesses.
- We expanded access to educational programming through partnerships with Northern Essex Community College (NECC) and Merrimack College to offer Adult Basic Education, HiSET, ESOL, as well as college-credit classes.
- For women at our Women in Transition (WIT) Center in Salisbury, we opened a Correctional Alternatives for Re-Entry Unit (CARE). This unit serves those identified and referred by supervising courts as benefiting from the development of a community-based treatment plan and accessing a non-custodial form of supervision.
- Our Medications for Opioid Use Disorder (MOUD) Program continues to be a national model in the treatment of substance use disorders. This year, we received our license to self-operate as an Opioid Treatment Program. On average, we provide medicated treatment to 180 individuals daily. Under this new license, we've been able to expand services to not only provide medication but to help individuals with extensive discharge plans. Further, we were able to place 149 individuals leaving incarceration into long-term residential and sober living homes.

These pages are filled with data, explanations, and other details about our work with justice-involved individuals. We also continue to provide free work crews and other community services, such as our Anti-Graffiti Unit and K-9 support to our Essex County communities. But there is one other population that I have yet to mention and that is our staff. There can be a lot of health and stress-related issues that come with the job of being a correctional officer. This year, we bolstered our Officer Wellness programming and added a Wellness Coordinator to help our employees cope with the stress of the job in a healthy way. In 2023, we added a comfort dog to our ranks just for our officers to help make their jobs a little easier, and hopefully less stressful, each day.

In closing, I would like to thank you for your support and for taking the time to review our Annual Report to learn more about the amazing work being done every day at our Essex County facilities. I am proud to work alongside the great men and women of the Essex County Sheriff's Department, an amazing group of people proudly serving our communities. It truly is an honor.

Sheriff Kevin F. Coppinger

Sheriff Coppinger's Executive Team



Kevin F. Coppinger
Sheriff



William Gerke
Special Sheriff



Dennis Newman
Chief of Staff



Aaron Eastman
Middleton Supt.



John Grella
Supt., Professional Standards



Heidi Mora
ECPRC & WIT Supt.



Robyn Clarke
Civil Process Director



Monica Harris
Executive Assistant



Scott Sullivan
Chief Legal Counsel



Barbara Maher
Strategic Planning & Policy Director



Joseph McGowan
Legal & Legislative Affairs Director



Deana Piantedosi
Human Resources Director



Kevin Sullivan
Chief Financial Officer

We house approximately 1,000 inmates. That is 1,000 lives we can positively impact each day, 1,000 individuals we can help. Led by our Executive Team, the men and women of our department strive to do just that by providing excellent care and services for the individuals in our custody.

- Sheriff Kevin F. Coppinger

Essex County Sheriff's Department

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

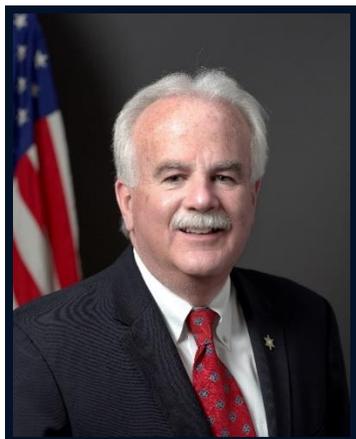
Correctional Officer's Core Values

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 became Essex County Sheriff in January 2017 and is currently in his second term in office.

Sheriff Coppinger has over 40 years of law enforcement experience in Essex County. He started his career as a police officer in Lynnfield, before joining the Lynn Police Department in 1985. After coming up through the ranks, he was named Chief of Police in 2009 and held that position until he was sworn in as the Essex County Sheriff in 2017.

One of his first priorities was to increase training opportunities for staff at all levels, to ensure the safety of all who work, visit, or reside within correctional facilities. His mantra for all employees is “Honesty. Integrity. Respect.” Sheriff Coppinger credits the hard work, service, and professionalism of his employees for the successes seen in Essex County.

Society today demands that correctional facilities strive to address the root causes of crime, including Substance Use Disorder, Mental Illness, and other contributing behaviors while an individual serves out their sentence. Essex County offers a wide range of related programs, including Medications for Opioid Use Disorder (MOUD) for those fighting addiction; the Correctional Opportunities for Personal Enrichment (COPE), an innovative option for those needing mental health services; and the Supporting Transitions and Re-entry (STAR), a new community-based program in partnership with dozens of local partners to help individuals remain free of the justice system.

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

Sheriff Coppinger is an active member of the Massachusetts Sheriffs’ Association, Major County Sheriffs of America, the National Sheriffs’ Association, Essex County Chiefs of Police Association, Police Executive Research Forum, and the Federal Bureau of Investigation’s National Academy Associates. He is a member of the Massachusetts Police Training Committee, as well. Coppinger is also an Advisory Board member for the North Shore Community College’s Criminal Justice Program, Violently Injured Police Officers Organization (VIPO), and United Teen Equality Center (UTEC), a non-profit dedicated to the success of today’s youth.

“Each employee, vendor, and volunteer of our department is required to provide the best possible services to the individuals in our custody. For we are charged with perhaps the most important responsibility there is - the care of others.”

- Sheriff Kevin F. Coppinger



2023: By the Numbers

Communities Served	34
Citizens of Essex County Served	810,000
Inmates Processed Through Intake ¹	3,828
Inmates Released	3,910
Average Daily Population (ADP)	
Middleton Facility	908
Essex County Pre-Release & Re-Entry Center (ECPRC)	102
Including 9 on the Electronic Monitoring Program (bracelet)	
Women in Transition (WIT) Facility	<u>13</u>
Total	1,023
One-Year Recidivism Rate	20.41%
(Released in 2022. Measured one year later, in 2023)	
Inmate Visits (all facilities, privileged, and nonprivileged)	22,405
Inmate Video Conferences and In-person Court Appearances ²	11,992
Academized (uniformed) Staff	471
Non-academized Staff	67
New officers (68 through our Basic Training Academy and five already academized)	73
Total hours of training provided to Basic Training Academy recruits	28,432
Employees activated for military service	6
K-9 teams	9
K-9 deployments	1,245
Doses provided for rehabilitation purposes in the	
<i>Medications for Opioid Use Disorder (MOUD) Program</i>	55,094
Hours of clinical education provided by Spectrum Health Systems	
staff to Women in Transition (WIT) residents	801
Individuals referred to the <i>Clean and Sober Existence (CASE) Units</i>	405
Individuals served by the <i>Supporting Transition and Re-entry (STAR) Program</i>	239
Participants enrolled in the <i>Correctional Opportunity for Personal Enrichment (COPE) Program</i>	86
Pounds of produce grown by our farm at the Essex County Pre-Release & Re-Entry Center (ECPRC), donated to schools and non-profits or served at our facilities	21,360
Vehicles	120
Miles Driven	872,523
Meals Served to Inmates	1,110,330

1) Middleton (3,765), WIT (54) and ECPRC (9 state inmates; all other ECPRC inmates are processed through Middleton)

2) Inmate Video Conferences (4,498) and In-person Court Appearances (7,494)

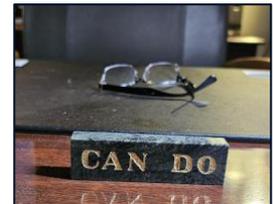
Department Overview



Special Sheriff Gerke oversees the daily operations of all our facilities, establishes and maintains positive working relationships with local, state, and federal entities, and helps in monitoring department policy and procedure.

To fulfill the mission of the Essex County Sheriff’s Department (ECSD), our 471 academized staff and 67 civilian personnel, as well as our volunteers, vendors, and subcontractors work as a team. We operate three correctional facilities, two Civil Process offices, a Training Center and two Supporting Transitions and Re-Entry (STAR) Program locations.

On his desk, Special Sheriff William Gerke has this paperweight replica from Lady Bird Johnson’s Office. Lyndon Johnson was known as the “Can Do” President. Like President Johnson, Sheriff Coppinger surrounds himself with resourceful go-getters, who have that “Can Do” attitude.



Within our three facilities, we had an Average Daily Population (ADP) of 1,014 inmates in custody and another nine on electronic monitoring (see Table 1).

Table 1: 2023 Average Daily Population			
Facility	In House	Electronic Monitoring Program (EMP)	Total
Middleton	908	0	908
ECPRC	93	9	102
WIT	13	0	13
Total	1,014	9	1,023

3,828 inmates were processed through Intake:

- **348 safekeeps** through Middleton, held overnight or during a weekend for local police departments or the Massachusetts State Police, while awaiting their initial court appearance
- **2,668 pre-trial** through Middleton, awaiting trial or while their trials are in progress
- **812 sentenced:** 749 through Middleton, 54 through the WIT, and 9 state inmates through the ECPRC

The 812 sentenced inmates in 2023 had a total of 4,203 charges against them.

3,910 inmates were released:

- **342 safekeeps** through Middleton
- **2,723 pre-trial:** 2,699 through Middleton and 24 through the WIT
- **845 sentenced:** 596 through Middleton, 219 through the ECPRC, and 30 through the WIT

Our thanks to our staff for their continued comradery and dedication.

Unsung heroes: Shift Commanders and Executive Officers

At each of our three correctional facilities, the Shift Commanders and Executive Officers are responsible for the day-to-day operations, overall safety, and orderly running of the institution. These professionals are on the front lines of corrections – every minute of every shift. Leadership and performance under pressure are attributes that are crucial to the Shift Commanders and Executive Officers due to the assumed responsibility of incident command during emergencies at the facilities. In this report, we will introduce you to these individuals who have a combined 248 years of service to ECSD.

Our dedicated staff:

Throughout this report, you will see quotes from our uniformed officers. Topics range from teamwork, to being a good employee, to work/life balance. These are thoughts from individuals who put on the uniform every day; who have sworn to care for those in our custody; and have taken an oath to protect the citizens of Massachusetts. We encourage you to read these quotes. They are thoughtful, enlightening...and sincere.



ECSD's Three Correctional Facilities

Middleton Facility



The Essex County Correctional Facility (ECCF) is commonly thought of as a group of buildings surrounded by fences and razor wire. But the Middleton Facility is so much more than that. The real difference between ECCF and any other Correctional Facility across the country is our people. Our staff have embraced change, they take pride in their work, but most importantly they look out for one another. ECCF's momentum will continue in 2024 on multiple fronts that showcase a commitment to staff wellness, staff development, professionalism, and embracement of technology to make ECCF a safer for environment for everyone.

Middleton Superintendent Aaron Eastman (pictured above) shared that it has been a focus to reduce Use of Force (UOF) incidents at the Middleton jail, and staff have delivered. Utilizing tools to include de-escalation techniques, Critical Incident Training (CIT), and defensive tactics training as well as focusing on staff safety, I am proud that UOF has been reduced 32.5% from 2022. This has been a team approach that has been embraced, and the results mean ECCF is a safer place for staff and inmates alike.

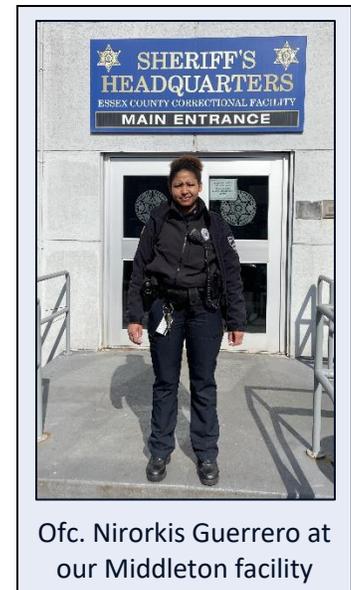
Having come up through the ranks, Superintendent Eastman and Assistant Superintendent David Earle (pictured right) have a combined 44 years in corrections.



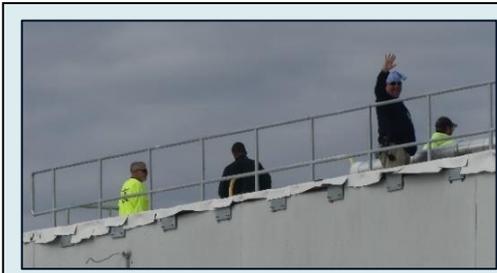
Facility Enhancements

The ECCF has spent a considerable amount of time focused on facility enhancements and expansion, having partnered with the Department of Capital Asset Management and Maintenance (DCAMM). The ECCF and DCAMM are working in concert to make much needed enhancements to the department's aging facilities. Improvements include making ECCF a more secure and safer facility while adding measures to be more energy efficient. It is important to note that construction projects within a jail are logistically challenging and of the highest security concern.

The completed renovations to the 80-Bed units include new bathrooms, new windows, facade, security ceilings, and all new heating and air conditioning systems. The 240 Building, which houses 478 inmates in total and is by far the largest structure on the ECCF campus, underwent a renovation that included a new vinyl roof and all new energy efficient HVAC systems.



Ofc. Nirorkis Guerrero at our Middleton facility



Workers on the 240 roof

Through our partnership with DCAMM, the next project to take place will be the renovation of the Vocational Unit (Voc) to upgrade the fire suppression systems and security systems. The project is currently pending permit approval and is expected to begin in March 2024.

Throughout 2023, various studies as well as architectural and operational planning have been conducted at ECCF. Priority is all new Officer workstations, otherwise known as podiums. These podiums are located directly on the housing unit floor and are critical areas for completing reports and log entries, as well as being observation posts to ensure the safety and security of the facility. The goal in the design phase is to create a safer, healthier working environment for our staff and we are excited to see them completed.

ECCF continues to work with DCAMM on the planning of a new camera and door control system, a new Medical Hosing Unit, and a new inmate gymnasium, all to be located within Middleton’s current campus. New capital improvements will ensure our ability to provide essential medical and mental health services to a population that suffers from chronic illness.

Inmate Care

Continuing collaboration between clinical and correctional staff has been an area of focus for ECCF in 2023 and will continue to be a priority for our future. As an organization, we recognize the increasing number of inmates with substance use disorders and mental illness entering ECCF. With increased education and consistent communication among all disciplines, we have been able to manage these high-risk inmates in a safe and sensitive manner.



In 2023, Middleton’s Average Daily Population (ADP) was 908, and our staff processed 3,765 new inmates. We continue to work with Equivant and the Northpointe Suite on the implementation of the new Objective Jail Classification (OJC) system. The *decision tree model* that we will be using will enable staff to provide firm and consistent guidelines in determining appropriate inmate housing, security levels, treatment, and programming beginning at Intake and to be reviewed and reevaluated at varied intervals through each inmate’s incarceration. Managing inmate behavior is key to a safe and secure facility and the OJC tool will allow ECCF to manage inmate behavior through assessing risk and needs, appropriately housing inmates, conveying inmate expectations, and meeting inmates’ basic needs by focusing on treatment, programming, and re-entry.



“A motivated team is a team that gives its absolute best effort.”

- Sgt. Karen Beals, 23 years of service

Personnel

As the majority of Law Enforcement continues to struggle to recruit and retain staff, the Essex County Sheriff's Department has embraced the challenge and exceeded hiring expectations. In 2022, the department was able to recruit, hire, and train 37 new Officers. Through Sheriff Coppinger's commitment to recruitment, we nearly doubled that, graduating 68 newly trained correctional officers in 2023. We also had a total of nine Officers promoted to the rank of Sergeant, one Sergeant was promoted to the rank of Lieutenant, and one Lieutenant was promoted to the rank of Captain. Staff retention is equally important. Beards, new uniforms, and the hiring of a Health and Wellness Coordinator are just some of the initiatives to help keep our ranks mentally, physically, and emotionally safe and coming to work.

On any given shift, the Middleton Shift Commander or Executive Officer may be in charge of 100 uniformed staff, 1,000-plus inmates, as well as numerous volunteers, vendors, and visitors.

In the Fall of 2023, Lieutenants Forcino, Roberge, Wilson, and Tavares were promoted to their current Executive Officer positions. Captain Noonan was promoted from Executive Officer to Shift Commander following the retirement of Captain Shane Ehlers.

Assistant Superintendent of the Middletton facility David Earle stated, "We are extremely proud to have these eight individuals running the shifts. While each of them brings a unique set of qualifications to the position, they are all excellent leaders."

Following are just two examples of this leadership:

Lieutenant Wilson received citations for his life-saving efforts in two separate medical events on January 10, 2023. In addition, he helped save an inmate's life November 2023.

In March 2023, Lieutenant Roberge received a citation for his "outstanding leadership and commitment to his fellow officers" and leadership for his role as unit manager on second shift.



1st Shift (L to R)

Shift Commander Captain Shelley Ehlers
Executive Officer Captain Richard Ferrari
Executive Officer Lieutenant Jamie Forcino



2nd Shift (L to R)

Shift Commander Captain Caitlin Noonan
Executive Officer Lieutenant Benjamin Roberge
Executive Officer Lieutenant Brian Tavares



3rd Shift (L to R)

Shift Commander Lieutenant Mark Chaklos
Executive Officer Lieutenant Alex Wilson

A correctional facility will always face unique and challenging problems, and 2023 did not disappoint. Once again, the men and women of the Essex County Correctional Facility are directly responsible for all our success. It is through their professionalism, dedication, and perseverance that in 2024, and the years to come, we will continue to grow, evolve, and achieve greatness. We thank them all for their continued professionalism and dedication to the Essex County Sheriff's Department.



Clockwise beginning lower left: Cpt. Richard Ferrari, Lt. Jamie Forcino, Special Sheriff William Gerke, Supt. Aaron Eastman, Asst. Supt. David Earle & Cpt. Shelly Ehlers

Programs, Re-Entry Services, and Supporting Transitions and Re-Entry (STAR)



It was a very exciting and rewarding year for the hard-working and dedicated teams working on behalf of the Programs, Re-Entry, and STAR divisions. It was also an exciting time for the population we serve, as we continue to expand on opportunities for personal growth, education, skill-building, and high-quality interventions to disrupt the cycle of incarceration and its long-term consequences on individual, families, and our communities.

For those that remain involved with us, the expansion of evidenced-based education, job skill training, and clinical treatment programming, implementing improved community support and transitions, and developing new and revitalized partnerships with community organizations, including both non-profit and faith-based organizations, is just the beginning. Data show that incarcerated populations that are engaged in productive programming activities are less likely to engage in institutional misconduct, having widespread benefits to those working in corrections. We are pleased to continue partnerships with our valued contracted providers to offer these services.

“Successful re-entry and meaningful opportunities for justice-involved populations not only benefit the returning citizen, but families, the community, taxpayers, and employers - it impacts all of us in ways we can’t even measure. Celebrating successes, building hope, and cultivating relationships are meaningful parts of my job.”

- Assistant Superintendent Jessica Oljey

County-wide comprehensive and evidenced-based re-entry focus that involve multiple stakeholders including state and county corrections, law enforcement, social service government agencies, non-profit service providers, faith-based organizations, and community partners is a reality.

Some of the 2023 highlights include:

- Establishing a full continuum of care for justice-involved populations through development and enhancements to all re-entry efforts. The impressive continuum includes pre-trial diversion practices for those in custody and the community; clinical, education, and vocational offerings; substance use treatment including evidence-based Substance use Disorder (SUD) curriculums and interventions; and community-based STAR Programs in Lynn and Lawrence, serving justice-involved men and women who need strong support to best thrive in our communities.
- Expanding on opportunities for personal growth, skill-building, and high-quality interventions to disrupt the cycle of incarceration and its long-term consequences on individuals, families, and our communities.
- Improving offender re-entry and transitional efforts, reductions to the number of individuals incarcerated, and enhancing opportunities for institutional programming
- Expansion of evidenced-based education, job skill training, and clinical treatment programming, implementing improved community support and transitions, and developing new and revitalized partnerships with community organizations, including both non-profit and faith-based organizations.
- Provided availability and access to high-quality education, job skill training, and treatment programming for all those individuals required or recommended to participate as part of re-entry planning.
- Expanding access to education through our partnership with Northern Essex Community College (NECC) to offer Adult Basic Education, HiSET and English for Speakers of Other Languages (ESOL), as well as credit college classes and unique opportunities to train and provide support to others as Peer Tutors. Inmates participating in correctional education programs were 43% less likely to recidivate when compared with inmates that did not participate (www.rand.org/pubs/research_reports/RR266.html).
- Continuing to enhance clinical offerings in partnership with Spectrum Health Systems, Inc. in all parts of the continuum using evidence-based curriculums and interventions for those in our care with focus on substance use disorders, criminal thinking patterns, anger management, and family relationships as they relate to successful re-entry.
- Continuing to focus serious efforts for young adults 18-24 through our committed partners at ROCA and UTEC who provide on-site programming, supportive educational experiences, and interventions for young adults in our care through evidence-based interventions and curriculum.



We are proud to partner with youth-oriented organizations such as ROCA. Pictured above, ROCA cuts the ribbon on their new location in Lynn.

Supporting Transition and Re-Entry (STAR)

Awarded “Program of the Year”

An extremely rewarding moment in 2023 occurred at the Massachusetts Sheriffs’ Association (MSA) Inaugural Law Enforcement and Corrections Award Ceremony, held at the State House.

The ECSD STAR Program was pleased to be awarded *Program of the Year* for the passionate and innovative work with justice involved individuals in the community.

All staff from both the Lawrence and Lynn STAR offices made the trip into Boston to attend the awards ceremony and reception. It was a proud moment for the STAR staff and the entire ECSD as we became “the first to be first.” Given that the program is so new, the award speaks to the dedication and hard work of the STAR staff to serve individuals in the best way possible, always willing to think creatively and try new things. It has been an honor to work with all of the STAR staff since the program inception and we look forward to all the great things to come in 2024 and beyond.



Accepting the *Program of the Year* award are A.S. Jessica Oljey, STAR Dir. Stacie Bloxham and Sheriff Kevin Coppinger.

The STAR Program is a community-based program which provides enhanced case management, clinical groups and support, adult education, ESOL, education and career advising, and what is most often heard, “a safe place that encourages positive choices” to the justice involved individuals living in the community.

The center is staffed by a multidisciplinary team from Spectrum Health Systems, North Shore Community College (NECC), and ECSD staff. As contracted vendors of the ECSD, Spectrum and NECC provide similar services across the continuum including the Middleton Facility, Essex County Pre-Release and Re-Entry Center, Women in Transition, and both STAR centers. This enables individuals to continue with programming regardless of the setting within ECSD, ensuring opportunities for ongoing success.

Both centers experienced a continual increase in daily census numbers and by mid-year, the centers were maintaining a combined census of between 55 and 65 individuals. A total of 38 participants successfully graduated from the STAR Program during 2023, many of them choosing to continue attending programming to work towards education, employment, and clinical goals.

STAR received a total of 466 referrals from courts, correctional facilities, community partners, family, friends, and self-referrals, of which 247 came through our Lynn office (43 women and 204 men) and 219 came through our Lawrence office (18 women and 201 men.) Lynn conducted 145 intakes with new participants while Lawrence conducted 94.

This year ECSD hired additional STAR Navigators. Ivett LaFave was promoted from Classification and joined the STAR team in August bringing a wealth of information regarding ECSD procedures and community connections. Christa Goodman, who was a clinician working for Spectrum at the Lynn STAR transitioned to STAR Navigator in October. As she had been working in the office for some time already, her relationships with staff, participants and knowledge of resources and systems made for a smooth transition.

Graduating from the STAR Program requires participants to be dedicated to group attendance, be willing and able to connect with community partners, and have access to resources such as transportation. While the staff works hard to connect individuals with what they need, it can be challenging to rebuild a life after incarceration. In 2023, there were a total of 38 graduates, 31 men and seven women. The staff were very excited to see such a large number of graduates, and they look forward to this number growing each year.

December 2023 marked one year since our first STAR graduation. As part of data collection and evaluation of the efficacy of our programming, recidivism rates for the first cohort of graduates were reviewed at the end of 2023. This initial review of this cohort showed promising results which will be shared in 2024. We are incredibly excited about the impact STAR is having on participants and the community.

Tech Goes Home (TGH) continued to be a popular offering at both STAR locations. This non-profit organization trained one staff member at each location to deliver digital literacy curriculum to participants. Two different classes are offered: Basic Computer Skills and Small Business with a focus on entrepreneurship. Following 15 hours of instruction, each participant receives a free Chromebook and a year of free internet access through TGH. This has been an amazing opportunity for digital equity for our participants. More information can be found at www.techgoeshome.org/about.

	<p>STAR graduates celebrate their success!</p> <p>Our thanks to Lawrence Lead Navigator Ana Ruiz (far right) and all our hardworking STAR staff who make these celebrations possible.</p>	
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The program also developed a new partnership with Self Esteem Boston who has already been working with the Women in Transition (WIT). Self Esteem Boston provided a virtual seven-week self-esteem training for a cohort of women attending the Lawrence STAR. Involvement with Self Esteem Boston also provides access to on-line training modules for both participants and staff. They also offer training for group facilitators which the ECSD and Spectrum will be taking advantage of in 2024, allowing us to be able to deliver the curriculum directly to participants at the STAR locations. More information about Self Esteem Boston can be found at selfesteemboston.com.

Many more community partnerships were established or strengthened in 2023. MassHealth Behavioral Health Supports for Justice Involved Individuals (BH-JI) became further embedded in the STAR Program with a BH-JI navigator assigned to each site one day per week, complementing the services STAR is already offering. Both centers developed mutual relationships with the Spectrum peer recovery centers in their respective areas; Exchange Street in Lynn and New Beginnings in Lawrence, exchanging referrals, providing warm hand-offs, and supporting events.

“Coming together is a beginning; keeping together is progress; working together is success.”
- Edward Everett Hale, Author, Historian, Unitarian Minister and Boston Native

Relationships were developed with a variety of state agencies including the Registry of Motor Vehicles, Department of Revenue, Office of the State Treasurer and Receiver General, Social Security Administration, and Massachusetts Rehabilitation Commission. Due to the housing crisis, both STAR centers have established strong relationships with the local shelters and have been able to secure temporary housing for several of our unhoused participants, getting them on the path to more permanent housing.



The Lynn office made a connection with The Haven Project, with whom they partnered to expand civic engagement. Through the efforts of Jenn Lange at the East Coast International Church, the Lynn STAR was able to hold their December graduation at The Loft At Stetson, a second-hand store run by Jenn. Not only is this a beautiful space with some great clothing deals, but Jenn hires women that are the victims of domestic violence, commercial sex trafficking, and with a history of substance use issues to try and provide job training skills and a bit of income in a supportive and understanding environment.



The program has also expanded its reach within the justice network. STAR Navigators attended re-entry fairs at each of the Department of Corrections (DOC) institutions in both spring and fall. Not only did we connect with individuals interested in attending the STAR Program, relationships with re-entry coordinators and correctional program officers were developed. This has allowed us to be active participants in the re-entry planning process for individuals leaving the custody of the DOC.

In addition, relationships have developed with other re-entry centers in other counties including Suffolk, Hamden, Worcester, and Berkshire. We look forward to deepening these relationships in 2024 to share ideas, brainstorm barriers, and provide support to one another. In October, Assistant Superintendent Jessica Oljey and STAR Director Stacie Bloxham presented at the Essex County Chiefs of Police Association (ECCOPA) meeting. A.S. Oljey and Director Bloxham explained that the program is working closely with the Lynn and Lawrence police departments as a diversion to arrest and a way to provide support and structure to some of their most vulnerable citizens.



Finally, pictured left, A.S. Oljey (L), and Director Bloxham (R) made a visit to the Gloucester Police Community Impact Unit, meeting with Tito Rodriguez to discuss creative ways to support justice involved individuals living on Cape Ann. As transportation is often a barrier for those that are justice involved, it is imperative to find a way to support those that might have difficulties coming to the center on a regular basis.

