




THE ESSEX COUNTY SHERIFF'S DEPARTMENT

2025 Annual Report



Sheriff Kevin F. Coppinger



Department Policy

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

Mission Statement

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

This mission is achieved through the following initiatives:

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

Correctional Officer's Core Values

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

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

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

Sheriff's Message



Welcome to the Essex County Sheriff's Department's 2025 Annual Report.

This annual report is dedicated to you, the good people of Essex County, to keep you abreast of the critical work your Sheriff's Department is doing to improve public safety in all our cities and towns. We take our role in public safety seriously, and our mission is to help people who come to our correctional facilities leave with the tools and supports they need to successfully return to their communities.

Quite simply, we are accomplishing our mission