Indeed, there were many notable accomplishments for the program and staff. Two Spectrum clinicians completed Recovery Coach training and are currently working toward certification. Seven staff, a combination of Spectrum, Wellpath, Volunteers of American, and the ECSD, were trained on the administration and use of the Ohio Risk Assessment System (ORAS). This assessment determines individuals' level of risk of recidivism and the results are used to determine programming and case planning.

Spectrum staff worked diligently to create new evidence-based curriculum, targeting some of the challenges participants are facing, including a trauma group specifically for men and co-dependency for individuals that have some time in recovery but interested in looking more deeply into their origins of their substance use issues. Director Bloxham was awarded the Extreme Esteem Award through Self Esteem Boston. She will be pursuing certification as a group facilitator for the Self Esteem Curriculum in 2024.



STAR Dir. Stacie Bloxham displays her well-deserved awards.

In June, both Lynn and Lawrence sites participated in a civic engagement project in collaboration with The Movement Family (TMF), United Teen Equality Center (UTEC), Good Hope, Inc, and staff and inmates at the Essex County Correctional Facility (ECCF). UTEC and Good Hope Inc. donated reams of fleece that STAR staff, participants, and volunteers cut into squares with "tags" to be tied into blankets by the individuals at ECCF. On a warm night in July, at the Buckley Transportation Center in Lawrence, over 70 blankets were presented to TMF at one of their weekly dinners for those in need.



Pictured at left are (L to R): Kevin Drouin, TMF; Paul Chaleunphong, UTEC; ECSD Asst. Dir. of Programs Ashley Turcotte; Michael Gorman, TMF & Carlos Collazo, UTEC.

A second civic engagement project was done by each center later in the year. The Lawrence STAR teamed up again with ECCF, TMF, and UTEC to make Christmas ornaments with messages of hope and Christmas cards for some of the unhoused individuals in the Lawrence community. TMF visited the homeless encampments to erect and decorate Christmas trees and deliver Christmas cards. Pictured below, the group proudly displays their work.



The Lynn STAR partnered with The Haven Project (THP), an organization that provides services to transitional age youth that have found themselves unhoused. Each December they collect gift cards to be given out to youth to help with ongoing expenses such as hygiene products, food, cleaning products, and other basic needs. The STAR staff reached out to local businesses and promoted the gift card drive within the ECSD facilities, collecting more than \$200 worth of gift cards.

In addition, Spectrum Clinician Angel Savini applied for an Impact Grant through Spectrum and was awarded \$10,000 on behalf of The Haven Project. During the culminating paint night event in which STAR staff and participants along with THP staff and youth created incredible masterpieces, Angelica Perez, Director of Client Services, was presented with the gift cards and the check from Spectrum.

Our Partnership with Spectrum Means Innovative Offerings for Inmates

Correctional Recovery Academy (CRA)

- The Spectrum CRA provides group and individual treatment with a primary focus on substance abuse. CRA also helps develop plans for pre-release and aftercare treatment to sentenced individuals when in a residential setting. The program requires three Phases of treatment over a six-month period of time.
- Phase I/Orientation: Assimilation and community orientation to treatment community
- Phase II/Middleton: Resocialization and recovery skills acquisition (up to 8-week minimum)
- Phase III/ECPRC: Community reintegration and after care (up to 12-week minimum) This Phase was intended to be completed at the ECPRC



L to R: ECSD Administrative Assistant Anne Marie Anderson with Spectrum employees Clinician Angel Savini and Life & Career Navigator Samuel Rosario

Phase III of the CRA is based on community reintegration and aftercare: Participants have a minimum three-month stay but may be longer based on individual needs. Participants attend morning and afternoon groups where they share progress relative to goal-oriented treatment.

Opening Avenues for Re-Entry Success (OARS)

OARS underwent an overhaul and modernization of its curriculum. Classes such as Anger Management, Recovery Maintenance, Health and Wellness, and more were revamped to include multi-sensory opportunities for engagement to meet the needs of all types of learners (visual, auditory, etc.) Dynamic multimedia is now included for all nine core units to enhance established empirical psychoeducation lessons. Closed captioning is provided for non-English speakers, and a Spanish-speaking clinician has been added to the team.

Other updates to curriculum include person-centered language through all sessions, visual engagement opportunities for non-readers, and creative immersion alternatives (visual art about addiction, exercises in writing poetry, music reflection activities, etc.) to compliment and deepen understanding of evidence-based content.

In addition, we offer two new core curriculum units titled Re-Entry Readiness and Building Empathy. Re-Entry Readiness takes a pragmatic approach to preparing participants to return to their community via job exploration, employment planning, resume/cover letter writing, and mock interviews. The curriculum also offers sessions on housing preparation, financial literacy, and career management. Building Empathy features classes designed to explore the victim experience while teaching skills such as humanizing and accountability as they relate to specific crimes like domestic violence, hate and bias crimes, and gang crime. Our next steps will be to incorporate this curriculum across the continuum of care to both the ECPRC and the WIT, as well as to all STAR Re-entry locations.

To encourage enrollment, a new, energizing orientation emphasizing the OARS class offerings, rules and expectations, attendance policies, and a first exposure to the continuum of care provided by the STAR Program was implemented. In a recent survey of participants, 75% of students stated they are learning new concepts and perspectives in their classes, 76% said they are excited for and want to come to class, and 81% stated that because of their participation in class, they are more prepared for the world outside.

“Others before self” seems to be the motto of Spectrum’s Health and Wellness Clinician Lexi Howard, who works in the OARS Program. Lexi obtained a \$5,000 grant for Love4Lynn, a nonprofit agency supporting the homeless in Lynn. Lexi’s employer Spectrum Health Systems donated the grant money. Love4Lynn collects clothing, feminine care items, formula, diapers, food, monetary donations, and other items and donates these items to Lynn shelters.



Pictured L to R: Recovery Exchange Program Director Kim Patterson, Love 4 Lynn President Tommi Hill and Spectrum Clinician Lexi Howard

Participants’ Feedback on OARS

“I am learning new coping skills for my anger to prepare me to be a better person for the world outside.”

“This class is the thing I most look forward to in my day. It is...productive and helpful towards my betterment.”

“I am learning to be better. A better boyfriend and partner, father, and man.”

OARS Clinician Shannon Maglione (second from left) earned her Master of Science in Clinical Mental Health Counseling from Merrimack College and CRA Clinician Nick Burke earned his Master of Science in Criminal Justice from Salem State University. Pictured with them are Jessica Oljey (far left) and Spectrum County Administrator Tammy Benoit.



Spectrum also implemented a pilot program. The Peer Pathway Program utilizes peer mentors in Spectrum classes to model pro-social behaviors, foster a positive climate in the classroom, generate thoughtful, appropriate discussion in classes, and consistently act as role models demonstrating humility, open-mindedness, honesty, and willingness. Modeled after employment supervision practices, Peer Mentors are reviewed each month by their instructor and given both positive feedback and constructive criticism.

Five Peer Mentors were trained in the areas of communication, giving and receiving feedback, and leadership skills. Early results indicated all participants felt they improved their leadership skills, skills towards a future career outside, and confidence. Additionally, one Peer Mentor co-facilitated a class with a Spectrum clinician. This mentor was met with resounding applause and support from his fellow classmates.

“[The program is] impacting me in being a better person every day. Having responsibility gives me a positive attitude and I’m helping more people because I’m a mentor.”

- A Peer Pathway Program Mentor

Measuring OARS 2023 Success:

OARS certificates earned:	128
Inmates served in programming:	100
Programming hours offered:	1,200+



Staff and fellow students applaud a group of 2023 OARS graduates.

Staff from Spectrum's New Beginnings Peer Recover Center in Lawrence and the group Tiempo De Cambios (Time for Change) visited our Lawrence STAR Program. Tiempo De Cambios runs groups and provides support for individuals seeking recovery from substance use disorder.



L to R are STAR Director Stacie Bloxham, Joanna Morillo and Socrates Dominguez from Spectrum’s New Beginnings Peer Recovery Center, founder of Tiempo De Cambios Ana Javier, and Tiempo De Cambios volunteers.

Restrictive Housing Unit (RHU)

The goal of the RHU Program is to provide support and skill development to foster and promote prosocial institutional and community adjustment. Spectrum currently offers programming for five hours per week. Topics include health and wellness, pre-employment skill development, and cognitive behavior therapy related to how individuals understand the steps before behavior happens, stopping or changing how they engage in behavior or think about situations. Individuals who are engaged in programming will have the ability to learn about thinking patterns that may impact day-to-day living in the community and in the institution, enhance coping or self-management skills, and improve personal self-talk and ability to challenge thought patterns and thinking errors.

Northern Essex Community College (NECC) Brings Quality Education Inside the Walls

Since 2019, NECC has been contracted by ECSD to develop, manage, staff and facilitate high quality, authentic education to justice involved adults in all Essex County facilities. NECC's education program goal is to engage students as active learners; to guide their continued development of academic, digital literacy, and college and career readiness skills; and to support their transition through the ECSD continuum and post release.

In 2023, ECSD received the Public Adult Education Grant through the Massachusetts Department of Elementary and Secondary Education (DESE). Public Adult Education of Massachusetts (PAE), "envision(s) a future where every adult in Massachusetts can gain the knowledge, skills, and support they need to build the life they aspire to live." (FY24-FY28 Massachusetts, Policies for Effective Adult Education, www.doe.mass.edu/acls/abeprogram/default.html)



The PAE grant provides NECC and ECSD the opportunity to develop an infrastructure to support high-quality instruction, advising, and curriculum development aligned with College and Career Readiness Standards for Adult Education. Through the grant, laptops were purchased for NECC instructors and advisors, and student laptops were purchased for all five facilities across the ECSD continuum.

In addition to Adult Education courses, in 2023, the NECC-ECSD education programming included English for Speakers of Other Languages (ESOL), Spanish HiSET preparation, and self-directed digital programs that result in industry-recognized credentials. In 2023, self-directed digital courses included Microsoft Office Specialist Program and Small Business and Entrepreneurship. Students learn about education programming through weekly education orientations facilitated by NECC's Education and Career Advisors at all sites across the ECSD continuum. Students interested in Adult Education Programming, ESOL, and Spanish HiSET preparation are assessed and enrolled in classes of their choice that align with their assessment results. In 2023, 977 unique students enrolled in NECC Education Programming at the Middleton HOC.

English for Speakers of Other Languages (ESOL)

ESOL classes are designed to help students, whose native language is not English, increase their English speaking, listening, reading, and writing proficiency and skills according to their individual goals. TABE CLAS-E is the standardized assessment used to assess English language learners' English proficiency levels to accurately measure students' reading, listening, writing, and speaking skills. In 2023, 89 students were pretested with TABE CLAS-E. 32 of those students were post-tested. 75% of students post-tested demonstrated increased proficiency in reading and/or writing.

Peer Tutors

In addition to academic programming, a Peer Tutoring program is available to students who have earned a high school credential or who have demonstrated advanced digital literacy skills. From its inception through 2023, 80 student volunteers completed the Peer Tutor training program at our Middleton facility. In 2023, the Peer Tutor program was expanded across the ECSD continuum to WIT, ECPRC, and the STAR Programs.

Pictured right: A proud graduate of the Peer Tutor Program displays her certificate, joined by (L to R) NECC Learning Specialist Russell Bent, NECC Education Director of Corrections Wendy Taylor and WIT Director Jennifer Murphy



High School Equivalency Credentials (HiSET)

Education is especially critical to ensure success after release from correctional facilities. Students earning needed high school credentials while incarcerated have increased access to employment, higher education, and family-sustaining careers.

To earn a HiSET Certificate (state-issued high school equivalency credential), a student must pass all five subtests: Language Arts - Writing, Language Arts - Reading, Mathematics, Science, and Social Studies. The preparation courses offered by NECC help prepare students for the High School Equivalency exam.

Title One

ECSD was the recipient of the Title 1, Part D federal grant for a 4th year. The Title 1 grant provides funding to support young people who do not have a high school credential through age 20. The goals of the Title 1, Part D grant include improving educational services for these young people so they have the opportunity to meet challenging state academic content and achievement standards; provide them with services to successfully transition from institutionalization to further schooling or employment; and to provide dropouts and children and youth returning from correctional facilities with a support system to ensure their continued education.

NECC provides Title 1 eligible students with a plethora of supports and services, including outreach by a College and Career Advisor upon arrival to the facility, frequent advising services, enrollment in as many courses as their schedules permit, and access to our Learning Lab, where they have the opportunity to work on their Education and Career Transition plans, receive tutoring in their classes, engage in conversations, and problem-solve regarding any barriers to education that they might be experiencing.

2023 Successes:

HiSET subtests were passed: 187

Students that earned a high school credentials: 21

Students that earned a HiSET certificate: 9

Title One students that earned high school diplomas: 2

Participant Spotlight

A former education student was invited to speak at NECC's Fall 2023 Convocation. He discovered his love for learning during his incarceration within the Essex County Sheriff's Department. While incarcerated at the Middleton House of Corrections, he enrolled in NECC education programming and, earned his HiSET certification, Peer Tutor certificate, and Microsoft Office Specialist certification, and enrolled in NECC's Composition 1 course. Upon his transfer to the Essex County Pre-Release and Re-Entry Program, he completed Composition 1 with an A and continued in his role as a Peer Tutor. The NECC staff nominated him for a Life-Long Learner Award.

He is currently residing in the community in Boston. He voluntarily continues his involvement with the Sheriff's Department as a STAR (Supporting Transition and Re-Entry Program) participant in Lynn. He is enrolled at Bunker Hill Community College in the Information Technology Program.

During his speech, he thanked the Sheriff's Department for "providing (him) the opportunity to be able to take time to focus on accomplishing major life milestones that he missed when (he) was younger." He also thanked the fantastic teachers who are a part of the NECC education department, calling them truly amazing people who are willing to go above and beyond to help anyone who asks for it and are there for support and encouragement on all levels and called the NECC education team "the All-star team."

Advising and Transition

NECC's Education and Career Advisors support students in developing Education and Career Transition plans aligned with their education and career goals. In addition to supporting the development of Education and Career Transition Plans, the advisors help students establish course schedules; explore, apply to, and enroll in postsecondary education; develop workforce readiness skills, resumes, and cover letters; and apply for employment. The Education and Career Advisors, who provide services to STAR participants, facilitate Bridge to Work, Bridge to College, and Tech Goes Home courses.



In 2023, Mat Campione (pictured right) received a well-earned promotion to Northern Essex Community College Curriculum and Assessment Coordinator.

"We need to be competent, reliable and show integrity to promote a positive environment established on trust and mutual respect."

- Ofc. Megan DiNocco, 10 years of service

Classification

Inmate Classification can lead to more effective jail operations and more consistent decision making regarding the assignment of inmates to appropriate custody levels. An effective and objective classification system is one that meets its identified goals while adhering to the basic principles of inmate management.



L to R: Classifications Officers Jonathan Carbone, Nicholas Eaton & Jennifer Poulin, Dir. Lt. Courtney Cosgrove, Asst. Supt. Kimberly Murtagh, Classifications Officers Richard Tarby & Steven Purpora & Asst. Dir. Anthony Mallia

Inmate Orientation

All Classification Officers work together to ensure that sentenced and pre-trial inmates receive inmate orientation. The following topics are reviewed: unit emergencies, abuse and conduct policy, fire safety, Prison Rape Elimination Act (PREA), classifications, suicide prevention, Americans with Disabilities Act, inmate rules and sanctions, institutional movement, cell decorum, programs/religious services, toxic/caustic materials, medical/mental health services, indigency, grievance procedure, visits, mail, telephones, and institutional counts.

Classification Boards and Reviews

Classification Officers sit on a number of boards: Initial Classification, Return to Higher Custody and ECPRC transfer. Caseworker Maryanne Thibault and Assistant Director Anthony Mallia share the duties of chairing these boards. Classification Officers meet with each inmate on their caseloads every sixty days to review and update each inmate's status. They also meet at the inmate's request or if there is a change in the status of the inmate's case.

Restrictive Housing Unit Classification Boards/Practices

Classification Officer Jennifer Poulin is the Classification representative and the Chairperson for the Restrictive Housing Unit (RHU) Review Boards. Mandated by the Criminal Justice Reform Bill, protective custody, administrative segregation/seriously mentally ill, and must-see classification inmates housed in the RHU must be reviewed on a regular basis. These reviews are conducted by a multi-disciplinary team comprised of Classification, Housing, Security, Programming and Mental Health staff in order to determine alternative housing options, provide mental health services, and encourage program participation.

The RHU board convenes each Monday, Wednesday, and Friday in the RHU, and on average sees four inmates per meeting. In 2023, the board saw a total of 290 administrative segregation/seriously mentally ill, protective custody, and/or must-see classification inmates. They successfully diverted them out of RHU and into the general population, protective custody, or programming housing units.



Asst. Supt. Kimberly Murtagh and her Classification team work diligently on behalf of inmates.

Inmate Transfers

Another tool in the Classification Officer's toolbox is having the ability to transfer inmates between the thirteen other Massachusetts Sheriffs' Departments. Classification Officer Jonathan Carbone coordinates the inmate transfers both in and out of our department. In 2023, we transferred 64 inmates to other counties, and we accepted 63 inmates.

Some of the reasons for these transfers are, staff conflict, high profile inmates, enemy issues, disciplinary issues, gang affiliation, specific programming needs (veterans, mental health, etc.), as well as requests from the District Attorney's Office or Massachusetts State Police.

Re-Entry Planning

The Classification team has a crucial role in the daily operations of the facility and links to community-based resources that are vital to the mission of the department. Re-entry planning begins at intake. Classification Officers work with MassHealth and other community partners to encourage the development of individual re-entry plans for the sentenced inmates who are housed in units where re-entry planning is not available.



Classification Officers work with the Massachusetts Parole Board and Probation, in partnership with the Massachusetts Alliance for Sober Housing (MASH). MASH funding provides rental assistance for individuals who are released and are on Probation and/or Parole. We have a Classification designated to work with our sentenced veteran population preparing for release. We assist with transitional housing, MassHealth application/tracking, and other community-based programs to ensure a continuum of care upon release.

Inmate Driven Care

Classification Officer Jennifer Poulin is our Department of Mental Health (DMH) liaison, Sex Offender Registry Board (SORB) representative, and Transgender Training Coordinator.

Partnering with Department of Mental Health

As DMH liaison, Officer Poulin works to ensure each inmate in need, sentenced or pre-trial, receives a release plan where DMH caseworkers, Program Directors and Probation Officers are all involved. In 2023 Classification Caseworker Poulin averaged a caseload of 40 DMH clients each month

The Middleton facility has utilized video conferences for DMH meetings, holding 90 in 2023. increased the use of video conferences, 90 in 2023. A video conference allows numerous parties to collaborate in the development of a comprehensive release plan for the inmates.

Sex Offender Population

As Sex Offender Registry Board (SORB) representative, Officer Poulin maintained an average of 50 cases comprised of sentenced and pre-trial inmates. In accordance with M.G.L. c.6, 178c, a Classification Officer shall determine who shall register as a sex offender utilizing information acquired from the inmate's Board of Probation and Interstate Identification Index (i.e. criminal records) and make all required notifications.

Transgender Population

ECSD continues to evaluate and adjust our Transgender policy as necessary to ensure that we are consistently in compliance with the Criminal Justice Reform Act requirements. During the booking process, each inmate completes a *Transgender Identity Form*. This form allows Classification staff to provide appropriate and adequate housing and care for each inmate.

ECSD's Gender Identity Team is comprised of Classification, Medical, Mental Health, Security, and Prison Rape Elimination Act (PREA) staff. The team meets with all transgender inmates to ensure their needs are met during their incarceration.

Officer Poulin facilitates transgender awareness training for all staff at the ECCF. In 2022, she became a member of the Transgender Training Institute to better educate staff on increasing knowledge, decreasing prejudice and building skills to effectively deal with the unique issues that our transgender population faces during incarceration.

Working with Probation and Parole

During an exit interview, whether an inmate's sentence is expiring, or they are being paroled, a Classification Officer meets with the inmate to determine an address, probation status, medical and mental health needs, address MassHealth registration, and provide a referral to a residential program, sober house or outpatient programs.

Objective Jail Classification

Using an Objective Jail Classification (OJC) system, inmates are classified and housed in the least restrictive housing available without jeopardizing staff, inmates, or the public. The system utilizes risk factors, which include but are not limited to current offense or conviction, offense history, escape history, institutional disciplinary history, prior convictions, alcohol and/or drug abuse, and stability factors.



ECSD has chosen the Decision Tree as our new Objective Jail Classification system. In August 2023, Joseph Robbins, Project Manager from Equivant/Northpointe, conducted a four-day training at our Middleton Facility. Classification staff from all three facilities, additional correctional staff, and administrative staff attended. Everything from Classification beginning at intake to data collection to the implementation of the Decision Tree was discussed, debated, and learned during the four days of training.

In the Fall of 2023 Assistant Superintendent David Earl and Classification Officer Mariane Thibault attended OJC training in Henderson County North Carolina in preparation for the implementation of the Decision Tree.

We welcomed three new Classification Officers. Officers Steven Purpora, Richard Tarby, and Dimitri Flessas (pictured right, L to R) were selected to play key roles in the implementation of the Objective Jail Classification system. These three Officers, who previously worked in Housing at the Middleton facility, brought not only their knowledge of the inmate population but also a willingness to learn and work as a team to make the ECSD a safer place for staff and inmates.



In the Fall of 2023, Classification Officer Ivette Lafave left Classification and moved on to the STAR Program. While it was difficult to lose Officer LaFave, we were happy to see her expanding her horizons. Classification welcomed back Classification Officer Nicholas Eaton. Officer Eaton had previously worked in Classification but had been assigned to the ECPRC for a number of years. Because he has a lot of Classification experience and knowledge, Officer Eaton has made a smooth transition back into the swing of things at the Middleton facility.



Director of Classification Lt. Courtney (pictured left) continues to work tirelessly with Equivant/Northpointe, implementing the OJC system while not missing a beat with her day-to-day responsibilities. She coordinated several ECSD visits for the Equivant representative, as well as biweekly Zoom meetings all year with Equivant and the ECSD OJC working group. To ensure that the OJC system would work as proposed, Lt. Cosgrove worked with staff members to create and implement a new disciplinary policy and procedure that is being used at our three facilities. Lt. Cosgrove continues to work to ensure that once the Decision Tree Objective Jail Classification system is up and running, it will work to its fullest potential.

Assistant Director Anthony Mallia's (pictured right) open-door policy allows for questions, concerns, and conversation. He is involved in the daily operations of the Classification Division, working not only with Classification staff but also with Programming, Housing, Medical/Mental Health, and Security Investigations. A.D. Mallia is focused on making sound classification decisions for the inmates while keeping the safety of staff in mind.



A.D. Mallia and Classification Officer Jonathan Carbone continue to work diligently classifying the general population, as well as at-risk, protective custody, and youthful offender inmates throughout the facility. The two ensure that each inmate is afforded the opportunity to safely involve themselves in treatment and programming in order to enhance their potential for successful reintegration back into society. Until the new OJC is in place, our Classification Officers will focus on the sentenced inmate population at the Middleton facility.

ROCA and UTEC Referrals

Classification Officers continue to work with our inmate population who are 18 to 24 years old. They collaborate with ROCA and UTEC referring this inmate population to these community partners with the anticipation of engaging them in counselling, treatment, employment, and educational opportunities prior to and upon release.

Specialized Re-Entry Services



Mission Statement

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

Medications for Opioid Use Disorder (MOUD)

In 2023, MOUD provided 55,094 doses and cared for 706 individuals. Table 2 provides a breakdown of the annual totals. MOUD's approach to opioid use treatment combines the use of FDA-approved drugs with counseling and behavioral therapies for people diagnosed with an opioid use disorder (OUD). Our MOUD was formerly referred to as Medication Assisted Treatment (MAT). After months of collaboration with our regulatory partners, we were awarded a provisional license to self-operate as an Opioid Treatment Program (OTP). This achievement resulted from hours of exhaustive work in developing medical and clinical policies that satisfy our correctional needs and comply with the Bureau of Substance Abuse Services, Drug Enforcement Administration, and Substance Abuse and Mental Health Services Administration. On April 5, 2023, the newly credentialed Essex County OTP was authorized to begin operations under its independent license.

Treatment	Individuals	Doses
Buprenorphine and Methadone	651	54,182
Naltrexone	31	888
Vivitrol	24	24
Total	706	55,094

MOUD Clinical Director Brooke Pessinis (pictured right) proudly displays the three certifications the MOUD Program obtained in 2023. She explained that these certifications represent many hours of effort and tremendous teamwork:

- **Opioid Treatment Program (OTP) Certification** Issued by the Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment.
- **Drug Enforcement Agency (DEA) Registration** Issued by the DEA.
- **Certificate to operate an Opioid Treatment Program** Issued by the Commonwealth of Massachusetts Department of Public Health, Bureau of Substance Addiction Services.



2023 was another year of providing exceptional treatment for individuals with opioid use disorders. The Essex County OTP continued to assess and provide medical and clinical care for our inmate population. Expansion in discharge planning services and medical treatment options were achieved.

With the support of our Fiscal and Grants Administration teams, the Essex County OTP secured federal funding for the Comprehensive Opioid, Stimulant Substance Abuse Program (COSSAP) for additional Care Continuum Coordinators (CCC) and re-entry resources.

As described by our Clinical Supervisor Deanna Landolo (pictured right), COSSAP at ECSD is designed to target MOUD participants' specific needs post release to reduce occurrences of relapse, overdose, and recidivism. Through this initiative, implementation of the Care Continuum Coordinators has successfully transitioned over 50 individuals from incarceration into Massachusetts Alliance for Sober Housing (MASH) homes as part of their transition into the community.



For Inmates, Clinician Richard Mayo Gives Assistance...and Hope

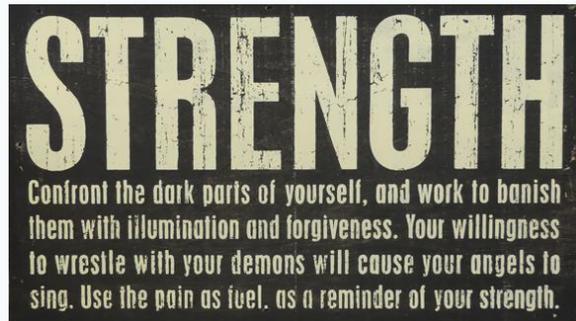


Richard. "Rich" Mayo began working at ECSD in 2021, in the newly created position of Correctional Recovery Academy (CRA) Transition Clinician. There he utilized his experience in Cognitive Behavioral Therapy and Rationale-Emotive Therapy to assess risk factors of inmates and help them in their recovery and preparation for release.

Rich is now Wellpath's Substance Abuse Treatment Councilor in our Medications for Opioid Use Disorder (MOUD) unit. In his new role, Rich coordinates inmates and Wellpath clinicians, ensuring the inmates receive the proper treatment and services best for them. In addition, Care Continuum Councilors refer inmates to Rich for post-release services. Not one to take it easy, Rich also carries a caseload. He helps inmates prepare for release by finding post-release employment, reconnecting with family, scheduling treatment, re-engaging in their communities, and as Rich says, "Continuing growth upon release."

When asked what he likes about his job, the usually outgoing Rich Mayo became pensive, stating, "I love that I enjoy myself every time I come here. I love that I get to show inmates that even when things seem hopeless, we can experience true joy."

Rich smiled as he told us about a recent success story: A former inmate that Rich had worked with contacted Rich to say he had re-established a relationship with his family, was maintaining his sobriety, and had a full-time job at a construction company – and had worked his way up to supervisor.



This small sign sits on Rich Mayo's desk.

"I enjoy helping people make positive change in their lives."

- Richard Mayo

The Project RESET pilot will serve individuals releasing from incarceration to a MASH certified sober home by providing access to subsidies that will reduce barriers identified including:

- Access to cell phone
- Copy of birth certificate
- Non-driver state ID
- Groceries & hygiene products
- Access to public transportation

2023 showed increases in assisting MOUD-involved inmates with securing community-based services and a continuation of care post-release. Commitment among our clinical staff and Care Continuum Coordinators continues to preserve the best practice model within our program. In 2023, MOUD Participant Aftercare Placements were 79 Clinical Stabilization Services, 77 Long-Term Residential, and 53 Massachusetts Alliance for Sober Housing-Certified Sober Homes (MASH).



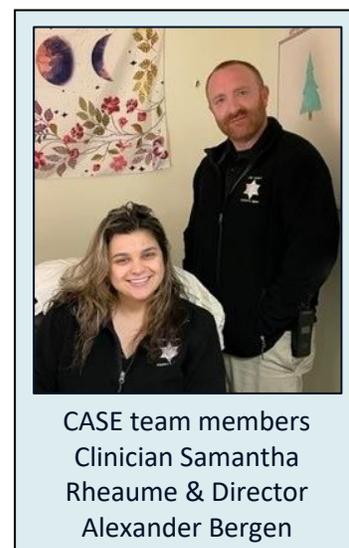
MOUD treatment is available at all three facilities. In 2023, our MOUD Program provided an average of 180 individuals per day with treatment in maintenance doses or inductions. Maintenance treatment is provided to individuals whom we confirmed were receiving compliant community-based care immediately before incarceration, while induction is offered to our sentenced population beginning approximately 90 days prior to their release. In 2023, 706 individuals received maintenance treatment, and 116 inmates received induction treatment.

Clean and Sober Existence (CASE)

The overall program description for the male CASE Program remains unchanged from past years. As the longest running program in Specialized Re-Entry Services (SRS) we feel confident that the program model is effective and successful.

The Male CASE (Clean and Sober Existence) Unit is a 28-day program to provide an alternative to incarceration for pre-trial inmates. Individuals who are suffering from addiction and are court-involved can be referred to the CASE unit. Individuals accepted into the program are provided basic case management services, prescribed medications, and attend clinical groups.

Upon completion of the program, individuals may be able to dispose of their cases. Spectrum Case Managers provide each participant with a recommended re-entry plan, which is shared with the court. If the plan is accepted, the recommendation may be part of the participant's condition of release. If the inmate chooses to go to a program and the court agrees with the recommendation, the Essex County Sheriff's Department provides transportation to the program.



Personnel Updates and Highlights

We experienced many changes to the CASE Team in 2023. To support our re-entry team, CRA clinician Linh Pham was temporarily assigned to CASE and has been a tremendous asset. Linh has a B.S. in Psychology with minors in Sociology and Criminology from the University of Iowa. Prior to joining Spectrum Health Systems, she worked with populations that are likewise underrepresented. She was employed with Iowa's multicultural centers and worked as a respite care provider for individuals on the Autism spectrum, served as a peer mentor for first-generation students, and volunteered at her university's food pantry. When asked why she chose to work in this environment, she stated, "I have always been passionate about being a voice for those who, for whatever reason, can't use theirs."



Another new member of the team is Jessibelle Burgos (pictured left). "Jesse" started with us toward the end of 2023 and quickly became one of the most effective re-entry planners on our staff. She graduated from Worcester State in May of 2021, obtaining her Bachelor of Science in Criminal Justice with a GPA of 3.8. Before being employed by Spectrum Health Systems, Jesse was a paraprofessional for the Lowell Public School District. She spent her time aiding teachers, counseling and educating young students, and providing instructional/behavioral support to students in and outside of the classroom.

"Criminal Justice has always been a passion of mine and I have always loved the broad field of work it has to offer.... I genuinely appreciate having the chance to help others and going that extra mile to make a difference in people's lives."

- CASE Clinician Jessibelle Burgos

Programs Working Together

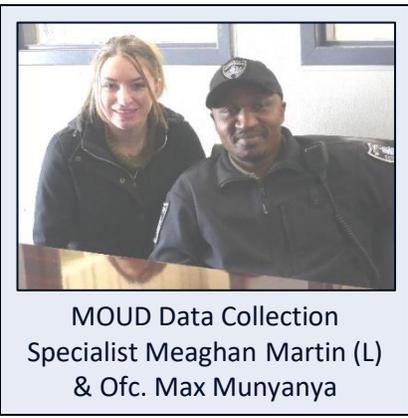
CASE works hand-in-hand with several other programs within the facility to provide as much support as possible for our participants. One of these is the Essex Medication Re-Entry Grant Expansion (EMRGE) grant, which is the expansion grant from last year's Essex Medication Assisted Treatment (EMAT) Program. EMERGE provides six months of wraparound services upon transition out of custody and into treatment or community programs. Because the needs of CASE and EMERGE participants often intersect, many individuals have the option to do both. EMRGE has outpatient services through the Behavioral Health Sciences (BHS) clinic, such as one-on-one counseling and medication-assisted treatment. Having CASE and EMERGE working together means a more successful continuum of care.

Success Story: "James" was a former CASE participant who entered Lynn Recovery Court upon completion of the program. He was released from Essex County Correctional Facility and successfully transitioned to Chelsea's Sober House in Lynn. He has obtained full-time employment with a construction company while participating in an intensive outpatient program in Revere five days per week. He is also enrolled in individual therapy and goes to community meetings nightly.

Chelsea's Home is, "A 'judgement free' sober living community" with homes in Chelsea, Lynn, East Boston and Malden. Learn more at: www.chelseashouse.com

Participants who have been recommended for CASE but receive MOUD, can be screened and referred to Correctional Alternatives for Re-Entry (CARE) for case management services. They also have the option of working with the MOUD Program’s Care Continuum Coordinators. They are eligible to reside on the unit and receive on-unit programming.

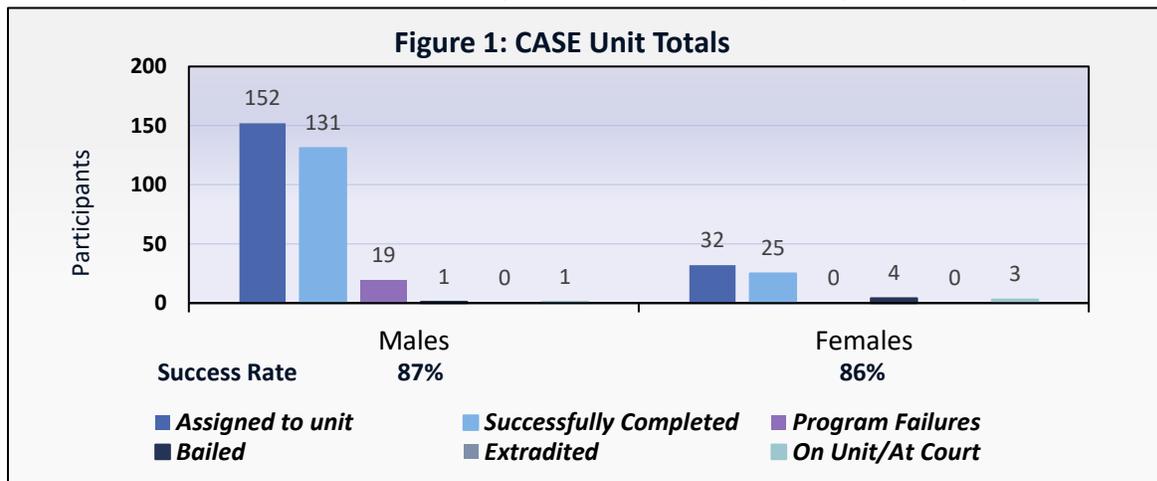
Individuals who have been referred for pre-trial diversion services that have been identified as having mental health issues can be considered for the Correctional Opportunity for Personal Enrichment (COPE) Program.



Analysis of CASE Admissions for 2023 as of January 9, 2024 (see Figure 1)

	Male	Female
Assigned to Unit	152 ¹	32 ²
Program Failures	19	0
Bailed	1	4
Extradited	0	0
On Unit/At Court	1	3
Successfully Completed ³	131	25
Success Rate	87%	86%

1. 330 (referred to unit) - 102 (referred to MOUD) - 76 (denied/refused) = 152
2. 75 (referred to unit) - 34 (referred to MOUD) - 9 (denied/refused) = 32
3. We do not include those individuals currently on the unit or at court, as they have not yet failed or succeeded.



You have to be adaptable to accept changes at a moment’s notice and still be able to complete a task or several tasks that you may not have been anticipating.

- Ofc. Nicholas Bellavia, 12 years of service

Correctional Opportunity for Personal Enrichment (COPE) Funded by the Justice Mental Health Collaboration Program (JMHCP)

The COPE Unit houses 40-plus inmates with mental health conditions and co-occurring disorders who have the potential to be diverted into the community with the assistance of embedded case management services. ECSD partners with Volunteers of America (VOA) to deliver services to this population. The VOA staff work with inmates to identify re-entry goals that include areas such as housing and treatment to assist in a successful return to the community. Inmates have access to on-unit mental health programming and off-unit educational and psycho-educational classes.



VOA Vision: A world where all people in our communities live with social, emotional and physical well-being, spiritual fulfillment, justice and hope.

- Volunteers of America (www.voa.org)

ECSD partnered with Pathways for Children to provide the Nurturing Father's Program to COPE participants. This is a 13-week course based on an innovative parenting curriculum. During this first year of programming there were three graduating classes.

In 2023, COPE staff assisted 86 inmates with resources to successfully re-enter the community with the necessary aftercare supports. These services were provided by Alyssa Camilleri (pictured right), who has been with the program since 2019 and was recently promoted to Program Director, and newcomers Russ Lowell and McKenzie Johnston, both of whom joined the team in 2023. The team's commitment to supporting their clients and collaborating with a wide variety of outside social services agencies, treatment programs, and criminal justice professionals plays a vital role in the success of the COPE Program.



COPE recently received new grant funding from The Council of State Government Justice Center (CSG) as a Justice and Mental Health Collaboration Programs awardee. This is the third round of funding through the CSG for the COPE Program, identifying the program's dedication to improving outcomes for people in the criminal justice system with mental health needs.



"We have to be open to growth and have a willingness to learn and evolve."

- Ofc. Caitlin T Byrne, 10 years of service

As ECSD works to renew in 2024 the JMHCP Grant that funds COPE, the focus will be on increasing the availability of the program to a larger number of inmates as well as continuing to explore and offer evidence-based, creative programming. Read more about the Justice Mental Health Collaboration Program (JMHCP), the funding source for COPE, in the *Grant Funding* section.

Correctional Alternatives for Re-Entry (CARE)



The Pre-Trial Re-Entry Services team is comprised of Director Jacquelyn Leeman, Assistant Director Vicki Barry, and Pre-Trial Re-Entry Resource Liaison Jane Sutter. This team works in collaboration with CASE, MOUD, JMHCP, and EMERGE services in-house as well as many community partners such as Recovery Courts, Mental Health Courts, Committee for Public Counsel Services Social Workers, Veteran’s Justice Outreach, Statewide Advocacy for Veterans’ Empowerment (SAVE), and more.

The goal is to provide critical institutional services and secure community-based services for eligible incarcerated individuals. The team identifies eligible inmates for diversion based on criminal and institutional history and coordinates care with those individuals who have Social Workers in the community. Director Leeman was invited to participate in the Lynn Recovery Court Sessions where she got to witness the progress of participants and assist in facilitating program placements with the Court Clinician and Probation staff.

Vicki Barry joined the Pre-Trial Re-Entry team as Assistant Director, bringing over eight years of Classification and Re-Entry experience. Additionally, she is a member of both the Lawrence and Newburyport Domestic Violence High-Risk Teams. She made community and professional connections while working at ECPRC, which will be essential to propelling our services into 2024.



Jane Sutter is the primary Case Manager for participants receiving services in the “CARE” Program. Many successful placements into treatment are due to Jane’s ability to assess the needs of the individual and her ability to bridge the gap between involved parties. Jane brings passion and drive to the Re-Entry team. She continues to educate herself on opportunities available to our population and supports our relationships with Probation, Legal Counsel, and our community partners.



In 2023, 278 individuals received services, of those, 163 diversion plans were accepted at court. These plans include approximately 103 CARE/Pre-trial Diversions, 31 Drug Court cases, 23 Committee for Public Counsel (CPCS)/Social Worker cases and six Veteran participants. Members of the team were invited to attend the 2023 Drug Court Conference, Drug Court graduations and were invited to tour partnering program facilities such as the Saugus Salvation Army and East Boston Rehab/Rehabilitation & Health, Inc. We would like to thank our inter-departmental partners and community partners who continue to make what we do possible.

Thanks for another great year!

Essex Medication Re-Entry Grant Expansion (EMRGE)

In 2023, the Essex Medication Re-entry Grant Expansion (EMRGE) Program, formerly known as EMAT, completed the second year of its five-year grant, a collaboration between ECSD, Substance Abuse and Mental Health Services Administration (SAMHSA), and Volunteers of America of Massachusetts. EMRGE is a six-month program initiated 30 to 90 days prior to release. It utilizes multiple assessment tools to identify needs, target treatment, and connect participants with community resources. Program staff utilize cognitive behavioral techniques, motivational interviewing, and case management to provide participants with services based on needs and skill deficits, as well as to offer coping skills training.

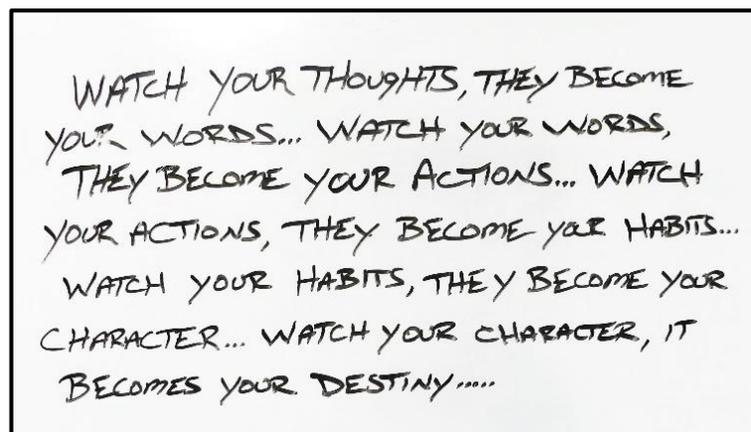


Serving the three ECSD facilities, program staff are available to clients 24 hours a day. EMRGE aims to assist in removing barriers to recovery and connecting clients with community services. The following program data underscore that the work and dedication of the team enable participants to be more productive and successful in their reintegration into the community.

The EMRGE team served 131 clients in 2023. Baseline interviews were conducted by EMRGE staff grant year two (GY2). This is 109% of the GY2 target of 120 intakes. In 2023, 131 participants were enrolled in EMGRE, with 59 six-month follow-up interviews being conducted. Follow-up interviews were conducted by EMRGE Program staff at the Essex County Sheriff's Department, in the community post-release, or by evaluation staff via phone. Evaluation staff collaborated with program staff to ensure follow-up interviews were attempted for all participants who reached their follow-up window.

As with the previous collaboration between SAMHSA, ECSD, and Volunteers of America, the results of the past year show a positive impact on the lives of participants. The expanded grant from SAMHSA allows client access to MOUD, counseling, and resources in underserved communities. The EMRGE team continues to partner with Probation and community centers to assist individuals who have been involved with the criminal justice system.

This sign below is displayed in one of our program classrooms:





“Being able to lean on each other lessens the stress and promotes trust, better communication, new perspectives, and better efficiency...The culture of respect and honor are part of the everyday culture here.”

- Sgt. George Arauz, 18 years of service

Participants were referred to EMERGE from our CASE Program, pre-trial and sentenced populations; from all three of our facilities. Demographic characteristics of the 203 participants enrolled in GY1 and GY2 are included below.

In addition to serving a broad range of races, Table 3 shows that the EMERGE Program serves all genders and ages.

Table 3: EMERGE Baseline Demographic Characteristics		
	%	Number
Gender (Total=203)		
Male	80.8%	164
Female	19.2%	39
Age (Total=202): Average Age of 35		
18 - 24	7.9%	16
25 - 34	34.7%	70
35 - 44	41.5%	84
45 - 54	11.4%	23
55 - 64	4.0%	8
65+	0.5%	1

Note: The difference in totals reflects one client’s choice not to answer the age question.

Religious Services & Spiritual Care



Through our Religious Services Team, we continue to meet religious and spiritual needs at ECSD. This includes worship opportunities and study groups from varied traditions for all inmates. Our clergy stress, however, that they are also here for ECSD staff. In addition to clergy, we have a large group of volunteers who offer support for inmates.

Pictured at the BTA 23-03 graduation ceremony: left, Sr. Pastor Christopher Foustoukos of St. Vasilios Church in Peabody offers the Benediction; right, ECSD Catholic Chaplain Deacon Peter Richardson offers the Invocation.



Essex County Pre-Release & Re-Entry Center



Superintendent Heidi Mora (pictured left) and Assistant Superintendent Jose Hernandez (pictured below right) oversee both the Essex County Pre-Release & Re-Entry Center (ECPRC) in Lawrence and the Women in Transition (WIT) facility in Salisbury.

“To prepare for a successful tomorrow, show up determined and work hard today.”

- Superintendent Heidi Mora

“Today’s leaders ought to be transformational individuals who inspire others to accept changes, reach their full potentials, while making sure they feel good out of their comfort zones; change is good. “

- Assistant Superintendent Jose Hernandez



The ECPRC is the department’s pre-release facility which houses male 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 currently houses approximately 93 sentenced inmates and oversees approximately nine more on the Electronic Monitoring Program (EMP). While some EMP participants live at home and some at group homes or sober houses, all are under the supervision of the ECPRC.

Eligibility for the ECPRC

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

Step-Down Process

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

Program Focused

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

As a pre-release facility, the ECPRC offers more freedom of movement to inmates. The inmates also take part in community service, work release, and the Electronic Monitoring (bracelet) Program. In addition, they enjoy contact visits. All of this creates challenges for the Shift Commanders. Lieutenant Jon Latorella explained, "This facility has different dynamics than Middleton. We work a bit closer with the inmates." Captain James Comeau added, "We need to be able to communicate with different types of inmates as well as the public."

Superintendent Heidi Mora has faith in these three men, stating, "We do not have the 'clear lines' established at the Middleton facility. This requires a unique skill set on the officer's part, and our Shift Commanders are great at leading by example." Superintendent Mora smiled as she recalled Lieutenant Joseph DiPietro recently working with an inmate to ensure the inmate obtained his HiSET high school equivalency certification.



L to R:
Shift Commander Captain James Comeau
Executive Officer Lieutenant Jon Latorella
Executive Officer Lieutenant Joseph DiPietro

Personnel

- Officer Wayne Rodgers, promoted to the Classification position
- Thomas Tiberias, promoted to the Work Release Director
Tom was a vendor through VOA and joined the ECSO staff in 2023.
- Deputy Krystina McFarland, promoted to Director of Programming
- Deputy Jennifer Collins, promoted to WIT Director.

Retired

- Director of Programming for the ECPRC Deputy Christine Eisenhaure
- Officer Joseph Hallaron
- Officer Terry Donovan
- Officer Donald Cornoni
- Security Investigator Richard Smith



"I try not to take anything personally. This allows me to ask questions and ask for help when I need it, so that I can be confident in my own abilities."

- Ofc. Louvens St. Germaine, 7 years of service

Programs & Treatment

Essex County Pre-Release and Re-Entry Center offers a comprehensive collection of treatment, programs, education/vocational classes, and religious/spiritual programs to assist with preparing inmates for life after incarceration.

Spectrum Health Systems staff encourage all individuals to participate in as many groups as they can to help gain skills that can be used in their everyday lives and to help them be successful upon re-entry. Northern Essex Community College offers tailored education to meet the diverse needs of varied educational levels. Our established vendor partnerships and grant-funded programs can assist with vocational training where industry recognized credentials are obtainable for workforce development and sustainable employment. Our Aftercare coordinators are certified application counselors, equipped to submit inmate applications to MassHealth and secure placement within long term residential or sober housing.



Krystina McFarland was promoted to the ECPRC Dir. of Programming in 2023.

Nurturing Fathers

Based on the philosophy of "reparenting," old patterns can be replaced with new strategies focusing on nurturing interactions with one's children. The program is nationally recognized, designed to build a parent's skills and knowledge to provide their children with safe, stable, and nurturing environments. In 2023, 30 inmates completed the course.

Parenting

Given that many inmates are moms or dads, we offer this crucial opportunity to participate in education and skill development in the following areas: Parenting Styles & Values, Roles of Parent vs. Children, Challenges of Single and Co-parenting, Finance Management, Appropriate Behavior & Discipline, and Stress Management.

Anger Management

Using an evidence-based curriculum, the class has participants identify tools they can use when dealing with anger issues.

Relapse Prevention

This skills-based, cognitive-behavioral approach requires inmates to identify situations that place them at greater risk for relapse, both internal experiences and external indicators.

Re-Entry Skills

A contextual needs assessment guides planning for re-entry in areas such as housing, finances, relationships, recovery supports, and mental health services. Job preparation includes resume and interview skills, budgeting, identifying and planning for stressors during transition. Individual counseling, groups, and assignments are used.

HIV Testing & Education

This program offers testing for HIV, Hepatitis, and sexually transmitted infections. Testing and aftercare services are offered through Greater Lawrence Family Healthcare.

Alcoholics Anonymous/Narcotics Anonymous

These self-help programs provide safe environments for individuals to express their success and struggles dealing with sobriety. Through volunteer lead groups, inmates can continue their recovery work by engaging in the Big Book 12-step Program, a critical element of a long-term recovery program.

Medications for Opioid Use Disorder (MOUD)

On April 5, 2023, the Essex County Sheriff's Department was authorized by the Massachusetts Bureau of Substance Abuse Services and federal regulatory agencies (Drug Enforcement Administration/Substance Abuse and Mental Health Services Administration) to operate an independently licensed Opioid Treatment Program (OTP). The Essex County OTP continues to offer approved medications to treat opioid use disorders.

Inmates receiving treatment are provided with discharge planning to preserve a continuum of care upon release. In collaboration with the Lawrence Comprehensive Treatment Center, our inmates continue with their treatment while at the ECPRC and are provided aftercare planning to ensure a seamless transition upon release.

C-Tech

The Essex Technical Careers Program (ETCP) provides residents with specialized training in preparation for a career in technology. Using an entry-level, hands-on approach to training, the ETCP prepares students to qualify for meaningful, well-paying employment in the field of technology upon their release.

Success Story for ECPRC participant in Fiber Optics

"C" completed his two-year jail sentence at the ECPRC. During his time there, he obtained eight C-tech certifications with Volunteers of America Mass (VOAMASS). Upon release, he obtained his Massachusetts ID, enrolled in driver's retraining classes, and successfully regained his driver's license. He has secured full-time employment earning \$27 an hour in the Fiber Optics field thanks to the certifications he received through C-tech and case management support through VOAMASS.

Inmates earned 512 certifications in 2023. Fifty participants completed the entire training series, receiving the Broadband certification which is the highest-level credential we offer. We had 40 program participants obtain employment, bringing the total employed to 208 participants employed.

ROCA

This well-established community-based organization is committed to engaging young adults by providing support, transition planning, and pro-social community involvement as they return to their communities. ROCA works with young adults from Essex County and beyond. To learn more about Roca, visit their website: www.rocainc.org.



UTEC

This partnership with a well-established community-based organization committed to engaging young adults by providing much needed support, transition planning, and pro-social community involvement as they transition to their communities. UTEC's moto, "Breaking Barriers to Youth Success," says it all. They engage young people 18-24, while they are incarcerated, and partner for community return. They assist young people offering programming to include Streetworker Outreach, Transitional Coaching, Workforce Development in Social Enterprises, Gun Prevention Training Center for Excellence, Education, and Social Justice and Civil Engagement Opportunities. To learn more, visit their website: www.utecinc.org.



Pathway Home

The Essex County Sherriff's Department, (ECSD), in collaboration with Volunteers of America MA. (VOAMASS), continued to operate the Essex County Re-Entry Vocational Training Center Program (Pathway Home) to serve 450 sentenced inmates of the Middleton facility, ECPRC, and WIT. The program is 42 months long, providing workforce development and community reintegration services for inmates prior to release and continued services after release. The program is twofold: help reduce recidivism and help fill the labor needs of the community. As of September 30, 2023, enrollment goals have been met for this project.

Fatheread

The goal of this partnership between ECSD and Helps Education is to provide ECSD staff with high quality and intensive training to provide the Fatheread/Motheread program to adults housed in pre-release facilities. The Fatheread/Motheread Programs enhance the literacy skills of parents and caregivers in four key areas: listening, speaking, reading, and writing. It allows parents/caregivers to engage with important family and child development themes and help them understand the importance of reading regularly to children. We have 10 staff members across the three correctional facilities trained to lead this program. Pictured right, Training for Fatheread instructors.



Recovery Coach Academy

This training, provided by Essex Outreach and North Shore Community College, was open to staff members working with inmates dealing with Substance Use Disorders (SUDs). Staff members who completed the 64 hours of training received credentials toward becoming a certified Recovery Coach. Congratulations to Assistant Director of Pre-trial and Re-entry Services Vicky Barry and Electronic Monitoring Officer Omar Velez for completing the training.

Religious

Weekly worship services are offered for Catholic, Protestant, Muslim, and Jewish religions, some in Spanish. Also offered are Evangelical Christian Prayer In Spanish, individual Pastoral Counseling, Tibetan Buddhist Calm/Meditation, and Catholic Mass.

Paint Night

Our thanks to TEC staff members Director of Re-Entry Carlos Collazo and Re-Entry Manager Paul Viensamay for their collaboration. ECPRC volunteer Jefte Santos works closely with UTEC and facilitated the event. The inmates who engaged were grateful for the opportunity to participate and are proud of the art they created.



Career Training

Graphic Arts/Print Shop

We are proud that our print shop, located at the ECPRC, teaches inmates skills while providing a service for the public. Shop Supervisor Tom Donovan explained that the inmate workers learn skills such as Introduction to Graphic Arts, Collator Operation, Offset Printing Press Operation, and Laminating.

The team produces high-quality products for our department, as well as non-profit and government agencies. In 2023 work was done for schools, courts, the District Attorney's Office, and many others including senior centers throughout Essex County. To assure quality and efficiency, we purchase and maintain quality equipment, such as two new color ink printers, a new black ink printer, and a new duplicator, or "stencil" graphic printer.

In2Work Vocational Training Program

Aramark, our food service vendor, is committed to providing second chances through training, education, and employment. The In2Work Program allows inmates to participate in our Work Release Program. The training is also a pathway to receive post-release scholarships and employment assistance. The purpose of In2Work is to teach students how to function in a workplace setting and work as a team.

"The In2Work Program has helped me greatly. It has been a blessing. I have been able to work, save money to pay my back-taxes, and help my mother. Aramark has given me the option of full-time employment upon release. I am very grateful to Aramark and In2Work because a person with a criminal record has an uphill battle when it comes to finding employment. Thank You Sincerely."

- Sean B., IN2WORK participant

ServSafe Food Service Certification/Food Handlers Certificate: Classes teach basic food safety concepts. This training helps protect against food borne illness outbreaks, reduces liability risks, and enables participants to demonstrate a commitment to food safety. Pictured at right: A 2023 ServSafe graduation ceremony.



TLE Center for Urban Entrepreneurship: TLE's Beauty Business Exploration & Start-Up Program not only provides participants with an understanding of what it takes to start a beauty business, but also helps them determine if they have the skills to be successful beauty entrepreneurs while providing an environment for them to safely experiment with their business ideas. The program helps participants launch their businesses and receive ongoing assistance to sustain their ventures.

American Consumer Credit Report: In conjunction with VOA, this nonprofit organization offers financial education workshops such as Debt Management, Budgeting, Bankruptcy, and Housing Counseling.

Hardscape Program (Perkins Grant): This grant-funded initiative began in 2019 to assist with strengthening career and technical education in masonry for participants. Students learn the fundamentals of masonry for construction and landscaping, including the art of laying brick, concrete block, glass block, and stone.



They have hands-on experience designing and constructing segmented retaining walls. They install concrete pavers, bricks, stone facing, decorative stone, and concrete, as well as various floors and walkways. Students learn technical theory, blueprint reading, estimating, and the use of appropriate power equipment. Pictured left is the work being done to build the new storage shed.



"As I serve the people of Essex County, I am consistent, vigilant, and grateful. We take it step by step and back each other up, as the department backs us up to ensure safety."

- Ofc. Omar Velez, 14 years of service

ECPRC's Data Professional

He is known for his polite demeanor and his ability to provide the exact information needed...quickly. He is a Records Clerk at the ECPRC, and his name is Gerald Mohan, Jr. "Jerry" holds a Bachelor's Degree in Accounting from The University of Massachusetts, Lowell, but his forte is data management.



At the ECPRC, Jerry provides data on several areas including inmate records, classification, sentence calculations, and visit schedules for families. He also assists with the various audits conducted and prides himself on knowing relative policies and procedures for both the ECPRC and the WIT. He also oversees the Securus Technologies tablets that are distributed to inmates.

It is safe to say that Jerry has learned a lot in his almost 10 years with ECSD which has resulted in him being a go-to individual in many areas.

Education

HiSET - High School Equivalency Preparation

Through Northern Essex Community College (NECC) instruction, students can obtain their HiSET. Students are first assessed as to their existing educational levels and needs. Three levels of instruction are available: Adult Basic Education for entry level learners, Pre-HiSET, and HiSET for the higher-level students. A key component is that students are regularly assessed and progress through the levels of learning. Students are also offered onsite testing to obtain their high school equivalency. In 2023, three students earned their HiSET certificates.

Digital Literacy

This class covers basic computer fundamentals including Microsoft Office, and data applications.

College Courses

College-level credit classes are offered through Merrimack College and Northern Essex Community College. Courses offered included Introduction to Psychology, English Fundamentals and Composition, First Year Seminar, and Creative Drawing. Eleven inmates received college credits that can be applied post release to continuing education.



Celebrating graduation at the ECPRC, July 2023

Inmates Work to Provide for Others

At “The Farm” ECPRC’s Staff and ECPRC inmates volunteer to tend the crops together. They enjoy not only the fresh air and sunshine, but also the satisfaction of seeing the produce they grow go to help others.

Under the supervision of Corrections Specialist retired Sergeant Dennis Laubner, an inmate crew tends to the crops. Due to excessive rain, the amount of produce was down 25% from last year: 28,297 pounds in 2022, 21,360 pounds in 2023.

Over 7,000 pounds of produce were served at our facilities and 14,000 pounds (seven tons!) were donated to local charities and schools. Recipients included Sacred Heart Church Food Pantry in Bradford, Our Neighbor’s Table in Amesbury, Lazarus House in Lawrence, Liz Murphy Food Pantry in Haverhill, My Brother’s Table in Lynn, Church of Life in Andover, Lawrence Neighborhood Co-op, and the Haverhill Veterans’ Center. In addition, 1,255 pumpkins were donated to schools throughout Essex County for students to decorate.

While the amount of produce was down, inmate participation was at an all-time high with 33 residents helping. Many inmates stated they appreciated the opportunity to break up their day and enjoyed working outside.



Pictured on the farm are (L to R): Lt. Joseph DiPietro, Asst. Supt. Sean Gallagher and Corrections Specialist Dennis Laubner



“The informal relationships established with inmates in the field can be very productive. We discuss a range of topics.”

- Corrections Specialist retired Sergeant Dennis Laubner

Women in Transition Facility



In July 2023, Assistant Superintendent Jennifer Murphy (pictured left) who has been with the department for 17 years, was promoted to Director of the WIT. After working as a Correctional Officer for twelve years, she was promoted to Assistant Director of the Salisbury Office of Community Corrections. After three years, A.S. Murphy became Assistant Director of Pre-Trial Re-Entry Services in Middleton for two years.

As Director, A.S. Murphy is directly responsible for the management and administration of all matters pertaining to security, operations, substance abuse treatment, educational and program services, as well as re-entry initiatives of the WIT facility.

"If everyone is moving forward together, then success takes care of itself."

- A.S. Jennifer Murphy

The Women in Transition (WIT) facility is a 24-bed adult community residential correctional facility which houses female offenders classified to minimum and pre-release security. The facility opened January 8, 2001, with an emphasis on facilitating reintegration back into the community and addressing the substance abuse and mental health issues of the residents. The primary mission here is to increase public safety by assisting female offenders in obtaining the resources and skills they will need to successfully reintegrate into society. Through the integration of various programming components including individual and group counseling, education, employment, and community service it our goal to teach incarcerated women personal accountability and pro-social alternatives to anti-social and unhealthy lifestyles.

Overseen by Superintendent Heidi Mora, the program design accommodates minimum security female inmates and those approaching the end of their sentences. The Essex County female inmates are housed at the Suffolk County House of Corrections and Department of Correction MCI Framingham. Assistant Superintendent Jennifer Murphy and other members of the Classification Board assess eligible sentenced inmates by reviewing criminal history, current charges, and the likelihood for success at the WIT. Upon approval, coordination between the agencies is arranged and the inmate is transferred to the WIT for the remainder of her sentence. In August 2023, the Female Correctional Alternatives for Re-Entry Unit transitioned to the WIT and are now accepting pre-trial diversion inmates who receive Medications for Opioid Use Disorder (MOUD).



"Collaboration among counselors, educators, volunteers, and other staff to offer resources, guidance, and assistance in areas like job readiness, social skills, and mental health supports increases the chances of successful reintegration and reduces recidivism...We share ideas, and it motivates us to rely on each other to get things done."

- Reintegration Coordinator Cynthia DeLeon, 18 years of service

Personnel

Fourteen staff members attended a broad variety of training including:

- Reintegration Officer Cynthia Deleon completed the Recovery Coach Training Academy and Critical Incident Stress Management (CISM) Training.
- Sergeant Melissa Leonard completed the Recovery Coach Training Academy, as well as training in Wellness & Peer Support and CISM.
- Sergeant Karen Beals completed CISM training.
- Spectrum Staff Amanda Ferland and Kathy Machurat completed Ohio Risk Assessment System (ORAS) training and MotherRead training.
- Officer Rebecca Larose completing the Environmental Health Safety Officer/Fire Safety Officer Program
- Lieutenant Robert Raymond completed the practical portion of the Bridge Academy
- Deputy Murphy conducted ORAS training for Spectrum and ECSD Employees.



L to R: The WIT's Lt. Robert Raymond, Sgt. Karen Beals & Sgt. Melissa Leonard



Pictured left: Reintegration Officer Cynthia Deleon (L) and A.S. Murphy and each received the Self Esteem Boston Extreme Esteem award.

Since 2018, Self Esteem Boston has been offering confidence-building programming for women incarcerated at our facilities and is now offering the same program at STAR. Self Esteem Boston's programs are based on the concept that healthy self-esteem is the foundation for success in life and achieving life balance.



Shift Commander
Lieutenant
Robert Raymond

Lieutenant Robert Raymond enjoys the challenges at the WIT. As Shift Commander, he handles fire safety, inmate discipline matters, key control, tool control, Prison Rape Elimination Act (PREA) registration, as well as some personnel matters and safety of the facility.

He explained that at this small pre-release facility, listening and understanding to the women is vital. He takes pride in having very good communication skills. WIT Director Jennifer Murphy said of Raymond, "He is always willing to take on additional tasks. He'll do whatever we ask, and he doesn't mind getting his hands dirty."

Programs & Treatment

Correctional Alternatives for Re-Entry Unit (CARE)

As of August 2023, the WIT has dedicated beds to the female Correctional Alternatives for Re-Entry (CARE) Unit. This unit serves women referred by supervising courts as benefitting from the development of a community-based treatment plan and accessing a non-custodial form of supervision. Participants can continue MOUD while participating. Participants may include women with new offenses and/or probation violations. CARE provides individualized case management tailored to each participant's recovery goals and needs. It facilitates treatment plans for a wide spectrum of addiction services that are customized and logistically coordinated to ensure the continuation of treatment. CARE staff provide guidance and appropriate advocacy in developing treatment plans and commitment to identified recovery goals. Individual and group counseling provides participants with stabilization, restoration of self-worth, and re-engagement with personal recovery interests. The WIT provides necessary transportation to the MOUD clinic daily as well as to the long-term residential and sober housing at time of discharge.

The garden at the WIT, Summer 2023



"The earth laughs in flowers."
Ralph Waldo Emerson

Clean and Sober Existence (CASE) at the WIT

The WIT has dedicated eight beds to the female CASE Unit. This unit serves women, referred by supervising courts, who would benefit from a community-based treatment plan where they could access a non-custodial form of supervision. Participation may include individuals with new offenses and/or probation violations. CASE provides individualized care that is tailored to each participant's recovery goals and needs. It facilitates treatment plans with a wide spectrum of addiction services that are customized and logistically coordinated to ensure continuation of treatment.

CASE staff provide guidance and appropriate advocacy in developing treatment plans and commitment to identified recovery goals. Individual and group counseling provide participants with stabilization, restoration of self-worth, and reengagement with personal recovery interests. We provide transportation to long-term residential and sober housing at the time of discharge. In 2023, the WIT had 25 women successfully complete the CASE Program. See all of the CASE statistics in the *Clean and Sober Existence* section.

Work Release

This program provides an opportunity for the re-entry of inmates through employment and the development of skills. Through strong relationships and career-focused community partners, large corporations and small businesses, the Work Release Program cultivates career starting jobs for incarcerated individuals.

We placed 16 women in work release with an average of five to six women working any given week throughout the year. Thank you to our business partners: Market Basket, Dunkin Donuts, Bucciarelli's Butcher Shop, A.W. Chesterton, and Andyman Bakery. Read more in the *Community Service & Work Release* section.

Community Service and Involvement



Through our partners Blue Ocean Music Hall, Massachusetts State House, Middleton DPW, Newburyport DPW, and Bartlett Mall, 14 inmates participated in Community Service, working over 40 hours. Pictured left: WIT inmates perform Community Service at the State House. Read more in the *Community Service & Work Release* section.

In addition to Community Service, many inmates spent numerous hours hand crocheting blankets and hats for donation to Tiffany's Closet and Caiden's Crusaders, as well blankets for dogs and cats for Lawrence Police Department Animal Control.

Pictured right are (L to R): Sergeant Karen Beals, crocheters Emily, Kara, Vanessa, Caiden's Crusaders co-founder Jo Hamel, Board Member Jillian Collins, and crocheter Melkis made over 40 hats for Caiden's Crusaders, which does work for children with cancer.



The "happy hats" will in turn be donated to Swirls Around the World, Pettengill House, Ozzie's Kids, and any child in need of a smile. Caiden's Crusaders is a nonprofit organization raising awareness for pediatric cancer and providing financial and other support to those in need. Sgt. Beals is also a board member of Caiden's Crusaders.

Jeanne Geiger Art Therapy

This group is provided through a grant to the Jeanne Geiger Center and run by one of their therapists. A therapist provides education about domestic violence, healthy relationships versus abuse, the cycle of violence, and works on Safety plans and appropriate support services. She uses an art therapy approach to explore the impact of interpersonal violence and to move toward healthy relationships. The mission of the Crisis Center is to empower members of the community to live free from fear, intimidation, violence, or threat of abuse by providing support, advocacy, and education.

BOUNCE Job Readiness Workshop

The Department of Education, Skills & Employment (DESE) BOUNCE Program is committed to making positive changes in people's lives. Bounce delivers evidence-based wellbeing and work-readiness strategies that are proven, practical and powerful. The program builds confidence, resilience, and motivation to go out and find work as well as ensuring job seekers have the resources, they need to find work.

Therapy Dog Program

Lieutenant Sandy Picard from the Lawrence Police Department and Oliver, a Certified Therapy Dog, come weekly to the WIT and hold a captive audience. Comfort and therapy dogs provide several benefits to vulnerable people in the justice system. Mental health, emotional control, empathy, and academic skills can be improved through dog-based assisted therapy.



Lt. Sandy Picard,
Lawrence Police
Department and
Comfort Dog Oliver

Paint for Peace

Organized by local Artist Jefte Santos, Paint for Peace encourages mental wellness for inmates through creativity. The group encourages imagination, inspiration, expression, and creativity that foster a sense of healing. Art therapy has been known to assist in helping inmates with managing behaviors and addictions and reducing anxiety while increasing self-esteem.

Education

Peer Tutoring Program

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

Modern States Education Alliance

This non-profit program is dedicated to making a high-quality college education free of cost and accessible to any person who seeks one. Its founding principle is that access to affordable education is fundamental to any philosophy that respects all individuals, and fundamental to the American dream. Modern States' initial program, Freshman Year for Free, is intended to let students earn up to one year of college credit without tuition or textbook expense.

Merrimac College Creative Writing Workshop

This workshop is an introduction to creative writing, it introduced the main genres of creative writing including poetry and memoir. In Addition to producing their own creative works, students study the works of authors in each genre.

Highlights for 2023

- Total Spectrum clinical education hours: 801 (419 for sentenced inmates and 382 for CASE/CARE unit inmates)
- Education: Historically WIT has had low enrollment in HiSET preparation, as most of the female population report at intake that they have a high school diploma or HiSET equivalent. Throughout the year, in conjunction with Northern Essex Community College, we have been working to increase our educational commitment, introducing College classes for those who are interested.
 - A permanent Learning Specialist was hired for the WIT
 - Four women enrolled in HiSET; One passed and received her HiSET certification
 - Six women enrolled in College Classes
 - Five women completed the Peer Tutor Program
- 13 Referrals were made to Volunteers of America Pathway to Home Grant
- 18 Referrals to MassHealth Behavioral Health Supports for Justice Involved Individuals (BH-JI)
- 9 Referrals to EMERGE
- 18 Referrals to STAR
- 2 Magnolia Scholarships were awarded



Congratulations!
A 2023 WIT HiSET
recipient

Community Service & Work Release

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

Community Service

In addition to overseeing all major facility projects at the ECPRC, Assistant Superintendent Sean Gallagher runs our Community Service. This program allows participants to gain self-confidence by giving back to society and perhaps learn skills they can use upon release, all while saving taxpayer money. Under Correctional Officer supervision, work crews from the ECPRC and WIT provide services to municipal agencies and non-profits throughout Essex County and beyond.



From raking leaves (pictured below left) and highway cleanup (pictured above) to graffiti removal (pictured below right) inmates from our pre-release facilities gave approximately 29,000 hours back to the community.



In 2023, ECPRC inmates provided 319 work crews, with up to eight men, for community service. Some of the dozens of agencies we worked with included Pine Grove Cemetery in Lynn, Veasy Memorial Park in Groveland, and Mack Park in Salem. Another 86 crews, each with between four and six workers, helped to keep our state highways clean. Sergeant Michael Krol and his four-man crew worked 187 days at the State House.

ECPRC crews also worked 255 days at our Middleton facility, in the garage and with the department's maintenance staff. Under the supervision of Officer Wilson Geronimo, Community Service participants fulfilled 180 requests for the department's graffiti truck, working to enhance communities through graffiti removal and landscaping.



Fourteen women from the WIT took part in Community Service, working at Blue Ocean Music Hall, Massachusetts State House, Middleton DPW, Newburyport DPW, and Bartlett Mall.

Work Release

At our ECPRC and WIT facilities, the Work Release Program partners with employers throughout Essex County to provide employment opportunities for incarcerated individuals preparing to be released from custody. By partnering with the Work Release Program, employers have an alternative stream of employees who are reliable and eager to work.

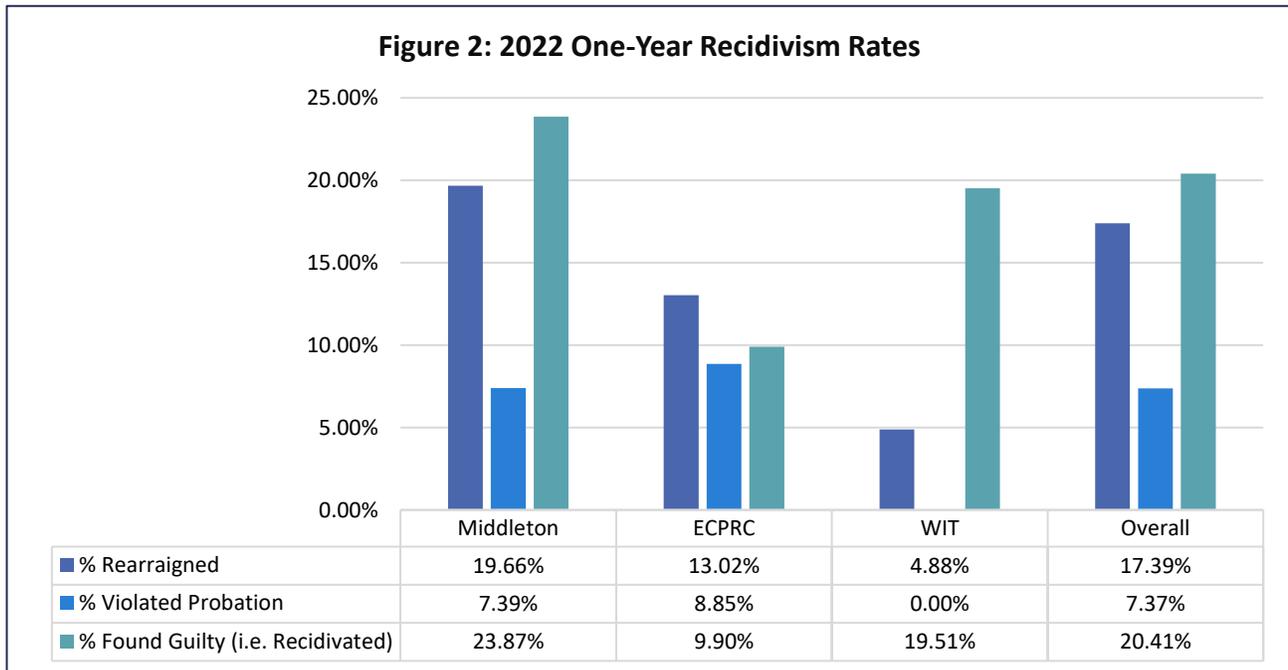
The Work Release Program is just one piece in the reintegration process to try to reduce recidivism in the population by providing inmates with a source of income. Taking care of the offender’s financial need provides some stability to the individual while entering back into the community. Eligible participants are paired with employers based on many factors with the overall goal being that they remain with the employer post incarceration. The offenders gain work experience and skills, all while saving money and giving them a financial base prior to being released.

In 2023, we found employment for 93 inmates, 78 at the ECPRC and 15 at the WIT. They filled 93 positions at 28 companies. Some of the businesses for which our ECPRC employees worked were Circle Finishing, Cambridgeport, Pursuit Aerospace, Timberline Construction. Businesses that hired women from the WIT include Market Basket, Dunkin Donuts, Bucciarelli’s Butcher Shop, and Andyman Bakery.

One-Year Recidivism Rates: 2022

The Essex County Sheriff’s Department defines recidivism as *being found guilty of a new crime within one year after release*. Figure 2 below shows a breakdown of recidivism by facility. As recidivism is measured one year after release, recidivism reports, “run one year behind.” The data reflect inmates who were released between 1/1/2022 and 12/31/2022 and recidivated within one year of their release. The most recent report measures recidivism rates for 2022 (measured in 2023.) The recidivism for all sentenced inmates released in 2022 was 20.41%. Of the 828 sentenced inmates released in 2022, 169 recidivated.

We have also displayed the percentage of releases that were involved with the criminal justice system by way of having a new arraignment or violating probation.



Daily Workings of ECSD

Middleton Intake



A busy trio: L to R are Intake's Ofc. Pedro Jimenez & Sgt. Justin Sarofian and Transportation's Cpt. Corey Peabody

In 2023, the Intake Division had another busy year, with 7,494 inmates going out to court, 163 outside medical appointments, and 2,280 inmates leaving to be transferred to other secure facilities. Every one of these outside trips enters and exits through Intake. When entering the facility, all inmates undergo a complete security screening, which helps ensure that contraband is not entering the facility. This screening includes X-ray and body scanning technology. All new inmates are also fingerprinted and photographed by Intake staff. The booking process also includes a thorough medical exam where each new inmate has their medical needs assessed before being placed in a housing unit. Intake is currently supervised by Sergeant Justin Sarofian

and Sergeant John Mahoney. This area can be one of the busiest and most unpredictable in the department.

The Correctional Officers assigned to Intake work closely with Clerical, Re-entry, Medical, and Mental Health staff, as well as the Transportation Division, to maintain a controlled and safe working environment. Together, we ensure a successful transition to the appropriate classification level, recognize and identify medical or mental health issues, and prepare the inmate for placement in the Middleton facility.

Sgt. Mahoney - Known for his "Team Approach"



As a member of the Middleton Intake team, Sergeant John Mahoney (pictured left) goes above and beyond what is expected of him. While supervising the intake area, his attention to detail has led to numerous discoveries of significant amounts of contraband. His work ethic and team-based approach to supervising his area have led to a positive work environment in a very busy and constantly evolving area.

Inmate Property



Property Officer Michael McNeil (pictured left in the secure property area) oversees the storage of inmate property, including clothing, jewelry, and other valuables, while ensuring that the department is in strict compliance with policy standards set for storage, seizure, and release of property. Officer McNeil also works closely with the public and handles all property releases and court clothing exchanges. His outstanding work ethic and professionalism are valuable assets to the Property division. He has excelled in this role for over nine years.

Criminal Records



Lieutenant Katherine Allen oversees our Criminal Records Division, which is located in Middleton's Inmate Intake Building and operates 24/7/365. Criminal Records is responsible for maintaining all records for inmates in Middleton, ECPRC, and WIT custody. We continue evolving and adapting our staffing to fulfill our workload. In 2023, we welcomed a new Records Clerk, Darlene Hudson, to the division. Pictured left are some of the helpful staff in Criminal Records (L to R): Records Clerk

Eve Reardon, Records Clerk Alison Hall, and Supervisor Lieutenant Katherine Allen.

We had a scheduled audit conducted by the Department of Criminal Justice Information Services (DCJIS) and passed successfully. Eve Reardon is our CJIS Representative and was responsible for facilitating the audit. Eve spent a great deal of time preparing us for it to ensure our success.

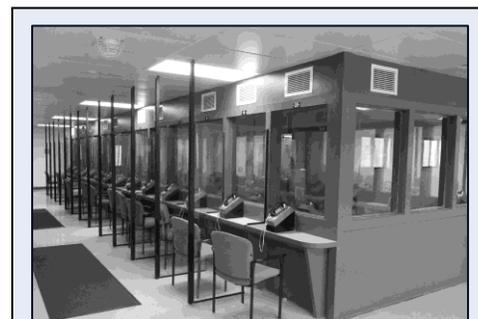
A Day in Criminal Records

Just some of the duties covered by ECSD's Criminal Records staff include:

- Creating and maintaining case records and documentation
- Conducting all booking and intake of new commitments
- Approving, scheduling, and conducting video conference hearings and attorney video visits
- Scheduling inmate court appearances
- Scheduling inmates from all three facilities for parole and/or sentence expiration
- Serving restraining orders and Department of Revenue Orders to individuals in custody
- Scheduling attorney Video Connect visits, as well as all friends and family video visits at our Middleton facility
- Providing services to certified victims of crimes by making resources regarding offenders available. See the *Victim Services* section.
- Responding to court orders, subpoenas, and other requests for information

Inmate Visits

Officers are responsible for maintaining security while accommodating all authorized visitors. In addition to scheduling the inmate visits, the team must ensure that the policy regarding dress code and appropriate documentation for entrance is followed. The visit schedules are logged and filed for future American Correctional Association (ACA) and Department of Correction (DOC) inspections. Pictured right is our Middleton visitor area.



Middleton's visitor area

Visit information can be viewed at:

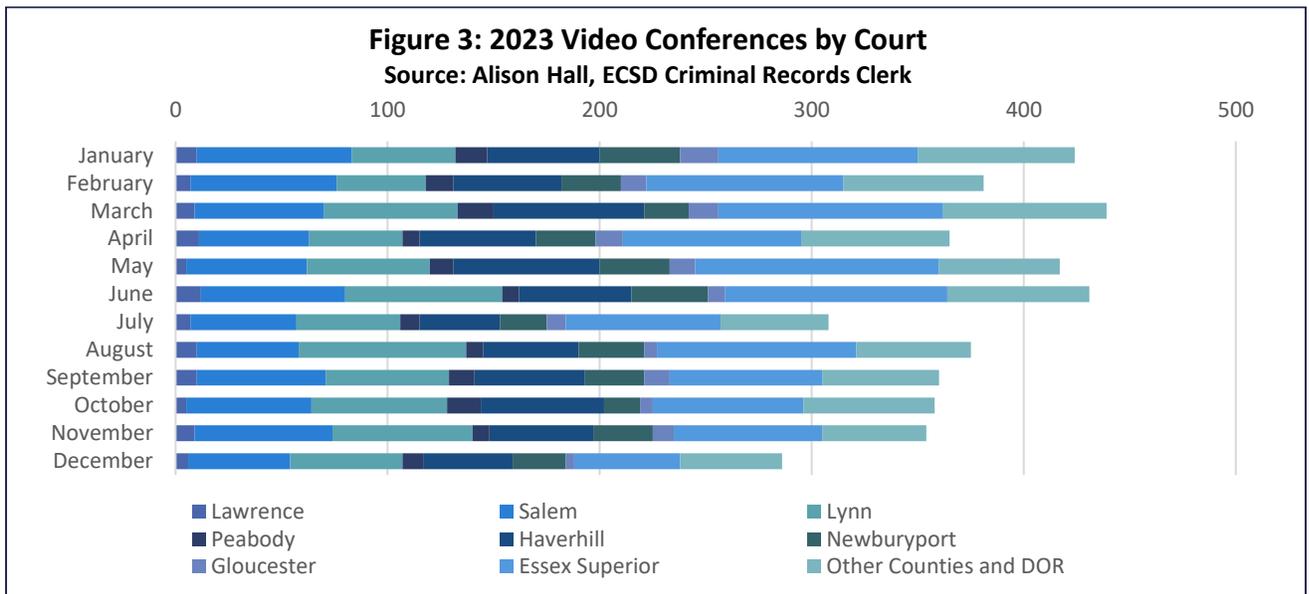
www.essexsheriffma.org/family-and-visitor-information

Video Conferencing

Video conferencing requires not only coordination between our department and the courts, but also reliable technology and knowledgeable staff at each end. The benefits are increased efficiency as well as decreased safety risks and transportation costs associated with driving offenders to court appearances.

Table 4 shows we had 4,498 video conferences in 2023. We continued to see the effects of COVID restrictions being lifted, as we had more in-person appearances. This resulted in the number of video conferences decreasing by over 27% from the prior year. Figure 3 displays the monthly volume.

Table 4: 2023 Video Conferences by Court										
Source: Alison Hall, ECSD Criminal Records Clerk										
	Lawrence	Salem	Lynn	Peabody	Haverhill	Newburyport	Gloucester	Essex Superior	Other Counties and DOR	Totals
January	10	73	49	15	53	38	18	94	74	424
February	7	69	42	13	51	28	12	93	66	381
March	9	61	63	17	71	21	14	106	77	439
April	11	52	44	8	55	28	13	84	70	365
May	5	57	58	11	69	33	12	115	57	417
June	12	68	74	8	53	36	8	105	67	431
July	7	50	49	9	38	22	9	73	51	308
August	10	48	79	8	45	31	6	94	54	375
September	10	61	58	12	52	28	12	72	55	360
October	5	59	64	16	58	17	6	71	62	358
November	9	65	66	8	49	28	10	70	49	354
December	6	48	53	10	42	25	4	50	48	286
Totals	101	711	699	135	636	335	124	1,027	730	4,498



Middleton Inner Perimeter Security Captain



His outgoing nature has allowed Cpt. Scott Sousa (center) to be an extremely effective leader.

After 32 years of outstanding service, Captain Edward Melanson retired in 2023. With that, Captain Scott Sousa stepped in to manage several key areas. In addition to Central Control, Outer Perimeter Security, the Mailroom and Visits, Captain Sousa oversees Security & Restraint Equipment, Non-privileged Video Visits, Professional Visits, Key Control, Tool Control, our Female Holding Area, and Video Court.

From giving approval for an attorney's laptop computer or employee's cell phone to come into the facility to knowing the 23 Policy & Procedures or *Post Orders* that he must enforce, or performing detailed a visual inspection of our outer perimeter fences, Captain Sousa is engaged.

Transportation

The department's Transportation Division is responsible for providing inmate movement outside the secure perimeter of our facility. The division is also responsible for providing mutual aid to law enforcement throughout the county, including motor vehicle accidents, medical events, and emergency situations. The daily workings of Transportation are overseen by Sergeants Danny Kao and Mark Swiniarski. The two are responsible for communicating with outside agencies throughout the Commonwealth on a daily basis.



Purchasing four new transportation vans in 2023 meant increased safety and efficiency during trips to court, hospitals, or other correctional facilities.

In 2023, the Transportation Division provided the following transports:

- 163 medical appointments to 15 facilities, an 18% increase over 2022
- 2,280 transfers to 32 secure facilities, a 5% decrease from 2022
- 7,494 court appearances, a 15% increase over 2022
 - 6,419 in Essex County
 - 1,075 to out-of-county

Ready to Assist



On November 15, 2023, Sergeant Danny Kao (left) assigned to Transportation, and Officer Justin R. Perry (right) assigned to Outer Perimeter Security, provided medical aid to a visitor who had fallen outside and was seriously bleeding. For their actions, Sergeant Kao and Officer Perry each received a commendation from Sheriff Coppinger.



Tool Control

With hundreds of hand and power tools utilized in our warehouse, garage, housing units, and administration buildings, Tool Control Officer Daniel Whipple needed a way to track all of the assets. Whipple explained, “We simply cannot lose track of a tool. It’s a security issue. “In 2022, Whipple, revamped the tool crib and tracking system to ensure accountability. Officer Whipple made some adjustments and maintained this tracking system in 2023. He stated that the system is working quite well.

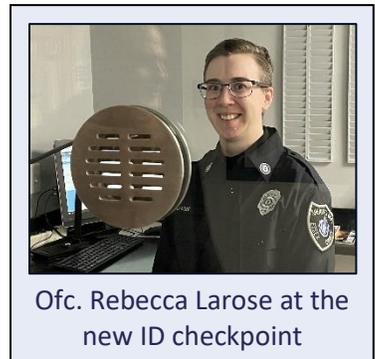
Central Control



This is the communications hub of the Middleton facility, functioning around the clock. Central Control staff must track all facility activity by way of video monitors; run background checks to ensure only individuals with the appropriate clearance enter the facility; oversee the issuing of vehicles, weapons, and restraint equipment to officers; and support Security Investigations in maintaining all cameras and locking-doors in the facility. Pictured left: A smiling Officer Erick Melanson is assigned to Central Control.

In 2023, the ID checkpoint was added in the Central Control Sallyport. This new post allows for better management for people who are inside the facility. Each individual must now give an ID when they enter and must retrieve it when they leave.

All non-employee lanyard badges were exchanged for a new design and color patterns in order to keep forgeries out of the facility.



Ofc. Rebecca Larose at the new ID checkpoint

Key Control



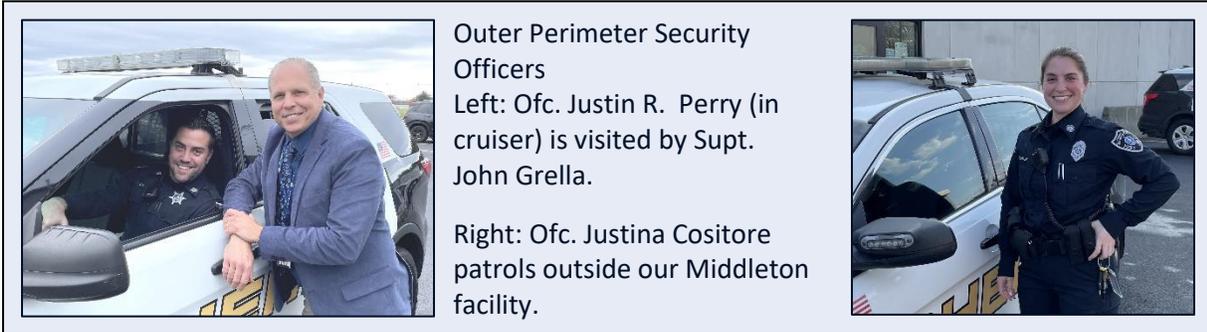
The new KeyWatcher installed in our Middleton warehouse

Key Control Officer Joshua McAuliffe continues to do an outstanding job going above and beyond what is expected, ensuring that every lock, key, and piece of restraint equipment used in the facility is in complete working order at all times.

Additional KeyWatcher boxes (large secure lockboxes) were added to the Central Control Sallyport, the Administration Building, and the warehouse. This increases the accountability of keys in the facility. This also took key sets out of Central Control, which frees up those officers to perform other duties.

Outer Perimeter Security

Staff must ensure all vehicle movement follow security protocol, provide security for all parking areas and the entire exterior of the facility, and clear all visitors to the facility. In 2023, our Middleton facility had 20,317 visits: 12,697 privileged visits (attorneys and other professionals) and 7,620 non-privileged visits (family and friends).



Outer Perimeter Security Officers

Left: Ofc. Justin R. Perry (in cruiser) is visited by Supt. John Grella.

Right: Ofc. Justina Cositore patrols outside our Middleton facility.

Security & Restraint Equipment



Tool Control Officer Daniel Whipple and Outer Perimeter Security staff attended training on the fluoroscope (x-ray) machine and metal detector. This along with the recalibration of both machines allowed us to enhance the entrance procedures to where all non-uniformed staff must clear the metal detector prior to entering.

Pictured left: Captain Edward Melanson (L) and Officer Zachary Dunham train on the fluoroscope using specialized “mock contraband.”

Mail Room

Staff mail is processed and delivered to appropriate parties. Inmate mail is scanned offsite and electronically forwarded to our mailroom daily. It is then sent to the inmates’ tablets. In the case that an inmate does not have a tablet, the mail is printed and hand-delivered to them. Privileged mail (i.e., from attorneys) is handled differently.



Female Holding Area

While the name is the same, this unit’s classification has been changed to more of a safekeep/court return holding area. The flexibility of the staff has been remarkable in their dealing with unclassified inmates, maintaining the cleanliness of the Inmate Services Building, handling the additional responsibility of attorney video visits, in-person visits, and assisting in court video conferences.

Use of Force Review Board

The Use of Force Review Board, created in 2020, reviewed eight incidents in 2023. The board's purpose is to review use-of-force incidents referred by Shift Commanders. The board examines all aspects of the incident, including videos, reports, training, and policy and procedure. Upon a review of the incident, the review team will recommend the following: to take no action, handle the incident at their level, or forward the matter to other avenues if needed, including refresher training, discipline, or Internal Affairs.



A.S. Christine Arsenault facilitates Use of Force Review Board meetings.

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

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

K-9 Engagement Review Committee

In 2022, The K-9 Engagement Review Committee was revamped to review K-9 bite incidents. This group of four experienced employees examines incidents involving the use of our K-9s. In 2023, no incidents occurred.



"I always try to come in to work with a good energy, be reliable, flexible, and willing to go beyond whenever needed...I work with some amazing people."

- Ofc. Sokhoeun Soun, 5 years of service

DNA Collection

Classification Officers have been trained by the Massachusetts State Police Combined DNA Index System (CODIS) Unit in DNA collection. Working with Case Manager Jane Sutter, Classification Officers Richard Tarby and Steven Purpora ensure all the department's DNA collection requirements are met. This includes DNA collection, documentation, and reporting.

In 2023, we worked with each of our three facilities and provided CODIS with 215 DNA samples (see Table 5).

Facility	# Collected
Middleton	184
ECPRC	29
WIT	2
Total	215

Armory

Supervision of the armory falls under the Assistant Director of Security Jonathan Campbell. The department's armorers ensure all assets of the armory are stored and maintained properly. In 2023, the department had eight experienced armorers:

Superintendent Aaron Eastman

Assistant Superintendent Jason Frampton

Captain Shelley Ehlers

Investigator Jerome Jellison

Sergeant Travis Mustone

K-9 Officer Matthew Ritvo-Cabezas

Officer Peter Ramos

Officer Anthony Montes

Research and Statistics (R&S) personnel reconcile weapon inventory each month and conduct scheduled armory audits. Throughout 2023, all armory assets were accounted for, with no exceptions.

Every two years, a complete physical inventory and audit are conducted in place of the annual audit. This is a detailed, 12-hour audit of all armory assets. The February 2023 audit showed all assets accounted for.



In 2023, the department had 11 range instructors charged with ensuring employees are proficient and safety-focused:

Superintendent Aaron Eastman

Assistant Superintendent Christopher Smith

Assistant Superintendent Anthony Turco

Assistant Superintendent Jason Frampton

Captain Shelley Ehlers

Lieutenant James Comeau

Lieutenant Jamie Forcino

Investigator John Zaccari

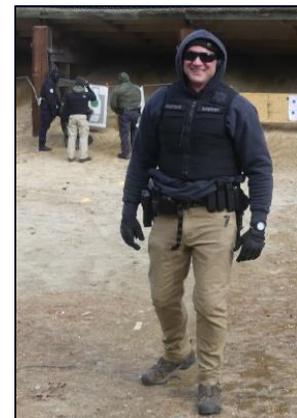
Investigator Jerome Jellison

Sergeant Travis Mustone

K-9 Officer Matthew Ritvo-Cabezas

In addition to overseeing employee range qualifications, in 2023 our range instructors taught three ECSD Basic Training Academes at the range. We also had 211 ECSD employees complete interactive, scenario-based training utilizing the Middlesex Sheriff's Office's Mobile Training Center (MTC). This is more than five times the number we had in 2022.

In November 2023, one of our range instructors, Sergeant Travis Mustone (pictured right at the range), was chosen as our full-time armorer.



Inspections & Housing Units

Environmental Health & Safety Officer/Fire Safety Officer



With Lieutenant Peter Lundy's retirement, Lieutenant Steven Wilkins (pictured left) took over as the department's Environmental Health and Safety Officer (EHSO) in September 2023. The EHSO meets with an auditor from the Department of Public Health (DPH) twice a year for a quality-of-life audit of the entire operation that examines the physical condition of the facility. Once each audit is complete, the auditor submits a list of any violations to the EHSO. The EHSO then has limited time to repair the violations. The most recent DPH audit was conducted on October 4 and 5, 2023. All outstanding issues were addressed.

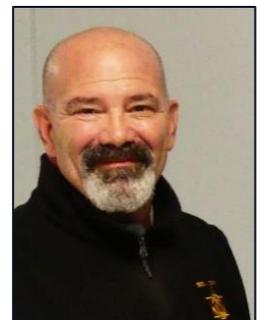
Inspections/testing include:

- Generator, weekly, monthly, quarterly, and annually
- Sanitation, weekly (unit managers) and monthly (EHSO)
- Negative air flow (Medical Housing Unit), monthly
- Flashlights, monthly
- Pest control, monthly
- Water temperature, monthly
- Eye wash stations, crash carts, sharps containers and first aid kits, monthly
- Tracking and removal of hazardous waste, bi-monthly
- Light and sound, annually
- Water quality reporting, annually
- Elevators, monthly and annually
- Air quality, every three years

Captain Michael Shultz (pictured below right) is our Fire Safety Officer (FSO). Captain Shultz works with the Middleton Fire Department officials to conduct annual inspections of the entire facility. Middleton Fire submits a letter of its findings to Sheriff Coppinger and any deficiencies are addressed. In mid-2023, work began with Johnson Controls to perform a facility-wide upgrade of our fire detection and activation. This project was completed in early 2024.

The following inspections are also done:

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



Housing Units

Middleton

- 240 Building (4 units: A, B, C & D)
 - o 240A, General Population
 - o 240B, At-Risk
 - o 240C & D, General Population
- 120 Building (2 units: A & B)
 - o 120A, Restrictive Housing Unit (RHU): Disciplinary Detention, Administrative Segregation and Protective Custody
 - o 120B, Opening Avenues for Re-Entry Success (OARS)
- 80-Bed (2 units: Upper & Lower)
 - o 80 Lower, Correctional Opportunity for Personal Enrichment (COPE)
 - o 80 Upper, Correctional Recovery Academy (CRA)
- 60-Bed, Opening Avenues for Re-Entry Success (OARS)
- Voke Building (4 units: 1, 2, 3 & 4), Closed for a large Department of Capital Assets and Management and Maintenance (DCAMM) project
- Medical Housing Unit, Multifunctional (medical/mental health)
- Female Holding Area, Court returns and new arrivals



Housing Cpt. William Hitchmoth, at a 2023 Basic Training Academy graduation said of our new officers, "I enjoy working with these individuals – helping them to learn the best way to do this challenging job."

ECPRC

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



Sgt. Gary Mastrangelo, ECPRC

WIT

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



Medical Housing Unit (L to R): Officer Felicia Moore, Sergeant Bonnie Stevens & Officer Timothy McElhinney

Office of Professional Standards



Superintendent John Grella (pictured left) leads our Office of Professional Standards (OPS) which oversees the Human Resources Division, the Internal Affairs Division, Training & Staff Development, the Basic Training Academy, the Inspections and Compliance Division, Centralized Scheduling, and the newly created Wellness Division. We ensure that the Sheriff's guidance is followed and provide support to the daily operations of the department.

The strength of OPS is the talented people who work here. We take a team-oriented approach to our work, and everyone does their part. In addition, we work with many of the other functional areas of the department, from Finance to our Grants Administrator, to serve the needs of the department. We are committed to ensuring the residents of Essex County are well served by their Sheriff's Department.

"The key to solving problems, no matter what the difficulty, is timely action. It's not hard – identify the problem, come up with the 80% solution and apply it in a timely manner. The perfect solution applied late usually fails. Failure is not an option".

- Superintendent John Grella

OPS Divisions

Human Resources works closely with every division within the department. From recruiting, screening, and interviewing new employees to ensuring the needs of our personnel are met, they are never idle.

The Internal Affairs Division had another busy year, which included conducting background investigations, security clearance reviews, integrity checks, program reviews, and investigations.

Members of Training & Staff Development maintain an extremely high operational tempo, ensuring that everyone who works at the department is well trained and capable. They are responsible for training approximately 900 people on an annual basis, including Correctional Officers, Deputy Sheriffs, support staff, nurses, mental health clinicians, and other vendors. This year they designed and implemented a new three-day First Line Supervisors (FLS) Course for our newly promoted Sergeants while also enhancing the in-service training program for our academized staff to improve the safety within our facilities. They do this by working closely with Centralized Scheduling to ensure it can be accomplished efficiently.



"Teamwork is the single most important aspect of what we do because no one can do this job by themselves...anyone who works here knows that solid partners are what make it possible to do what we need to do and go home safe every day."

- Sgt. Issac Mercer, 9 years of service

Our Basic Training Academy conducted three recruit classes, which resulted in training and the graduation of 68 Correctional Officers. We recently increased our recruit training program to a twelve-week program by adding blocks of instruction in Constitutional Law, Criminal Law, and Powers of a Deputy Sheriff.

Inspection and Compliance completed a successful Massachusetts Department of Corrections (DOC) Inspection while also preparing for the American Corrections Association (ACA) re-accreditation audit in 2024.

Centralized Scheduling oversees a variety of things, such as timekeeping, staffing levels, overtime needs, and details. Working closely with Human Resources, they help ensure the department staff is deployed effectively.

In the fall of 2023, we used a federal grant secured by our Grants Administrator to hire David Fielding as the department's first Wellness Coordinator. An Andover native, Dave joined us in the fall after serving thirteen years as a U.S. Army Green Beret. He immediately got to work and helped create our new Wellness Division that includes a Uniformed Wellness Liaison Officer, the Wellness Committee, the Peer Support Team, the Critical Incident Stress Management Team, the Employee Assistance Program, and our first Facility Dog –“Pasky”. Everything supporting employee wellness now falls under one roof.

Please read on and see the many things that our people do. I encourage you to explore career opportunities with the Essex County Sheriff's Department. If you know someone who would like to pursue a career as a Correctional Officer/Deputy Sheriff, please look at our hiring link at www.essexsheriffma.org or call our recruiter at 978-750-1900 extension 3476. We are looking for good people with a desire to work with a team and serve their community. You can be fresh out of high school, a college grad, a tradesperson, or looking to start a new career – we are always recruiting talent! Be part of our team!



BTA Class 23-03 took part in the Law Enforcement Torch Run to benefit Massachusetts Special Olympics.

Centralized Scheduling

Critical to the daily operation of the Essex County Sheriff's Department is our Centralized Scheduling Office. All scheduling and payroll matters are handled by Payroll Director Assistant Superintendent Pamela DiGirolamo and her capable staff. Processing pay, overtime, and detail rates for all employees and vendors is a challenging task. Fortunately, Scheduling Manager Captain Peter Cignetti, Payroll Specialist Kristina Gikas, KRONOS Administrator Jaclyn Orlando, and Detail Officer Vincent Troisi have the experience and expertise to handle the job.



Central Scheduling staff include (L to R): KRONOS Administrator Jaclyn Orlando, Scheduling Manager Cpt. Peter Cignetti & Payroll Director Asst. Supt. Pamela DiGirolamo

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

In 2023, Centralized Scheduling worked with Sheriff Coppinger to approve bonuses for opt-in overtime and special shifts on Christmas day. Not only did this assist with the ability to schedule effectively, but 14 of 17 expected holds on Christmas were eliminated.

As of 2023, officers are now scheduled through the ACADIS portal. This allows our Training Division to view class schedules and sizes. Additionally, two new Detail Officers, Stephen D'Apolito and Zachary Dunham, were trained to assist Officer Troisi.

Goals for 2024 include

- Decreasing the amount of overtime needed and eliminating "forced overtime"
- Decreasing the amount of sick time used by employees
- Working with the Shift Commanders and the Training Division to ensure all new officers are working consistently in their assigned areas
- Maintaining a productive working relationship with the other divisions to be as efficient as possible
- Maintaining a productive working relationship with the bargaining units and ensuring that all agreements are followed



"Teamwork in law enforcement is essential because at a moment's notice, bad things can happen and the only people you can rely on are the other officers to your left and right."

- K-9 Ofc. Matthew Ritvo-Cabezas, 8 years of service

Details

Officer Vincent Troisi (pictured right) runs our daily detail operations. In 2023, our officers provided the following coverage:



- Filled 206 details in Essex County communities including Boxford, Lynn, Lynnfield, Marblehead, North Andover, Nahant, Newbury, Newburyport, Rockport, Peabody, Salem, Salisbury, and Topsfield
- Assisted Massachusetts State Police with 229 Mass Highway Details
- Provided mutual aid to Massachusetts State Police for “DUI Sobriety Checkpoints” as well as Community Action Team (CAT) with custodies and prisoner transportation
- Assisted McNeilly EMS and our K-9 Division to educate first responders on Nero’s Law. Nero’s Law provides for emergency care and transportation for K-9s
- Special events included the Touch-a-Truck events at Endicott College, Beverly High School, and The Goddard School in Middleton, Newburyport Road Race, Salem Haunted Happenings, and Marblehead July 4th Fireworks

Human Resources



Deana Piantedosi (pictured left) started at ECSD in 2010 as an intern while attending Endicott College. Director Piantedosi joined us full time in 2013 as a clerk in the Fiscal Division. She was promoted to Assistant Director of Human Resources in 2015 and to Director in 2017. In 2022, she graduated from the prestigious FBI Law Enforcement Executive Development Association (LEEDA).

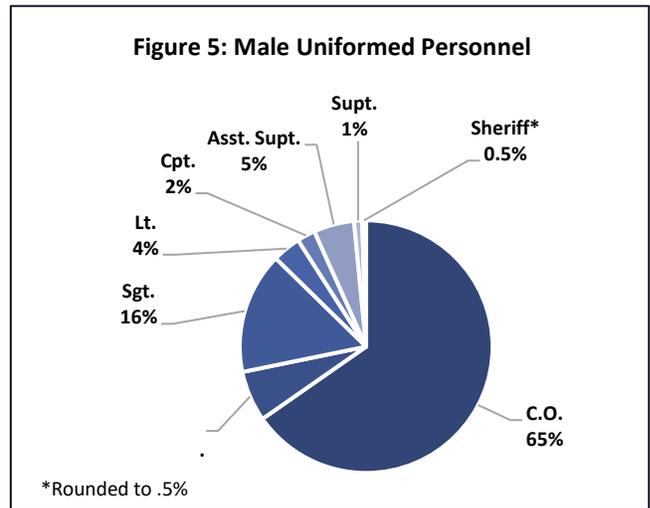
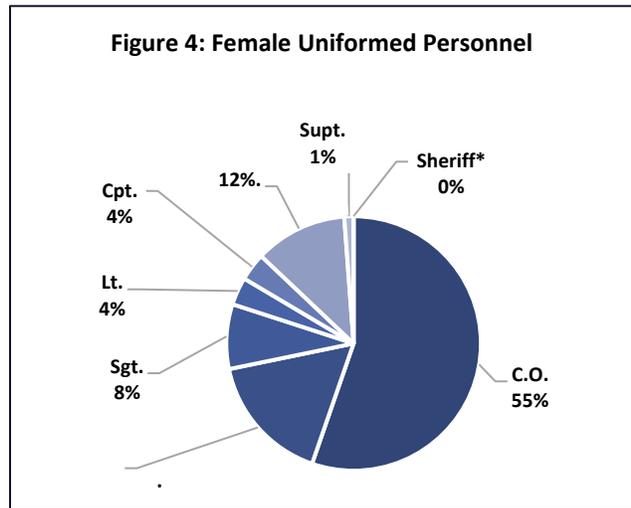
As of the end of 2023, we employed 538 individuals in the Sheriff’s Department; 471 were uniformed staff. Table 6 shows a breakdown of uniformed personnel by gender: 85 females and 386 males.

Table 6: 2023 Uniformed¹ Staff by Gender

Rank	85 Females		386 Males		471 Total Uniformed
	#	% by Rank	#	% by Rank	
Correctional Officer	47	55%	253	66%	300
Senior Correctional Officer	14	16%	25	6%	39
Sergeant	7	8%	60	16%	67
Lieutenant	3	4%	14	4%	17
Captain	3	4%	9	2%	12
Asst. Superintendent	10	12%	20	5%	30
Superintendent	1	1%	4	1%	5
Sheriff	0	0%	1	0.5% ²	1

- 1) Uniformed staff includes individuals who have completed a correctional or law enforcement academy and are currently working in that capacity.
- 2) Rounded to .5%.

Figures 4 and 5 show that for the rank of Correctional Officer through Assistant Superintendent, female officers continue to have a larger percentage than male officers in higher ranks (e.g., Captain, Assistant Superintendent, and Superintendent).



COVID-19 Tracing

Across all our facilities, our team, consisting of medical, clinical, and correctional staff continued to provide necessary testing and treatment without interruption. Through leadership, communication, and necessity-driven innovation, We delivered all medical and clinical services. The preservation of treatment continues today as we navigate COVID-19 issues.

Inmates

Our Wellpath staff continued testing the inmate population for COVID-19 in 2023, 113 inmates tested positive. The Wellpath staff determine the inmate tracing by who they may have lived with and on what unit.

Staff

Covid testing for staff involves rapid tests conducted in the Shift Commander's office for an employee who shows symptoms. If an employee test shows positive, they are sent home, and the Human Resources Division is contacted. In 2023, 122 employees and 9 vendors tested positive for COVID-19.



"You need to put in a consistent effort to being a good partner, who will have the ability to follow just as much as the ability to lead. You must be true to your word and always following through for the team around you."

- Ofc. Matthew Goodwin, 8 years of service

Special Recognitions in 2023



Left: Sgt. James Ridley, with Sheriff Coppinger, was named Correctional Supervisor of the Year by the Massachusetts Sheriffs' Association.

Right: K-9 Ofc. Kyle Kidger (R) and his late partner Django were named among Haverhill Exchange Club's First Responders of the year. He is pictured holding his plaque with K-9 Cpt. Thomas Cote (L).



Letters of Recognition

February 8, 2023 - For their outstanding efforts to assist an inmate suffering a medical emergency on January 10, 2023. Their exemplary performance displayed great courage in an attempt to save a life. Their selfless actions were heroic and professional during the entire incident and are to be commended:

Lieutenant Alex Wilson
Sergeant Joseph Twomey
Sergeant Jared Valeri
Officer Brian Gauthier

Officer Jose Quinones
RN Megan Shanahan
RN Sarah Boisvert

February 13, 2023 - For their exemplary actions during a serious suicide attempt on January 10, 2023. Their quick response and heroic actions in administering vital first aid were invaluable lifesavers to the survival of an inmate. Their outstanding commitment and dedication is greatly appreciated:

Security Investigator Jonathan Campbell
Lieutenant Alex Wilson
Sergeant Patrick Wallace
Sergeant Jared Valeri

Officer Jose Quinones
Officer Derek DePietro
Officer William Glidden



Left: Ofc. Justin R. Perry (L) and Sgt. Danny Kao receiving their citations from Sheriff Coppinger

Right: Ofc. Jose Quinones and Sheriff Coppinger display Quinones's two citations.



November 27, 2023 - For his immediate response and level of care provided to a visiting attorney who suffered a medical emergency on November 15, 2023. His ability to gain information from this patient before his condition had worsened was crucial for him to receive the most appropriate care:

Officer Justin R. Perry

November 27, 2023 - For his quick response and immediate aid on November 15, 2023 to an inmate choking. His heroic efforts saved a life:

Sergeant Marc Miranda

December 11, 2023 - For their immediate response and level of care provided to an inmate suffering a severe medical emergency on November 26, 2023. Their quick and exemplary actions resulted in a life saved. Any delay could have led to a tragic outcome. Their heroic efforts are a clear example of their commitment to training and dedication to duty:

Sergeant Mark Duquette
 Sergeant Isaac Mercer
 Officer Anthony Lopez-Sanchez
 Officer Kayli Kotchian
 Officer Mark Csogi

Officer Michael Palm
 Officer Scott Faessler
 Nurse Elena Shevtsova
 Nurse Nicole Newman
 Nurse David McAuliffe

Letters of Appreciation

February 8, 2023 - For their outstanding response to an inmate medical emergency on January 10, 2023. Their unwavering support and extraordinary teamwork are a reflection of their commitment to training and dedication to duty and is greatly appreciated:

Sergeant Patrick Wallace
 Sergeant Charles Ober
 Officer Yalitz Rodriguez
 Officer William Glidden
 Officer Garrett O'Rourke
 LPN Elena Shevtsova



L to R: Wellpath Nurses Elena Shevtsova and Nicole Newman, Ofc. Mark Csogi, Mr. William Schultz, Ofc. Michael Palm, Ofc. Anthony Lopez-Sanchez, Sgt. Isaac Mercer, and Wellpath Nurse David McAuliffe with Sheriff Coppinger

February 8, 2023 - In recognition for her outstanding commitment to the ECSD STAR Program. Her dedication and compassion to make connections with those in need are invaluable assets to this exclusive program. Her strong work ethics and leadership qualities are greatly appreciated: Melissa Jewett (STAR Navigator)

February 13, 2013 - For their outstanding actions during an inmate medical emergency on January 10, 2023. Their quick response providing valuable assistance and securing the unit is a credit to their commitment to training and dedication to duty and is greatly appreciated:

Sergeant Joseph Twomey
 Sergeant Charles Ober
 Officer Michael Zizzo
 Officer Garrett O'Rourke

RN Megan Shanahan
 RN Sarah Boisvert
 LPN Elena Shevtsova



Left: Sheriff Coppinger presents Peter Karvelas with a *Letter of Appreciation*.

Right: Receiving their citations from Sheriff Coppinger are (L to R): Wellpath Nurse Elena Shevtsova, Sgt. Charles Ober, Sgt. Joseph Twomey, and Ofc. Yalitz Rodriguez .



March 2, 2023 - For his outstanding performance in helping out a stranded motorist on February 17, 2023. His support and caring efforts gave a motorist peace of mind, knowing she was safe and being taken care of. This act demonstrates his sound commitment and dedication to duty and is greatly appreciated:

Officer Peter Karvelas

March 2, 2023 - For his outstanding leadership and commitment to his fellow officers and their success. His unwavering support and dedication play an integral role in our success. He leads by example and is an inspiration to others:

Lieutenant Benjamin Roberge

November 27, 2023 - For their outstanding actions assisting two events that took place simultaneously on September 22, 2023. Their unwavering support, professionalism, and training managed both incidents ensuring safety and security while providing medical care:

Sergeant Brendan K. Walsh

Sergeant John Mahoney

Officer Andrew Blacker

Sergeant Feldman

Officer Coltin Omasta

Officer Bryan Wilson

Sergeant Alexander Todd

Officer Anthony Montes

Sergeant Frank Waterman

Officer Daniel Falotico

Sergeant Louis Potvin

Officer Shane Tobyne

Sergeant Bret Graham

Officer William Clancy

November 27, 2023 - For his valuable assistance to the care of a visiting attorney who suffered a medical emergency on November 15, 2023:

Sergeant Danny Kao



Military Leave

In 2023, some of our military personnel were called upon to assist the Commonwealth of Massachusetts during many moments of civil unrest, disturbances, protests, and demonstrations, and others were placed on active duty in other parts of the world. We thank everyone for their actions and for supporting the Commonwealth of Massachusetts and our country in times of need.

Officer Michael Anderson

Officer Paul Lind

Officer Sang Huynh

Officer Sean Maguire

Officer Erik Laflamme

Officer Jake Skusevich



Officer John Haight (pictured left) is active in the Army National Guard and has served six years to date. Officer Armando Garcia (pictured right) is a veteran having served in both the Marines and Army, for a total of 11 years. Both graduated our Basic Training Academy in 2023, BTA Class 23-03.





"We work in a dangerous environment but it's our brother and sister officers that make this job rewarding. It brings me great pride being part of an excellent team that is accomplishing the impossible task of bringing order to chaos."

- Sgt. Brett Graham, 16 years of service

New Hires

John Grella – Superintendent, Office of Professional Standards

Jordan Mitchell – Assistant Superintendent VI / Assistant General Counsel

Abel Acevedo - IT Technician

Kayla Gillooly - Mental Health Clinician

Christa Goodman - STAR Navigator

Melissa Hall - Mental Health Clinician

Ester Hernandez - Mental Health Clinician

Darlene Hudson - Records Clerk

Jenna MacKenzie - Junior Clerk, Programs

Alex Mendez - Maintenance Officer

Marjory Noel - STAR Navigator

Jason Orsini – Assistant Director of Maintenance

Brooke Pessinis - MOUD Clinical Director

Jordan Raffalli - Mental Health Clinician

Melissa Sullivan-DiNardo - Mental Health Coordinator



Asst. Dir. of
Maintenance
Jason Orsini

Correctional Officers:

Andrew DePaolo

Said Djedid

Louvens St. Germain

Sean Quiroz

Christian Mangini

Promotions

Congratulations to our employees who received promotions in 2023:

David Earle – Assistant Superintendent / Middleton Facility

Kerri Patterson - Assistant Superintendent / Director of Security

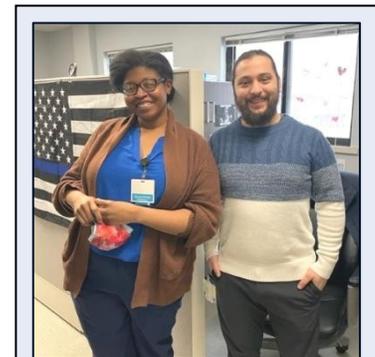
Jose Hernandez - Assistant Superintendent IV / ECPRC

Krystina McFarland - Assistant Superintendent III / Director of Programming at the ECPRC

Jennifer Murphy - Assistant Superintendent I / Women in Transition

Caitlin Noonan - Captain

Brian Tavares - Lieutenant



Mental Health Clinicians
Melissa Hall
& Jordan Raffalli

New Sergeants:

- George Arauz
- Meghan Cokely
- Mark Duquette
- Sean Godding
- Bret Graham
- Eric Hefner
- Isaac Mercer
- Anton Trubitsyn
- Daniel Tsoutsouris

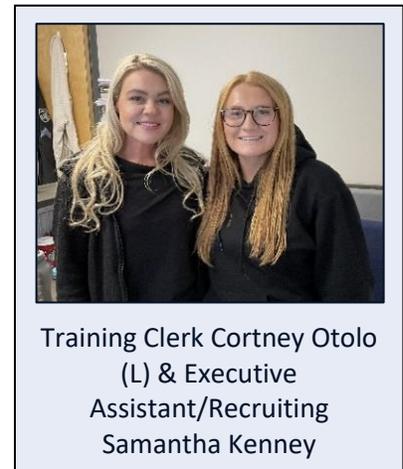


Sgt. Eric Hefner

Executive Officers:

- Benjamin Roberge
- Alex Wilson

- Scott Sullivan - Chief Legal Counsel
- Pamela DiGirolamo - Director of Payroll
- Vicki Barry - Assistant Director of Pre-trial and Re-entry Services
- Jaclyn Orlando - Sr. Correctional Officer III / Kronos Administrator
- Caroline Siebert - Civil Process Office Supervisor
- Samantha Kenney - Executive Assistant / Recruitment
- Cortney Otololo - Training Clerk



Training Clerk Cortney Otololo (L) & Executive Assistant/Recruiting Samantha Kenney

Classification Caseworker:

- Dimitri Flessas
- Richard Tarby
- Steven Purpora

STAR Navigators:

- Wayne Rodgers - Sr. Correctional Officer I
- Melissa Jewett
- Anaseidy Vigo
- Ivett LaFave



STAR Navigator Anaseidy Vigo



Civil Process Office Supervisor Caroline Siebert

We extend our Best Wishes to the 22 employees who retired in 2023:

William Bedard
John Boardman
Kevin Buckley
Amanda Burnham
Stephen Carter
Linda Clifford
Kristopher Collins
Donald Cornoni
Terrence Donovan
Shane Ehlers
Christine Eisenhaure

Jennifer Evans
Raymond Franco
Rachel Goguen
Joseph Halloran
Michelle Huberdeau
Richard Jeffery
Anthony Lee
Peter Lundy
Edward Melanson
Richard Smith
Peter Waldman



Welcome New Officers!

We welcomed three new groups of officers to the Essex County Sheriff's Department in 2023. Their hard work, diligence, and commitment brought them through their long weeks of training in order to begin their work as Correctional Officers with us.

Basic Training Academy 23-01

Nickey Bau
Paul Buckles
Andrew Cloutier
Cleiton Costly
Alexander Dellatto
Andrew Falcon
Nirorkis Guerrero
Ayoub Mafhoum
William Miller
Mohamed Osman
Cortney Otolu
Michael Ponn

Class Motto: "Stand Tall!"



Class Motto: "Rise Up!"

Basic Training Academy 23-02



Andrew Blacker	Kayli Kotchian
Aaron Blaisdell	Kelly Lycett
Daniel Coulter	Colin McMahon
Elijah Day	Ryan Muniz
James DeGloria	Jaden Nigro
Carlos Doubleday	Abel Nunez
Jean Fleurimond	Austin Parrotta
Alex Garcia	Reginald Pierre
Hayden Hamilton	Louis-man Rezan
Christian Henniger	Dario Sakaj
Siji Idris	Sean Smerczynski
Jager Ingham	Bryna Wilson

Class Motto: "Aim High!"

Basic Training Academy 23-03

Larissa Alegria	Drew MacKay
Jason Arango Torres	Rafael Martinez Nivar
James Bijool	Brendan McCarthy
Gabriel Carvalho	Wesley Montero
Scott D'Entremont	Yanni Moraitis
Luiz Da Silveiria	Daniel Moran
Anthony DiFilippo	Donald Norton
Analee Durand	Carlos Ocasio
Shanna Furlonge	Giovanni Ortiz Saldaña
Samuel Gagnon	Djeph Pierrot
Armando Garcia	Kevin Poor
John Haight	Joshua Price
Ian Harris	Elizabeth Quimby
Eric Higgins	Santiago Quintero
Jeton Hoxha	Michael Stewart
Connor Huston	Sean Walsh



We appreciate the love and support we receive from our families. Pictured at Basic Training Academy 23-03 graduation and promotion ceremony are from left: Jackie Graham is flanked by her husband Drill Instructor Sergeant Bret Graham (L) and Superintendent, Office of Professional Standards John Grella; Kaileigh Patterson proudly salutes her mom Kerri Patterson, who was promoted to Director of Security; and newly sworn Correctional Officer Kevin Poor and his wife Tara Poor.



Training & Staff Development



Assistant Superintendent / Director of Training & Staff Development Michael Smolski (pictured left) is known as a no-nonsense leader who prides himself on providing excellent training for all staff, volunteers, interns, and vendors.

The Training Division recently implemented its new online Training Platform ACADIS. Assistant Director of Training Jason Frampton played a pivotal role in developing the structure, design, and organizational management of the Training Program. A.D. Frampton is Peace Officer Standards and Training (POST) certified and serves as the lead Firearms and Use of Force instructor.

A.D. Frampton is certified in multiple disciplines through the Massachusetts Sheriffs' Association (MSA) and Municipal Police Training Committee (MPTC). He is also a Federal Law Enforcement Training Centers (FLETC) trained Use of Force Instructor, Spontaneous Protection Enabling Accelerated Response (SPEAR) instructor and holds certifications in CPR, First Responder, and Tactical Medical.

The Training & Staff Development Division welcomed Sergeant Craig Koulopolous as the new Recruiting Specialist. During his 18 years with the agency, Sgt. Koulopolous has served as a mentor to young officers and is a certified instructor. Additionally, the division has a new Training Clerk in Cortney Otolo. Cortney began her career with the ECSD as a Correctional Officer after graduating in Basic Training Academy class 23-01. Cortney will work closely with Sgt. Koulopolous in expanding recruitment efforts and the processing of applications.

Pictured L to R: Sgt. Craig Koulopolous, A.D. Jason Frampton, and Training Clerk Cortney Otolo



Everybody Trains!

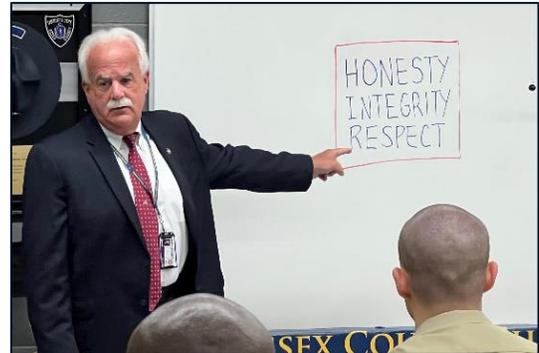
Whether it is physically like Asst. Dir. of Classification Anthony Mallia participating in our annual physical fitness test or academically like EA & Recruitment Specialist Samantha Kenny taking a course online through our Acadis portal.



Becoming an Essex County Correctional Officer: *Joining Our Team!*

Throughout the hiring process the Training Division works in collaboration with the Human Resources Division and the Internal Affairs Division. In addition to community events, our recruiting efforts continue to focus on local colleges, universities, and military reserve units. The following schools/units were visited in 2023

- NECC Lawrence / Haverhill
- Merrimack College
- Stonehill College
- Endicott College
- North Shore Community College
- Norwich University
- Salem State University
- Plymouth State University
- Saint Anselm College
- Bridgewater State University
- Curry College
- University of Massachusetts, Lowell
- Bunker Hill Community College
- LaSalle University
- Haverhill High School
- Peabody High School
- Georgetown High School
- Methuen High School
- Triton High School
- Gateway Academy, Haverhill
- Phoenix Career Centers
- Gillette Stadium Military Expo
- Fort Drum Career Expo



"It can be hard to remain positive in an environment that can harbor negativity, but remaining true to yourself and others is key. The Sheriff's Department is like a family...we defend and circle the wagons around each other when times get hard and when it matters. Since the first day I stepped behind these walls I have always had the ultimate pride for this department and the job. I am proud of who I work with and for, and I am proud to wear this badge."

- Sgt. Jonathan Credit, 25 years of service

Basic Training Academy



The Basic Training Academy is led by Academy Director Allisson Hernandez (pictured left) and her team of Drill Instructors. The Drill Instructor position is a temporary bid assignment in which selected Correctional Officers and Sergeants complete a two-year cycle at the Basic Training Academy. Drill Instructors are teachers, mentors, and motivators. They participate in physical fitness activities, lead classroom instruction, and provide encouragement and support to Academy recruits. They share their work experience and knowledge with recruits as they work diligently to prepare them for the demanding role of Correctional Officer.

The ECSD Basic Training Academy Drill Instructors in 2023 were (pictured below, L to R): Officer Matthew Goodwin, Sergeant Bret Graham, Sergeant Guy Ventura, Sergeant Jacob Menard, and Sergeant Charlie Ober.



Some of the areas the comprehensive training program include are:

- CPR/1st Responder
- Use of Force/Defensive Tactics
- Firearms Qualification
- Cultural Diversity
- Mental Health First Aid
- Report Writing
- Suicide Prevention



To apply online, go to our website: www.essexsheriffma.org

Youth Leadership Academy (YLA)

Under the supervision of Sergeant Jonathan Credit, Director of YLA, we hosted 520 youths from across Essex County. In 2023 YLA ran for seven weeks, from June to August. The academy was staffed by Officers Andrew Parsons, Virginia McCormick, and Kate Banys and 14 college interns. Read more in the *Youth Leadership Academy* section.



Training Division Highlights

- Facilitated Basic Training Academy Classes: 23-01, 23-02 and 23-03
- Cortney Otolu hired as new training clerk
- Sgt. Craig Koulopoulos hired as new Recruiting Specialist
- Sgt. Jacob Menard / Sgt. Bret Graham hired as Drill Instructors
- Hosted Salem Police Department's Citizen's Academy
- Hosted Front-Line Leadership Seminar Training for Sergeants
- Hosted Team Training Associates Leadership Training for Captains and Lieutenants
- Two staff attended American Jail Association Leadership Training
- Two staff certified as MSA Trainers
- Two staff certified as MPTC Pistol Instructors
- 14 staff certified as Recovery Coaches
- Facilitated 24-hour Frontline Leadership Seminar (FLS) Training
- Six staff attended Calibre Press Officer Safety Training
- Hosted FBI-LEEDA Executive, Supervisory, and Command Training

Responsibilities

- Conduct 40 hours In-Service Training for Academized staff
- Conduct 40 hours In-Service Training for Support Staff
- Conduct 16 hours In-Service Training for Clerical Staff
- Conduct 40 hours Orientation for new employees, vendors, volunteers, interns
- Conduct Firearms Training and Qualification
- Oversee Employee Physical Fitness Test, implementing new standards
- Administer the Sheriff's Youth Leadership Academy
- Administer the Basic Training Academy
- Oversee the Training Advisory Committee
- Assist in the hiring process for correctional officers
- Oversee the Field Training Officer (FTO) Program
- Participate in MSA Education and Training Committee meetings
- Facilitate Bridge Academy Enrollment & Practical Training
- Facilitate "Chapter 37" Training addressing duties of a Deputy Sheriff



Director Smolski discussed our new employee physical fitness standards, implemented in 2023:

"The 14 Sheriffs agreed on standardizing the PT test. These new standard tests will be used for all phases of PT moving forward: Academy Entrance, Academy Graduation, and PT Incentive."

2023 Statistics

- Training provided for over 600 employees
- Training provided for over 300 new vendors, volunteers, and interns
- 33 staff POST certified - completed Bridge Academy requirements
- 211 staff trained at Middlesex Sheriff's Office Use of Force Trailer
- 68 recruits graduated from Basic Training Academies
- 268 staff passed annual employee physical fitness incentive test
- 520 youth participated in the Essex County Sheriff's Department Youth Leadership Academy

The Training Department of ECSD

In 2023, 68 new recruits graduated from the department's Basic Training Academy. In addition to running the academy, our Training Division conducts all new hire orientation as well as annual employee training courses as required by the state. Each ECSD employee and vendor is required to complete First Responder training, including renewing CPR certification, every year. Our Training Division not only leads the individual sessions, they also design the online courses and coordinate employee completion to ensure that all state requirements are being met.

In 2023, we adopted new physical fitness standards. These standards, were adopted by all 14 Massachusetts Sheriffs' Departments, providing for uniform evaluations.



"Evil is powerless if the good are unafraid."

- President Ronald Regan

Our thanks to all law enforcement officers for your service.

Internal Affairs Division



David T. Tobin
Superintendent, IAD

Mission Statement

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

Led by Superintendent David T. Tobin, the IAD staff approaches its functions with a team spirit thereby utilizing the experience and diverse talents of each of its members.

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

IAD works with Local, State, and Federal Law Enforcement agencies, the Essex County District Attorney’s Office, and the U. S. Attorney’s Office.



IAD staff, Back, L to R: Supt. David Tobin, Thomas Reddy, Gerald Mohan
Front, L to R: Leonard Desmarais, Asst. Supt Lauren Iannelli, David Wentzell

The summary in Table 7 represents IAD’s workload for the year 2023:

Table 7: 2023 IAD Duties Handled	
	# of matters
Administrative Activity	39
Employment Background Investigations	155
Investigative Activity	40
IAD Contact Reviews	158
Department Identification Clearance Renewals	66
Law Enforcement Contact Reviews	39
Prisoner Rape Elimination Act (PREA) Promotional Reviews	37
Vendor Security Clearance Review	158
Testimony Reviews	89
Five-Year PREA Reviews	21
Offender Management System (OMS) Updates	81
Total matters initiated by IAD	883

Office of Inspections & Compliance

The Office of Inspections & Compliance (OIC) is responsible for reviewing policy language to ensure compliance with all federal, state, and local laws and Americans with Disabilities Act (ADA) requirements. In addition to maintaining compliance with Prison Rape Elimination Act (PREA) standards and ADA laws and regulations, OIC maintains compliance with standards from the American Correctional Association and Department of Correction. They are responsible for both state and federal audits at the Middleton, ECPRC, and WIT facilities.

As of the fall of 2023, this office has been tasked with overseeing the National Commission on Correctional Health Care audits which includes three audits:

- The *Opium Treatment Program (OTP) Standards* audit examined our Medications for Opioid Use Disorder (MOUD) Program.
- The *Mental Health Standards* audit application will be filed in the Spring of 2024 with the audit target date of 2025/2026. Note that in July 2023, ECSD assumed mental health care.
- The *Health Services in Prisons and Jails* will examine our Medical Housing Unit with Wellpath, in the spring of 2025.



Clerk Lauren Furlong (L)
& Lt. Karen Paluzzi

As explained on their website (www.ncchc.org/standards) "NCCHC Standards provide the framework to ensure that systems, policies, and procedures are in place to produce the best outcomes in the most cost-efficient and effective manner."



Assistant Superintendent Joseph Magnarelli (pictured left) continues to serve as the PREA, ADA, and Suicide Prevention Coordinator. A.S. Magnarelli played a fundamental role in our recent PREA re-accreditation. In his role as ADA Coordinator, A.S. Magnarelli implemented a system where hearing-impaired inmates can access translators, free of charge, to assist in their communications with both staff and outside support. He continues to be an advocate for both inmates and staff. A.S. Magnarelli also delivers PREA training to new and current staff.

Lt. Karen Paluzzi continues in her role of ACA/Policy Coordinator. Lt. Paluzzi maintains all ACA standards, ensuring compliance with each. She continually maintains policy and post order updates and provides updates and training in the department's on-line training module, PowerDMS.

In late 2023, Lauren Furlong was chosen to join the team as Standards and Compliance Assistant (starting January 1, 2024), and she has already taken on some critical tasks. Lt. Karen Paluzzi stated, "Lauren has been a welcome addition to our office. In addition to being a quick learner, she is organized, motivated, and loves to learn new things."

2023 Highlights

Americans with Disabilities Act (ADA)

A.S. Magnarelli continues to take a multi-disciplinary approach to assisting inmates with requests for reasonable accommodations. Through working with medical and correctional colleagues, he can inform an inmate of the status and result of their request. A.S. Magnarelli remains engaged in proactively assisting inmates and ensuring their questions are answered in a timely manner.

Prison Rape Elimination Act (PREA)

The ECSD continues to work closely with the US Department of Justice (DOJ), Office of Justice Programs (OJP), and Bureau of Justice Assistance (BJA) on the Implementation of PREA Standards, Protecting Inmates and Safeguarding Communities Program (PREA Grant) received in 2020.

A.S. Magnarelli works collaboratively with front-line staff and management team members to help process PREA allegations in an efficient manner while ensuring compliance with the PREA standards. A.S. Magnarelli conducts PREA assessments with each inmate to ensure they remain free from all forms of sexual assault and harassment while under ECSD care, custody, and control.

In addition to instructing at Basic Training Academies and New Employee Orientations, A.S. Magnarelli received certification as a Sexual Assault Investigator along with staff members from Security Investigations and Internal Affairs. FBI-LEEDA and POST certification were also achieved in 2023.

Employee Wellness



With the advent of this new program, Dave Fielding (pictured left) was hired as our Health and Wellness Coordinator. He has conducted several key engagement events with ECSD staff. Reaching out to individuals and groups and attending roll calls to inform staff on resources as well as make assessments for organizational wellness needs. Dave also works with individuals, coaching them on fitness, nutrition, and sleep and referring them for mental health counseling or other rehabilitative services.

The Wellness Program is a new multi-faceted initiative, pooling current resources and developing new ones. While ECSD employees have had coverage for various wellness needs through COMP EAP, in 2023, we increased support to our staff by providing access to the Cordico Wellness application. This robust program offers resources regarding nutrition, career wellness, family issues, financial wellness, mindfulness, and the contact list of our Peer Support Team. The application also offers self-assessment tools that provide informative data, empowering users to work with their healthcare providers or COMP EAP to focus on areas of concern.

With Sheriff Coppinger's strong commitment to employee wellness and following the best practices put forth by the International Association of Chiefs of Police (IACP) and National Sheriffs' Association, we took steps in 2023 to begin a Facility Dog Program.

The department adopted Pasky, a comfort/therapy/facility dog. Pasky and his handler Officer Christian Guzman will be available for roll calls, visiting control rooms, and supporting staff both during and after times of crisis. Additionally, Pasky will be a part of the community and respond to Critical Incident Stress Management (CISM) events. After training has been completed, the Facility Dog Program will bring an outside-the-box wellness option for the department. Programs like this have been so beneficial that we continue to see other local law enforcement departments starting similar ones.

In December 2023, Dave coordinated the department's participation in the 2023 5K Law Enforcement Torch Run. ECSD had over 40 participants and raised over \$1000 for the Massachusetts Special Olympics. The 5K run supports the fitness pillar of wellness and increases camaraderie among staff. Dave also launched "Stay Fit", ECSD's Health and Wellness monthly newsletter. The newsletter has been well-received as it offers bits of wisdom and insights on the pillars of wellness.



Ofc. Christian Guzman & Pasky at the Shoemaker School in Lynn

Peer Support and Employee Assistance



Peer Support Team

Formed in 2018, the team currently consists of 13 trained employees representing different ranks, military backgrounds, shifts, and seniority throughout all the facilities. The team is available to help fellow ECSD employees who are dealing with difficult issues.

Critical Incident Stress Management (CISM)

Two of our employees are part of the North Shore CISM team. CISM responds to incidents at other law enforcement agencies throughout Essex County and beyond. CISM-trained members provide assistance after a critical incident with defusings and debriefings, as well as references for a continuum of care. Our CISM team members were called to provide defusings and debriefings for ten critical incidents in 2023.



Northeastern Massachusetts Law Enforcement Council (NEMLEC) CISM Team

These same two employees from the North Shore CISM team are also members of the NEMLEC CISM team, which assists law enforcement agencies throughout Northeastern Massachusetts. The NEMLEC team were called to 45 events in 2023, with our ECSD representatives being on 10 of those callouts.

Employee Assistance Program (EAP)

ECSD has contracted with CompEAP to provide a diverse range of programs for employees who may be struggling with issues such as alcohol/drug abuse, financial challenges, domestic/marital/probate problems, elder concerns, or requesting mental health counseling. In 2023, CompEAP provided confidential services for 98 employee matters. All support and employee assistance is confidential.

Operations

As the department's Chief Operating Officer, Special Sheriff William Gerke oversees the department's three correctional facilities, Civil Process, STAR offices, and Operations.

Strategic Planning & Policy



Superintendent Barbara Maher (pictured left) is the department's Strategic Planning & Policy Director. She has served ECSD for almost 30 years.

Major areas of responsibility include the Research & Statistics Division, Grant Funding, and Communications. Day-to-day responsibilities include department-wide reviews of all programs and practices, grant funding reporting and oversight of ongoing, multi-year state and federal programmatic grants, collection of data for evidence-based practices, fiscal budgeting, staffing, strategic planning, and website and media relations. Director Maher also serves as a Special Projects Manager, executing department projects as well as annual specialty reporting for ECSD to the Massachusetts Sheriffs' Association.

2023 Highlights

Grant Funding

Assistant Superintendent Leah Harrington works tirelessly as our Grant Administrator to apply for and manage grants annually to support critical recovery and re-entry initiatives, programs, and community-based services upon release. In 2023, A.S. Harrington secured \$2.5 million in grants for the department.

Social Media Presence

Communications Director Gretchen Grosky is responsible for all ECSD's public relations matters as well as our social media presence via the department's website and accounts on Facebook, Twitter, Instagram, and LinkedIn. Gretchen also works closely with Training in recruitment efforts via marketing plans and various electronic platforms.

Research & Statistics

Assistant Superintendent Maurice Pratt leads the Research & Statistics Division. This team produces detailed and comprehensive reports, studies, and audits as well as scheduled reports and requested research. It also assists the Grant Funding Division with evidence-based data collection as required by federal and state grants.

Intern Program

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

101 Correctional Funding Commission

As a result of the 101 Correctional Funding Commissions work over the last three years, ECSD has been working closely with the Massachusetts Sheriffs Association (MSA) to standardize multiple quarterly and annual reporting requirements. These reports include data related to pre-trial and sentenced incarceration, recidivism, training, goods and services provided, commissary, inmate communications, inventory of programs, grants, and budget matters. These reports are shared with the Executive Office of Public Safety and Security, the Department of Correction, House and Senate Committees on Ways and Means, and state legislators.

Grant Funding



Grant Administrator Assistant Superintendent Leah Harrington (pictured left) brings extraordinary knowledge of state and federal funding opportunities, application requirements, and our department's needs to her position. Under Sheriff Kevin F. Coppinger's administration the formulation of a "Grants Committee," was made to guide the department in the research of best and evidence-based practices to implement programmatically and correctionally sound initiatives through grant development. Members of the committee include Programs, Security, Executive Administration, Superintendents as well as contracted vendors to serve as subject matter experts within their area of the department. Strategic Planning is accomplished through this committee to enhance the mission of ECSD. For all grants received, the Grants Office monitors reporting, compliance, implementation, and close out.

Through collaboration, communication, and teamwork, ECSD has been awarded multiple funding opportunities totaling over \$5.5 million; \$2.5 million in 2023 alone. Funds were used to address the department's re-entry efforts, the ongoing opioid epidemic, as well as other vital inmate or employee-related areas.



The 2023 highlight is the \$550,000 Bureau of Justice (BJA) Justice and Mental Health Collaboration Program (JMHP) competitive federal funding for mental health efforts for our inmate population. This is the fourth round of competitive JMHP funding in which BJA has awarded ECSD to sustain the program. JMHP supports innovative cross-system collaboration for individuals with mental illnesses or co-occurring mental health and substance abuse disorders who come into contact with the justice system.

ECSD also was newly awarded \$667,572 from the Massachusetts Department of Elementary and Secondary Education (DESE) for the implementation of an Adult Basic Education Program.

Department of Justice (DOJ) Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) Justice and Mental Health Collaboration - Program Category III, Implementation and Expansion, year one of three: \$550,000

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



Department of Justice (DOJ) Office of Justice Programs Community Oriented Policing Services (COPS) - FY 2022 Law Enforcement Mental Health and Wellness Act Program, year two of two: \$175,000

The ECSD Wellness Initiative will enhance training, support services focused on officer emotional, mental health, and self-awareness, including suicide prevention efforts, peer support, clinical and family support services to current, retired employees, and family members through a confidential centralized support system.

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

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



Department of Health and Human Services (DHHS) (SAMHSA), for the Medication Assisted Treatment – Prescription Drug and Opioid Addiction (MOUD-PDOA) year three of five: \$2.625 million

The Essex Medication Re-Entry Grant Expansion (EMERGE) will serve 950 clients over the course of the grant award. EMERGE will continue to address the growing need to expand and enhance Medications for Opioid Use Disorder (MOUD) and other recovery support services for inmates with opioid use disorders. Program goals include increased capacity in Essex County to provide a continuum of MOUD services, expanded MOUD and comprehensive OUD psychosocial services, and expanded provision of rehabilitative services through a whole-person, integrated treatment model, in partnership with community-based providers.

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

Awarded from the Targeted Capacity Expansion: Medication Assisted Treatment – Prescription Drug and Opioid Addiction solicitation. The Essex Medication Assisted Treatment, (EMAT), addresses the growing need to expand and enhance Medications for Opioid Use Disorder (MOUD) 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 and program evaluation



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

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

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

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

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

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

MA Department of Elementary and Secondary Education, Perkins: \$55,110

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

MA Department of Elementary and Secondary Education, Title One - Part D \$111,745

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

MA Department of Elementary and Secondary Education, HiSET - \$9,825

Technology for inmates to take their HiSET exams.

MA Department of Elementary and Secondary Education, Adult Basic Education (ABE) Grant, \$567,527

Establish an Adult Basic Education Program in corrections at all facilities.



MA Department of Elementary and Secondary Education, Adult Basic Education – Capacity Building, \$100,000

Funds to support the new Adult Basic Education Program implementation to include curriculum development, IT infrastructure, office furniture, and supplies.

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

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

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

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

MA Department of Public Health, State Opioid Response (SOR): \$455,000

To address the barriers to receiving MOUD by reducing the cost of treatment, developing innovative systems of care to expand access to treatment, engage and retain patients in treatment, address discrimination associated with accessing treatment, and support long-term recovery services.

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

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



New England High Intensity Drug Trafficking Area (NEHIDTA), Essex County Youth Leadership Academy (YLA): \$88,000



ECSD partners with New England HIDTA to fund our Youth Leadership Academy. The YLA serves over 500 at-risk youth in Essex County, ages 8 to 14 years old, The mission of YLA is to offer our attendees, referred to as Cadets, a safe, challenging, and fun atmosphere with a variety of activities, demonstration projects, classes and field trips through which they will develop teamwork, coping, leadership and good-decision-making skills. The YLA will engage Cadets in discussions on, among other topics, the dangers of illicit drug use, gang involvement, anger management, bullying, and ethics. The ECSD YLA is the only “camp” of its kind in the county, that offers the prevention and education activities, transportation, and team building activities free of charge to the cadets and their families.

Community Partnership Funding: ECSD has partnered with several community agencies to expand its services to specialty populations leaving incarceration.

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

- The U.S Department of Labor, (DOL) Employment and Training Administration (ETA) awarded Volunteers of America \$4 million to expand its successful Essex Tech Training Program” at the ECPRC. The Essex County Re-entry Vocational Training Center Program will serve 550 inmates of the Middleton facility, Essex County Pre-Release and Re-entry Center, and the Women in Transition Pre-Release Facility through a program that will provide workforce services prior to release and continued services after release for participants returning to Essex County, Massachusetts. Program participation will improve participants’ post-release employment and recidivism outcomes while meeting labor market demands in the communities where they return to live.

Communications

We are very proud of the work we do at the Essex County Sheriff’s Department to support our communities. To that end, we strive to bring you important information about what we do inside and outside of our facilities through photos, stories, and videos which can be found on our social media sites and website, www.essexsheriffma.org. We urge you to follow us on Facebook, Instagram, and Twitter to get the most up-to-date information on our Department.

Connecting to our communities is most important to us and in 2023 we were thanked for our efforts in a very special way. Christian Sciaudone of North Andover spotted our Anti-Graffiti Truck in his neighborhood and was immediately fascinated. The 17-year-old, known for building law enforcement vehicles out of Legos, built a replica of our Anti-Graffiti Truck out of the plastic bricks and presented it to Sheriff Coppinger. It was such a fun day to have young Christian at our Lawrence facility to make the presentation.

Also on our sites you can find fun posts on our K-9 demonstrations and Youth Leadership Academy, information on the number of programs we offer to support our incarcerated population and those releasing into our communities, highlights of our community service projects, and much, much more.



Christian Sciaudone proudly displays his graffiti truck in front of ours.

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

Facebook page at: www.facebook.com/essexcountysheriffsdepartment

Twitter at: www.twitter.com/EssexSheriff

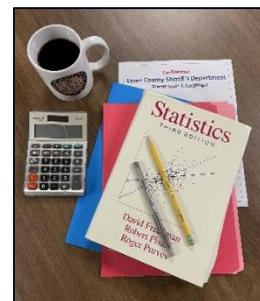
Instagram at: www.instagram.com/essexsheriff

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

Research & Statistics

Mission Statement

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



Responsibilities

- Conduct research and analysis to produce reports as well as ad hoc projects. Data support grant applications, mandatory state and federal reporting requirements, as well as partnerships with educational, clinical, and law enforcement agencies
- Present research findings, reports, and requested information to fellow employees, superiors, outside agencies, and the public
- Serve as point of contact for outside agencies requesting research information. Screen requests for information to ensure that each study and report is requested by an ECSD employee, law enforcement/correctional agency, or an agency or individual authorized to have the information contained in the study/report that has been requested
- Screen all requests to conduct research at the department and, if appropriate, forward to the Middleton Superintendent
- Conduct monthly, semi-annual, annual, and biennial Armory audits.
- Produce ECSD's *Annual Report*
- Represent ECSD and serve on the MSA Data Governance Council for the state-wide CJ360 Cross Tracking Project to create and maintain a public dashboard containing data relating to our inmate population and meet the Criminal Justice Reform reporting requirements

2023 highlights included

- **Faith & Blue luncheon** in October with Sheriff Coppinger hosting clergy from throughout Essex County to discuss the needs of incarcerated individuals
- **Senior Scams presentation** tour with Customer Service Supervisor Nancy Doherty of the Essex South Registry of Deeds
- **Conducted biennial full physical armory audit** in February to ensure an accurate accounting of all munitions, ammunition, and equipment owned by the ECSD
- **Streamlined the process of recording inmate grievances** and automated the monthly data reporting
- **Uploaded three phases of data to the public dashboard** by Working with all Massachusetts Sheriffs' Departments, Department of Corrections, Executive Office of Public Safety and Security (EOPSS)



ECSD Intern and Endicott College Senior James Maher (pictured left) conducted his thesis at ECSD: "The impact of Educational Attainment on Recidivism."

Fiscal Services

Finance



Kevin Sullivan, Chief Financial Officer, oversees the Fiscal Services Division which includes Budgeting, Reporting, Procurement, Accounts Payable, Revenue, Contract Services, and Accountable Property, as well as our IT Division, which is headed by David Marescalchi, Assistant Superintendent V/ IT & Communications. In addition to handling all the fiscal transactions for the department, this unit assists with the processing of federal grants, mutual aid/police details, interdepartmental service agreements, and the Civil Process division.

A willingness to help others: One of our 2023 college interns went out of her way to thank ECSD staff for being so helpful and supportive to her during her internship with us. CFO Sullivan’s humble response: “We were all there once and happy someone helped us.”

For Fiscal Year 2023 (FY2023: July 1, 2022 to June 30, 2023), Essex County Sheriff’s Department had an average daily population of 1,059 and spent \$85,257 per inmate from our Administration Account. When we factor in spending from all sources, including all state appropriations, capital, trust, and federal funding, and our administration account, the total annual cost spent per inmate was \$86,394 (see Table 8).

Table 8: FY 2023 Cost Per Inmate			
FY2023 Total Spending	Spending	Average Daily Population	Cost Per Inmate
Administration Account	\$90,286,980	1,059	\$85,257
Commissions	\$1,203,853	1,059	\$1,137
Total	\$91,490,833		\$86,394

Table 9 illustrates that in FY2023, for every dollar spent, \$0.24 was for inmate healthcare and inmate program services combined. Both the cost per inmate and healthcare/programs reflects an increase in spending per inmate over FY2022.

Table 9: FY 2023 Spending for Health and Inmate Services		
Service	Spending	% of Total Cost per Inmate
Health Services*	\$13,306,292	15%
Program Services (including Commissions)	\$ 7,391,628	9%
Total Health and Program Services	\$20,697,920	24%

*MOUD spending began in FY20

Personnel

“Fiscal” has a combined 170+ years of state service. This combination has enabled the division to work together as a team to promote the objectives of the organization to eliminate waste, fraud, and abuse in order to maintain an efficient and well-run operation. The table below shows the experience breakdown.

Title	Staff	Years of State Service
Budget Analyst II	Kathleen Curran	4
Budget Analyst I	Kristina Ferguson	7
Accountable Property Officer	William Raynard	7
Procurement Director	Sarika Shrestha	8
Procurement Manager	Cassandra Evans	10
Budget Director	Marilyn Scott	16
Assistant Budget Director	Jeffery Lariviere	17
Budget Analyst	Mary Picariello	23
Chief Financial Officer	Kevin Sullivan	37
Contract Manager	Rosemary Bevins	42

Having obtained her associate degree in December, Kristina Ferguson is now enrolled in a Bachelor of Business Management program. Jeff Lariviere has developed, enhanced, and maintained a budget/finance database for tracking spending from all funding sources which enables the department to reconcile and audit transactions more efficiently. Jeff and Kristina are pictured at right.



The Fiscal Division works jointly with Human Resources and Payroll.

- In 2023, ECSD Correctional Officers provided detail services for 15+ communities. Fiscal created over 315 detail invoices for 89 vendors who requested a total of 446 detail assignments.
- ECSD continues to add enhanced features to the new time keeping system purchased to replace the obsolete 20-year model. In 2022, new clocks were installed at all sites adding biometrics functionality with finger scanning. This state-of-the-art product incorporates two modules to simultaneously function to accommodate the various staffing structures. During COVID, biometrics was disabled but resumed the summer 2023.

2023 Highlights

- Processed 31 new vendors to the state-wide vendor system and updated 30 vendor profiles
- Issued 3,621 payments externally to over 365 vendors from 16 funding sources and 38 payments internally with other State agencies
- Signed a new lease for the Civil Process Office in Salem

Procurement

The Procurement Division ensures that all purchases for goods and services are purchased by conducting the Best Value procurement method and according to department procedures following state and federal regulations, ensuring an open, fair, and competitive procurement process and an efficient and transparent purchasing process.

2023 Highlights

Some of the critical purchases for ESCD during 2023

- **New X-ray Machine:** We replaced the X-ray (fluoroscope) scanners in the front lobby to ensure the safety of employees, visitors, and inmates. These scanners enhance security measures by allowing security personnel to see inside bags and or any other items that imply a potential threat to the organization.
- **Northpoint, Inc – Equivant Software:** We are in the process of implementing the new software Equivant, developed by Northpointe Suite. This custody management solution will better manage our intake, facility, and inmates.
- **Motorola Radio System:** Utilizing the OSD State Contract User Guide for ITT57, we procured radio system equipment and parts for phase three buildout for our correctional staff to keep the team coordinated and connected for security measures.
- **Inmate Cells:** Through a competitive procurement process, we replaced 840 bunks, and purchased 364 cell desks, shelves, and mirrors. All these products are manufactured in a manner which will improve inmate and officer safety.
- **Unit podium replacement studies:** To ensure officers' safety, STV Incorporated was hired to provide a schematic design of the on-unit officers' podium. The new podium design will improve officer work experience, morale, and safety.
- **Middleton Kitchen Equipment:** Procured new equipment and made major improvements.
- **Civil Process Salem:** After soliciting for new office space, we signed a long-term lease for our Civil Process office. We assisted with the design and furnishing of the space, which will meet staff needs for many years to come.

Team effort results in new Civil Process office

Administration approved the space, Civil Process found it, Procurement negotiated the lease, Finance approved the funding, Accountable Property assisted in the move, and IT did their magic to get "CP" online. The office design was the result of many staff members researching and shopping within a very strict budget. The result was a modern, efficient, and comfortable workspace for employees and the public.



CP Director Robyn Clarke stated, "The previous space was dated and cramped. Staff like the upgrade and layout this office provides." It is better for customers as well. Director Clarke explained that often individuals coming to Civil Process are going through a difficult time. Instead of the "sterile" somewhat unfriendly environment the previous space offered, here, visitors find a modern and welcoming space.

Pictured left is Director Clarke in the new office located at 35 Congress Street, Salem.

Accountable Property Officer

William “Bill” Raynard provides guidance and training to staff on inventory control, surplus policy procedures, and records retention. He ensures compliance with state and correctional regulations regarding the records retention schedule of the Secretary of State. Known as the “go-to” guy, some of the projects Bill worked on in 2023 were:

- New furniture for the Internal Affairs Division
- Replacing carpet in the Upper Administration area
- Moving our Training Center from Danvers to Salisbury
- Recycled electronics in an environmentally safe and proper manner
- Properly disposing of unused chemicals
- Storing records according to the *Massachusetts Statewide Records Retention Schedule*
- Relocating Civil Process to their new office in Salem
- Ensuring specific documents are destroyed in an appropriate manner.



Bill (R) working with Wakefield Moving & Storage

Contracts Management

Rosemary Bevins, our Contract Management Liaison, is charged with maximizing fiscal efficiencies between ECSD and its contracted vendors and ensuring contract compliance. This is accomplished through direct on-site monitoring, effective system coordination, and enhanced communication processes. Rosemary ensures all technical aspects of the contracts are fulfilled and that all performance measures and benchmarks are achieved.

2023 Highlights

We continued to efficiently maintain established benchmarks with our five major service contracts for inmate dining, medical/nursing support, educational/training programs, clinical/re-entry services, and the MOUD Program. In 2023, we also received our own Opioid Treatment Program (OTP) license. This expansion of services will enable us to ensure services are efficient. It will also provide savings that can be reinvested into the program.

Some of the accomplishments of our vendor partners this year were:

- Our medical / nursing service provider has a new leadership team that has been able to provide more consistent and stable staffing patterns, improving responsiveness and quality of medical service to inmates. In 2023, we brought mental health services in-house by hiring mental health counselors as department employees. This has improved the caliber of staff and increased the quality of mental health services provided. Food Services also has a new leadership team that has worked hard to ensure correct staffing levels and increased purchasing efficiencies. Equipment upgrades were made to all three kitchen locations.
- Educational, re-entry, and clinical services are ongoing at the new Supporting Transition and Re-Entry (STAR) Program. Offices are based in Lynn and Lawrence to provide services to released inmates and individuals who need support, education, and counseling to avoid incarceration.
- Educational, re-entry, and clinical services have been consistently provided at the Middleton site and expanded at the pre-release center and WIT.

Information Technology & Communications



CIO Asst. Supt.
David Marescalchi

-Our Information Technology & Communications (ITC) staff are resourceful and knowledgeable, serving our seven locations and the needs of our staff around the clock all year long.

In 2023, in addition to daily duties, the ITC team expanded technology capabilities of staff, vendors, and inmates by quickly installing pertinent services and equipment as needed during normal operations, on or off shift, and during emergencies.

Our 2023 staff-related projects included moving the Civil Process and Training & Staff Development facilities' technology, connectivity, and staff resources to new locations with little or no downtime. In addition to moving facilities, ITC was tasked with expanding our Basic Training Academy network to a remote classroom located across the NECC campus. This new classroom is located in a different building to accommodate the increasingly larger-than-normal academy recruit classes.

In 2023, ITC, with funds obtained by the ECSD Grant Division, were able to:

- Equipped each correctional facility with a dedicated laptop
- Updated computer labs new laptops: 21 in Middleton, 21 at the ECPRC, and 16 at the WIT
- Add peripherals to provide inmates with access to Adult Basic Education resources
- Increased access to TABE (standardized assessment used to assess English language learners' English proficiency) and HiSET testing, college classes and other educational needs using the secure Inmate Education Network, which is a dedicated and segregated high speed network broadband internet specifically for inmate use
- Procured and configured 17 laptops and accessories for NECC Adult Basic Education staff
- Created a similar laptop computer lab and network for participants at each STAR facility for programs and educational purposes

The ITC team works together as an integrated unit to efficiently produce results. The table below shows the team and years of experience.

Rank/Title	Staff	Years of State Service
Assistant Superintendent IV/CIO	David Marescalchi	30
Systems Manager	Kosta Spanos	30
Communications Director/NEMLEC ¹	David Spinosa	23
Senior Correctional Officer/IT Officer	Neil Turmenne	25
Senior Correctional Officer/IT Officer	Chris Warren	31
IT Technician/NEMLEC ¹	Michael Griffin	2
Assistant Superintendent IV/Project Manager	Christine Arsenault ²	23

- 1) Northeastern Massachusetts Law Enforcement Council (NEMLEC) members David Spinosa and Michael Griffin provide communications support for NEMLEC and maintain NEMLEC's communication vehicle.
- 2) Assistant Superintendent Christine Arsenault is part of the Middleton Superintendent's Team and has been assigned as a Project Manager to work with IT & Communications for multiple projects including the Securus Tablet and Video Visits upgrades, inmate wall phone replacements, and Body Worn Camera project.

We continue to work with the MSA, EOPSS, and Offender Management System (OMS) vendor Viapath on the OMS for ongoing software and hardware systems updates, as well as the OMS CJ360 upgrades for Criminal Reform Reporting requirements.

ITC also provides technological support for the following ECSD vendors: Wellpath, Aramark, Securus Northern Essex Community College (NECC), Volunteers of America (VOA) and Spectrum.

Family and friends video visits conducted through Securus for 2023 were:

Middleton	24,778
ECPRC	1,721
WIT	<u>18</u>
Total	26,517



There were 1,279 attorney video visits conducted at the Middleton facility through Securus for 2023.

To promote user responsibility, if an inmate destroys or damages a tablet, the matter is referred to the Disciplinary Sergeant. If the inmate is found responsible, they may be required to pay for the tablet and/or be ineligible to receive a new one. In 2023, 46 inmates were banned from receiving a second tablet for six months due to damage.

Upcoming Projects

- Digital radio upgrade implementation
- OMS/Northpointe Equivant Classification System
- RFID Inmate ID System for inmate counts, movement, attendance and tacking needs
- Disaster Recovery System for operations continuity
- ECSD Inter-facility Network High Availability (HA) upgrades ECPRC
- ECSD Staff ID System Upgrades



Information Technology & Communications: vital to daily operations

Pictured L to R: Inmates use laptops in class, Officer Shane Regan wears a body-worn microphone in Middleton’s lobby, and Officer Ryan Rios relies on his workstation on a housing unit



Legal Counsel



To say our in-house legal team is versatile would be an understatement. Chief Legal Counsel Scott Sullivan and Assistant Legal Counsel Jordan Mitchell (both pictured left) handle a broad scope of issues. Any department legal matter goes to them, whether it involves inmates, employees, or civilians. From litigation to contracts, from department policy and procedure to public records requests, Attorneys Sullivan and Mitchell get the call. Working in conjunction with outside counsel (i.e., an attorney brought in to lend their expertise with outside litigation), the duo are ultimately responsible for all things legal within the department.

Attorney Sullivan explained, “We deal with a range of issues and work with different divisions of the department on a daily basis.” Attorney Mitchell added, “Every day is different and has unique challenges...But I learn something every day.”

The two took vastly different paths to ECSD. Attorney Sullivan was almost destined to join the department. While attending Suffolk University Law School, he interned in ECSD’s Legal Department. He passed the Bar in 2001 and joined an outside firm that did legal work for us. He then joined ECSD as Assistant Legal Counsel in 2006. Attorney Sullivan took over the reins as Chief Legal Counsel in October 2023.

“We think on our feet. We often need to become subject matter experts very quickly.”

- Attorney Scott Sullivan

Attorney Mitchell, an Honor Society member in college and graduate of Roger Williams Law School, joined us in late 2023. Having worked as legal counsel at another sheriff’s department, she was familiar with the corrections field. “Jordan brings a vast array of experience and a wealth of knowledge,” stated Attorney Sullivan. He added, “She is a great addition to Sheriff Coppinger’s Executive Team.”

In addition to being outstanding attorneys, the two were stellar student-athletes. In high school, Mitchell was a two-time Vermont state champion in basketball. Sullivan is a Newburyport High School football Hall of Famer. One needs only a brief encounter with them to see that they bring to their work the same focus and determination that made them great athletes. This newly formed team already has a reputation for diligence, efficiency, and decisiveness.

“I enjoy the challenge. If you know you can do better – do better.”

- Attorney Jordan Mitchell

Security Investigations



Kerri Patterson receives her *Certificate of Promotion* from Sheriff Copping and becomes our Director of Security.

The Security Investigations (SI) team, led by Director of Security Assistant Superintendent Kerri Patterson, investigates any alleged criminal activity in the department. This includes assault, sexual assault, possession of contraband, and conspiracy to commit a crime. In addition to investigations and the prosecution of crimes, the team focuses on gathering and sharing intelligence. Processing 1,902 in 2023 meant the utmost attention to detail, institutional knowledge, and professionalism. The team works closely with the District Attorneys in Essex and Middlesex Counties, Massachusetts State Police, FBI, ATF, and local police departments. Investigator John Zaccari has taken over the newly revamped Tactical Team, which is now called the Emergency Response Team (ERT). Table 10 shows the vast scope of investigations handled by SI.

Table 10: 2023 Security Investigation Statistics	
Clearances	940
Inmate requests/assisting inmates	367
Non-criminal cases	206
Gang violations	178
Nicknames documented	86
Prison Rape Elimination Act (PREA) cases	65
Criminal cases	60

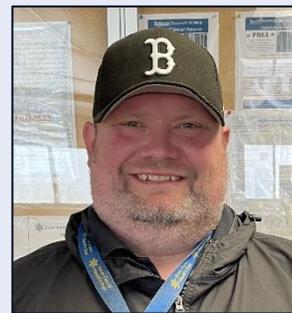
Some members of the SI Team



Investigator Arnaldo Mora



Investigator Joseph Riley



Investigator Carl Crowley



“When you enjoy what you do it’s easy to give 110% every day and respect your department and the people you work with. Always be committed to the mission and have pride in yourself and the department.”

- Sgt. Leonardo Jorge, 18 years of service

Automotive Fleet & Warehouse

Assistant Superintendent Christopher Smith oversees our fleet and warehouse. As of the end of 2023, we owned 120 vehicles. Maintaining these vehicles takes a skilled team. In addition to ECSD staff, inmates who have been appropriately cleared work in Middleton’s automotive garage five days per week learning general vehicle maintenance. A.S. Smith remarked “We have had the same crew for over a year now, and we work well together. I am lucky to have such a good group.”

All of our marked vehicles are equipped with Fleetistics GPS tracking system. Including all fleet vehicles, our staff traveled approximately 900,000 miles in 2023. Our thanks to A.S. Smith, his staff, and our inmate workers for keeping these vehicles running safely.



Hayden O. (L) & Ofc. Jefferey Cruz share a laugh while working together in our Middleton garage.

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

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

Giving back: Fleet Maintenance staff helped restore Middleton PD’s antique cruiser *Car 54*, which won “Best Police Cruiser Award” at the annual Cars and Cops show in September 2023. The show benefits the nonprofit First H.E.L.P., which addresses first responder mental health through support and education. Learn more at www.1sthelp.org Pictured right are A.S. Chris Smith (L) and Maintenance Officer Thomas Maguire with Car 54.



“We have had the same crew for over a year now, and we work well together. I am lucky to have such a good group.”

- Assistant Superintendent Christopher Smith

Facilities & Maintenance

Facilities Director Jeffrey MaGuire oversees daily operations. This dedicated staff are responsible for the care and maintenance of all department/state-owned property. Pictured right are Facilities & Maintenance Director Jeffrey MaGuire (L) and Assistant Director Jason Orsini.



Middleton Facility Projects

- 80-Bed Unit update and Restoration Project: At a cost of six to seven million dollars, the project included new secure windows, HVAC/climate control, ceilings, exterior siding, and pavement
- New white rock walls in the gym bathrooms and showers and the bathrooms of the 80 Bed
- New Epoxy floor in the kitchen, spray room, large dishwasher room, gym bathrooms and showers as well as in the shower floors of the 120A and 120B
- All inmate wall bunks were replaced with new stainless-steel bunks; two wall steps were added for the inmates to get to the upper bunk
- New wall and floor systems installed with new ceiling and light fixtures in two Infirmary risk rooms
- New rubber floors installed in the shift commanders' office
- With the help of Middleton Electric, a new electrical transformer was installed for the 80/60 bed building
- Constructed a new ID room outside of Central Control
- New cement stairs on the emergency exit and resurfaced the handicap walkway on the Administration Building
- Middleton facility parking lot was seal-coated
- Electronics upgraded in the generator at the pump house 2023 standards for diagnostic reasons



Inmate Focus

Parole

The Middleton Team



Institutional Parole Officer (IPO) Sadie Landon (pictured left) supervises Transitional Parole Officer (TPO) Caitlyn Monat and Office Support Specialist (OSS) Cheryl Samuels. While IPO Landon and TPO Monat are new additions to our facility, OSS Samuels has been a long-standing member of the Middleton Parole Office.

IPO Landon was previously a Parole Officer at Worcester County House of Corrections and Souza Baranowski Correctional Center before her transfer here in March. TPO Monat was previously a Parole Officer at MCI Concord / NECC before her recent transfer in November. Sadie, Caitlyn, and Cheryl

welcome any and all questions regarding parole and can be reached by phone, email, or by stopping by their offices in Upper Programs.

Parole is an ever-changing being, and they are here to help assist all inmates and staff with any questions or concerns that arise during the process.

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

The Parole Board's Mission:

- Identifying those parole eligible offenders for whom there is sufficient indication that confinement has served its purposes and setting conditions of parole
- Providing transitional planning, supervision, and assistance to the offender and direction to relevant services that promote responsible conduct
- Enforcing compliance with parole conditions through the timely application of a graduated scale of sanctions, including a return to confinement
- Developing partnerships with applicable federal, state, county, and non-profit 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: 2023 ECSD Inmates Seen by Parole				
	Middleton	ECPRC	WIT	Total
Saw Parole Board	200	85	16	301
Received Parole	152	76	16	244
Got Released	96	87	16	199

Source: Pratikshya Bohra-Mishra, Ph.D., Massachusetts Parole Board

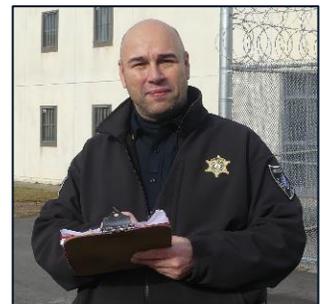
Understanding Parole Board Procedures

The “Got Released” from a particular institution is not exactly a subset of those who “Saw Parole Board” at that institution (which is based on the number of hearings held at the institution), and “Received Parole” (which is the number of reserve votes for hearings held at the same institution) for a number of reasons:

- Some inmates will not have a hearing but would be released as a mandatory or medical release by the Department of Correction. Note there were no such releases from the above institutions in 2022
- Some inmates might be transferred from the facility after their hearing and, therefore, will be released from a different facility
- Some of the “Got Released” numbers could come from hearings held in the same institution in prior years
- Some inmates might have their hearing held at the Central Natick Office (instead of the facility in which they are residing) because it is a State Victim Access Hearing or a case that resulted in a death, but if they receive a reserve vote, they will still be released from the facility

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, Lt. George Glynos (pictured right). The Grievance Officer thoroughly investigates all facts to determine the validity and nature of the grievance and then issues a decision. If the inmate disagrees with the Grievance Officer’s response, they may appeal to the Assistant Superintendent to whom the Grievance Officer reports.



Of the 2,048 grievances submitted at the Essex County Correctional Facility in 2023, 62 were approved, 148 were denied, 685 were resolved, and 1,153 were returned, withdrawn, or found invalid.

Inmate Disciplinary Office



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

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

While an informal minor matter may be resolved more expeditiously, a formal matter takes a bit longer but still must be resolved within seven business days. Tables 12 and 13 show the results of the 2,165 formal disciplinary cases heard and the 47 appeals in 2023.

Table 12: 2023 Formal Disciplinary Action

Disciplinary reports received	2,165
Found not guilty	16
Dismissed	168
Released	135
Guilty	1,792
Guilty - Reduced to minor	24
No action taken	30

Table 13: 2023 Appeals

Findings appealed	47
Appeals approved	3
Appeals denied	42
Appeals modified	2

Food Service

Aramark provides the department's food service and inmate commissary. In 2023, our three facilities had a combined average daily population of 1,014 in-custody inmates (i.e., not including those on the Electronic Monitoring Program). This means the Aramark team prepared approximately 1,110,330 meals. In addition, the crew handled the catering needs for the department, primarily consisting of coffee, muffins, and sandwiches.

All correctional facility menus are designed by Registered Dietitians to meet the nutritional requirements specified by the facility, as well as the guidelines set by the American Correctional Association (ACA). Aramark partners with each individual correctional facility to determine the nutritional specifications for the menus we create (e.g., calories, portions, and religious meals).

All meals for Middleton and the ECPRC are prepared on-site, while the meals for the WIT are made at the ECPRC. Each meal is delivered in a safe manner, arriving at the WIT fresh and ready to serve.

In2Work Vocational Training Program

Through this unique initiative, run by Aramark, inmates are taught basic food service skills. Upon completion, each participant receives a certificate. Aramark is a *second-chance employer*, dedicated to hiring former inmates. Picture right are (L to R): ECPRC Food Services Director Sergeant Joseph Cronin, In2Work graduate Sean B. and Aramark Director Paul Caruso



Massachusetts Bail Fund

We work with the Massachusetts Bail Fund (MBF), a project of the Criminal Justice Policy Coalition, a registered 501(c)(3) agency. The fund contributes up to \$1,000 bail to allow low-income individuals to stay out of jail while addressing their cases. MBF's funds are revolving, meaning if an individual's case is resolved, the funds become available again.

In order to accommodate the individuals and facilitate the judicial process, if the MBF posts bail, we will provide transportation to the court that has jurisdiction over the individual's case. Through the efforts of our staff, between four and five inmates per month received bail assistance from the Massachusetts Bail Fund. In 2023 the Bail Fund posted bail for 98 total inmates, 77 of whom were released to the street as a result. Learn more about the Massachusetts Bail Fund at: www.massbailfund.org



Post-Release Follow-Up



In his current role as Corrections Specialist, retired ECSD Sergeant Dennis Laubner (pictured left) reaches out to former inmates to see how they are dealing with life after incarceration. Dennis asks each inmate a few standard questions and asks if they need assistance.

In 2023, Dennis reached out to 127 former inmates (5% more than last year). He connected with 82, or 65%, of them (1% more than last year). Of the individuals Dennis spoke with, 59 (72%) stated they were working, and five (6%) were disabled. Forty-eight (59%) stated they were in substance/alcohol counseling or treatment. Upon their release, some inmates received cell phones from Volunteers of America, which helped Sergeant Laubner in his post-release contact efforts.

One former inmate was especially excited about the future. Bryan G. told Dennis that upon release, he got a job at Market Basket. More importantly, ECPRC Reintegration Specialist Jullie Hartling succeeded in placing Bryan in the ROOT Program. ROOT is a 14-week course concentrating on culinary arts. Bryan received a grant to attend the program, where he will train under professional chefs. Upon completion, Bryan will be placed in a job in the culinary field.

Medical & Mental Health Services

Medical Services

In 2023, we amended our medical services contract with Wellpath to focus solely on medical and nursing care. The new organizational structures were established to ensure that leadership could proactively address vacancy and recruitment issues while assuring timely, clinically focused care.



L to R: Dir. of Nursing
Aliza Anderson, Health
Service Administrator
Elizabeth Veno, &
Asst. Dir. of Nursing
Abigail Ragusa

In early summer, Elizabeth Veno, RN, BSN, MPH, was hired as the Health Service Administrator. Ms. Veno's background includes 20-plus years as a registered nurse, experienced in healthcare operations and leadership, with relationships with local hospitals and community providers. Aliza Anderson, RN, was hired soon after as the Director of Nursing. Ms. Anderson has a wealth of experience in how to lead and retain nursing staff in the post-pandemic healthcare world. In addition to their skillsets, this amazing duo have substantial connections to local nursing/medical resources within Essex County as well as an in-depth understanding of the distinct needs of our inmate population. Also joining the medical staff were Asst. Director of Nursing Abigail Ragusa, RN, and Medical Director Dr. Lori Vazzana. At the end of 2023, the Medical Services group was 91% staffed with nurse practitioners, physician assistants, a medical director, and both nursing and medical administration staff.

The Essex County National Commission on Correctional Health (NCCHC) audit was completed in March 2022 and is done every three years. NCCHC is a health services accreditation program that utilizes external review to determine if correctional institutions meet the standards of their provision of health services. When completed in 2022, neither medical nor mental health deficiencies were identified, and Essex County was awarded full accreditation. In 2024, ECSD's MOUD Program will be one of the first Opioid Treatment Programs (OTPs) in the country to apply for its own NCCHC accreditation. The clinical staff and its leadership have established high standards in its practice to ensure they are ready for this accreditation.

In 2023, the healthcare providers at ECSD strove to ensure best practices in both acute and chronic health conditions of the patients for whom they care. Collaboration within the department in addressing social determinants of health for this population has resulted in positive health outcomes. Working closely with community providers and our mental health team members, addressing health needs in an intradisciplinary model, has resulted in better outcomes for our patients in meeting healthcare needs.



"I think it is crucial to teach and guide new officers about the importance of teamwork; this job requires us to rely on our peers to accomplish all that is required of us...being surrounded by a supportive team makes all the difference."

- Sgt. Bonnie Stevens, 19 years of service

While standards are in place for all correctional facilities, ECSD providers have exceeded goals and standards by ensuring that both initial and annual health assessments are being completed timely to ensure that acute and chronic healthcare issues are addressed. Chronic care issues such as diabetes, cardiac conditions, and wounds are addressed by the same team of providers to ensure continuity of care and follow-up needs are met.



L to R: Wellpath staff members Cole Kauffeld, PA; Abby Palumbo, NP; Mera Yang, RN & Cheryl Kurtz, NP

Staff are provided with education throughout the year that focuses on evidence-based and up-to-date care practices. With new areas of technology that Wellpath provides, the staff are ready to face the multitude of healthcare issues that arise. To ensure all elements of the contract are met, the ECSD Contract Monitor works closely with the Wellpath leadership team.

Mental Health Services



After much deliberation, in March of 2023, we made the decision to separate from a private contractor for our mental health contract and created the Essex County Sheriff's Department Mental Health Team. Under the direction of Assistant Superintendent Jennifer Padre (pictured left), LICSW/Director of Clinical Services, the transition became official on July 1. During the transition, necessary clinical services continued to be provided to mental health patients under A.S. Padre's supervision. The mental health team was supported with 24/7 guidance and clinical consultation and supervision.

This change created an opportunity to expand collaboration between corrections and clinical staff, allowing for more consistent and comprehensive mental health services. Utilizing local networking, all three of the previously vacant positions were filled by September 1, 2023.

This shift has been effective in enhancing the provision of mental health services to all individuals at the three ECSD sites. A few examples of this are the delivery of timely assessment services for incoming individuals; ongoing and consistent support to severely mentally ill individuals; quality, evidence-based therapeutic groups; and responsive crisis intervention.



Mental Health staff members (L to R): Clinicians Ester Hernandez & Kayla Gillooly; Clinical Coordinator Melissa Sullivan-DiNardo

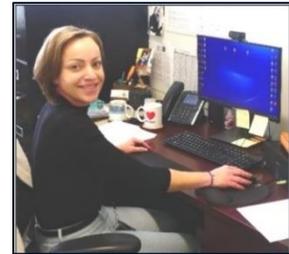
Following is a breakdown of medical and mental health care provided to inmates in 2023.

Evaluations ¹	
Initial Screenings	3,410
Physical Assessments	2,546
Mental Health Evaluations	812
Medical and Mental Health Visits (Sick Calls)	
Medical Provider ²	1,768
Nurse ²	1,284
MH Professional ¹	5,827
MH Provider ¹	1,277
Dentist	1,013
Patients sent to Emergency Dept.	272
Patients admitted to the hospital	106

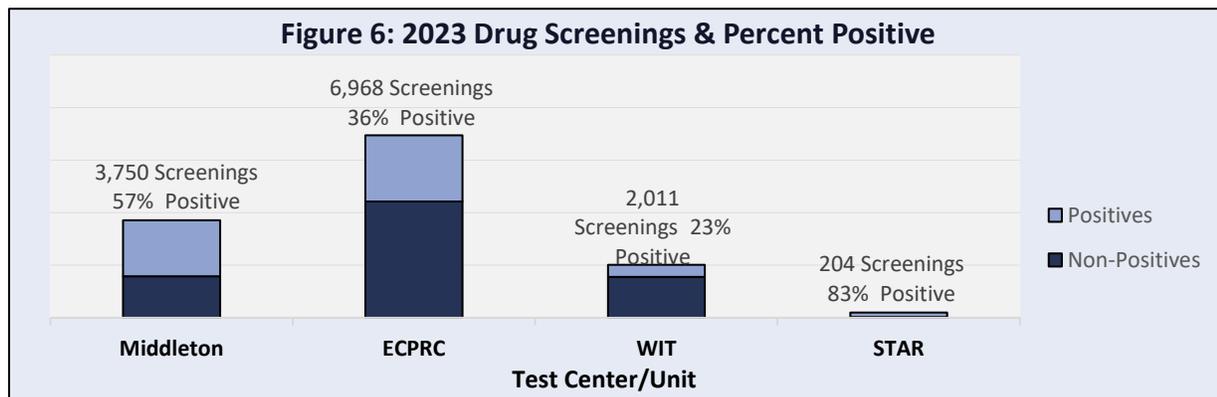
- 1) Some mental health screenings, evaluations, assessments, or sick call visits resulted in mental health appointments (see the Mental Health Care section).
- 2) Includes MD, Nurse Practitioner (NP), and Physician’s Assistant (PA).

Drug Screening

Claudia Franco (pictured right) is our Urine Analysis Coordinator. Claudia is an expert in using Averahealth’s proprietary technology, Aversys, to capture accurate results on the thousands of tests we conduct each year. The Aversys screening system is designed to “...reduce workloads, provide actionable results faster, and deliver comprehensive data reporting...to help drive intelligent, evidence-based treatment decisions and better long-term outcomes” (www.averhealth.com/aversys).



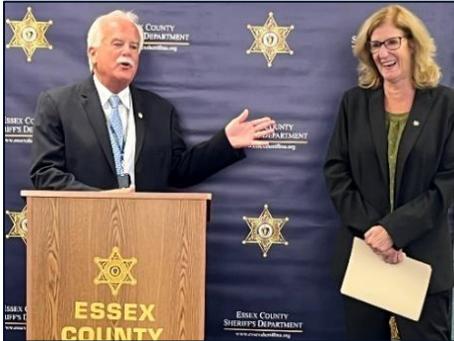
Our drug laboratory performed 12,933 drug screenings in 2023. Of the screenings performed, 3,750 came through our Middleton facility, 6,968 through the ECPRC, 2,011 through the WIT, and 204 through our STAR Program. See the results in Figure 6 below. Each of the 12,933 screenings includes tests for several substances. A positive drug screening indicates that at least one substance tested showed as positive. In 2023 a total of 129,010 drug tests were performed resulting in 5,288 (41%) positive screenings.



Non-Positives include screenings which were not valid (<1%) and negatives
Valid prescription drugs cause some positive drug test results

Serving the Community

Civil Process



The year 2023 saw many changes in our Civil Process Division. As business grew, so did the need for more space. After a year of planning and building, the new Salem Civil Process opened its doors on September 12, 2023, with an exciting Grand Opening. The new location is 35 Congress Street, Salem. It is impressive that this build-out was funded solely by revenues generated by the Civil Process Division. Pictured left: Sheriff Coppinger congratulates Civil Process Director Robyn Clarke at the opening of the new office in Salem.

In 2023, the Civil Process Division processed and effectuated over 13,000 court documents and generated close to \$640,000 in revenues. Civil lawsuits and requests for services increased by over 1,000. Our support staff assisted 3,269 walk-in customers, an increase of 31% from 2022.

Our Enforcement Team successively effectuated 125 evictions in 2023, a 45% increase from 2022. The team also effectuated 145 physical/surrender arrests and 33 seizures of personal property. The Enforcement Team is comprised of two full-time Deputies, Paul Atkinson and Junior Encarnacion. Both are Peace Officer Standards and Training (POST) certified, a requirement under Police Reform. We also hired two additional part-time commissioned Deputies, Ken Avery and Peter Gorgone, who are dedicated to serving court-issued documents. We hired four part-time POST-certified commissioned Enforcement Deputies: Michael Bowden, Michael Cooney, Thomas Minghella, and Pasquale Russillo. All four join Civil Process from professional careers in law enforcement and will be great team members.

Caroline Siebert was promoted to Office Manager of the Civil Process Division in August 2023. Caroline joined the Civil Process team in 2021. Her eagerness to learn the operational aspect of the Civil Process office, as well as her in-depth knowledge of the procedural aspect of civil law, brought about her well-deserved promotion.

Assistant Superintendent Jillian Nelson joined the Civil Process team in April of 2023 and has proven to be a welcome addition. It

is bittersweet that Assistant Director Kerri Patterson left Civil Process to work at our Middleton facility, ultimately being promoted to Director of Security Investigations. We wish you well, Kerri.



Victim Services

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

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

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

2023 Highlights

- Notifications made to approximately 289 certified victims throughout the year
- Housed 181 offenders with certified victims throughout the year (some offenders had more than one incarceration and have since been released)
- 95 active offenders were being held as of December 31, 2023
- Total offenders with certified victims held in 2023 was 276 (181 newly housed offenders in addition to the 95 offenders who were still actively being held from 2022)
- While offenders usually have between one and five victims, some have more

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. His responsibilities include:

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

Youth Leadership Academy

The Youth Leadership Academy (YLA) provides a structured youth diversion program for at-risk adolescents 8 to 14 years of age by providing the necessary skills and tools to enable them to contribute to their communities by example as proactive and positive citizens.

Youth Leadership Academy 2023 was held June 26 through August 18, at 100% capacity through the generosity of the Essex County Sheriff's Department and a grant from High Intensity Drug Trafficking Area (HIDTA). We served 520 participants from the 34 Communities in Essex County over seven weeks – with no cost to attendees.

Each one-week group was filled with educational programs, field trips, as well as fun and games. This well-structured and disciplined program uses a wide variety of games and team-building activities which help develop teamwork and cooperation. Participants are challenged both physically and mentally. Safety is a very high priority for all our participants. Congratulations to the staff at the Youth Leadership Academy for all their hard work and efforts.

Each year, the caliber of professionalism the staff exhibits reflects the training they receive. Training has evolved over the years because of the increase in social influences, peer pressure, and other collective dynamics that our young people face daily. YLA staff have progressed with current and compliant training curriculums, both internal and external. They are provided with the tools needed to deal with a wide variety of personalities and various complex social issues. Along with Autism, ADD, ADHD, and Gender Identification, the staff fields issues such as shyness, separation anxiety from parents and siblings, allergies, and physical and medical needs. Contact with the parents is key in identifying each child's needs and providing this information to our staff.

Academy curriculum includes:

- CPR
- Dangers of Vaping/Smoking
- Gang Awareness presentation
- Exercise and Stretching
- Team Building Games and rope course
- Children's Hospital Injury Prevention
- Anti-bullying/Social Media
- Internet Safety
- Drugs/Alcohol Awareness
- Community Day/Local Police and Fire Departments
- K-9 Demonstration
- Stranger Danger
- Curious Creatures
- Outings to
 - Trampoline park, bowling, and laser tag
 - Richardson's Ice Cream
 - Whale watch/Plum Island and deep-sea fishing
- Graduation/Cookout



K-9

The K-9 Unit had a busy 2023, with a large increase in mutual-aid calls for service as well as being requested for special assignments throughout Essex County. The unit was able to add two more patrol teams consisting of Deputy Sheriff Peter Karvelas with K-9 Vlad and Deputy Sheriff Timothy Banahan with K-9 Ace. Both handlers completed a 14-week patrol school through the Boston Police Department and will attend the narcotics school at a later date. Currently, the K-9 Unit has seven certified Patrol/Narcotics teams, two Passive Narcotics teams and two Patrol teams, all assigned to various facilities.

This year we had multiple K-9 teams earn national certifications. These certifications are voluntary and take a tremendous amount of time, effort, and training to obtain. Great work all!

- K-9 Deputy John Troiano and K-9 Riggs: NAPWDA Patrol Certification and USPCA Narcotics Certification
- K-9 Deputy Matthew Ritvo-Cabezas and K-9 Odin: NAPWDA Patrol Certification
- K-9 Deputy Justin Boleski and K-9 Blue: USPCA PD-1 Patrol and Narcotics Certification
- K-9 Deputy Kyle Kidger and K-9 Alvin: USPCA PD-1 Patrol Certification
- K-9 Deputy Juliana King and K-9 Freya: USPCA Narcotics Certification

USPCA - United States Police Canine Association

NAPWDA - North American Police Work Dog Association

Statistics

Narcotics Deployments:

Inside facility 787

Outside facility 37

Patrol Deployments

Inside facility 305

Outside facility 68

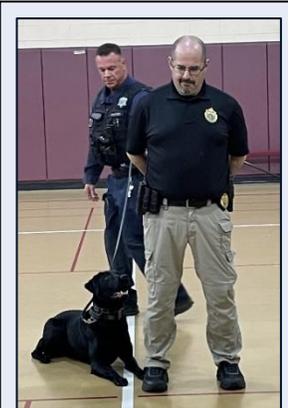
Demos 41

School Searches 7

Total Deployments 1,245



Ofc. Matthew Ritvo-Cabezas & K-9 Odin give a demonstration at the Youth Leadership Academy.



Ofc. Todd Nestor & K-9 Ryder apprehend "suspect" Lt. David Ostrovitz of Marblehead PD.



"I believe you must be reliable and have integrity as well as a positive attitude. Sometimes it can be a tough job, but if you have a cohesive group and can count on your partners, it makes it worthwhile."

- K-9 Ofc. Kyle Kidger, 9 years of service

2023 Highlights

- The K-9 Unit assisted the Lawrence Police Department with patrol shifts throughout the year.
- Forty-one demonstrations were conducted for the public.
- The unit was requested multiple times to assist with various local, state, and federal operations within Essex County. The participation resulted in seizures of narcotics and firearms.
- K-9 Deputy Justin Boleski and his partner K-9 Blue placed fourth overall in the open division for the PD-1 Certification.
- In conjunction with the Lynn Police Department, K-9 Sergeant Leonardo Jorge was tasked with organizing a large-scale school narcotic sweep which resulted in the completion of multiple school searches.



ECSD K-9 teams take part in a multi-agency operation: Ofc. Matthew Ritvo-Cabezas (3rd from L), Sgt. Leonardo Jorge (4th from L), Ofc. Julianna King (5th from L), Ofc. Kyle Kidger (6th from L), Ofc. Justin Boleski (4th from R) & Ofc. John Troiano (6th from R)

Graffiti Truck



As part of his duties at the ECPRC, Officer Wilson Geronimo (pictured center) runs the department's Graffiti Truck. With a crew of two inmates, Officer Geronimo travels throughout Essex County removing graffiti from public buildings, monuments, and bridges. They operate from early spring until late fall.

In addition to the "standard" graffiti removal, they sometimes respond to emergency situations involving something that needs to be removed immediately. All work is done in an environmentally safe manner, using the latest advancements in equipment and technology. In 2023, Officer Geronimo, and Community Service participants fulfilled 180 requests for the department's graffiti truck

Community Involvement

Sheriff Kevin Coppinger

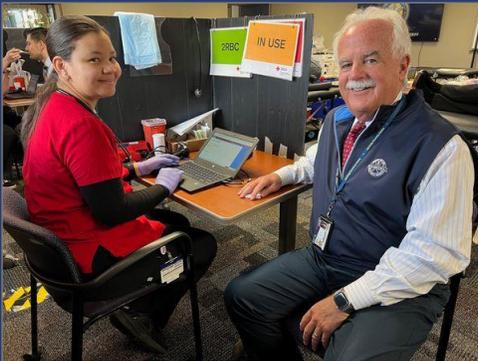
Sheriff Coppinger actively supports residents, charities, and fellow law enforcement agencies. In 2023, he took part in many events. Some of the highlights include:



Sheriff Coppinger and Lt. Governor Kim Driscoll at the Inauguration of Salem Mayor Dominick Pangallo (center)



Joined by Lynn PD Chief Christopher Reddy (2nd from R) and District Attorney Paul Tucker (3rd from R), Sheriff Coppinger spoke at Lynn's "Say No to Drugs" rally hosted by School Committee member Lenny Pena (4th from right).



Donating blood at ECSD for the American Red Cross of MA



Sheriff Coppinger attended ROCA's annual breakfast with (from left) Boston Police Commissioner Michael Cox, Suffolk County District Attorney Kevin Hayden, ROCA founder and CEO Molly Baldwin, and Suffolk County Sheriff Steven Tompkins.



During a meeting for Faith & Blue Weekend, Sheriff Coppinger shared more about the religious services we provide inside our walls to help people live a life of success when they leave our facilities.



Getting ready to donate the pumpkins grown at the ECPRC to local school and non-profits



Serving breakfast to our veterans at Lynn City Hall



At the Capital Diner in Lynn with owner Bob Fennel (L), Senator Bruce Tarr (2nd from R), and former Mayor Thomas McGee (R) for the Senator's annual toy drive



Sheriff Coppinger meeting with the Hamilton Citizens Police Academy to speak about the work of the Essex County Sheriff's Department



Enjoying the Peabody Memorial Day Parade with Rep. Tom Walsh (Center) and Peabody Mayor Ted Bettencourt (R)



Lynn Police Chief Christopher Reddy (L) and LYSOA founder Antonio Gutierrez with Sheriff Coppinger at the Annual Lynn Youth Street Outreach Advocacy Gala

"I appreciate Sheriff Coppinger's engagement with our communities, and his collaboration with the legislative delegation and municipal officials on a wide array of activities that benefit people across our region."

- State Senator Bruce Tarr

ECSD Staff

ECSD staff enjoy being a part of the Essex County community.



WIT Director Jennifer Murphy (L) and Essex County Outreach Program Director Newburyport PD Detective Dani Sinclair collect items for Outreach participants



Sheriff Coppinger, A.S. Anthony Turco (C) & Cpt. Michael Shultz at the Correctional Officers Week cookout



Our K-9 Crew at the Topsfield Fair



BTA 23-02 Graduation, August 18, 2023



BTA 23-03 ran the Law Enforcement 5K for Massachusetts Special Olympics



Junior Encarnacion at Touch-a-Truck, Higgins Jr. High School, Peabody



IAD Investigator Leonard Desmarais giving blood



Members of the Honor Guard, marching in the Beverly 4th of July Parade



Former Middleton Chief of Police Jim Digianvittorio & Special Sheriff William Gerke at the Special Olympic Hall of Fame Night



Staff and Counselors congratulate participants of our Youth Leadership Academy

Offices of the Essex County Sheriff's Department

Sheriff's Headquarters

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

Middleton House of Correction

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

Essex County Pre-Release and Re-Entry Center

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

Women In Transition

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

Salem Civil Process Office

35 Congress Street, Suite 2100A
Salem, MA 01970
(978) 750-1900 ext. 3590
civilprocess@essexsheriffma.org

Lawrence Civil Process Office

360 Merrimack Street, Entrance G, 4th Floor
Lawrence, MA 01843
(978) 750-1900 ext. 3703
civilprocess@essexsheriffma.org

Supporting Transitions and Re-Entry (STAR)

Lawrence Office

360 Merrimack Street, Entrance G, 4th Floor
Lawrence, MA 01843
(978) 681-4747, Option 1
starprogram@essexsheriffma.org

Supporting Transitions and Re-Entry (STAR)

Lynn Office

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

For Updated Information:



Website: www.essexsheriffma.org



Facebook: www.facebook.com/essexcountysheriffsdepartment



Twitter: www.twitter.com/EssexSheriff



Instagram: www.instagram.com/essexsheriff



LinkedIn: www.linkedin.com/company/essexsheriff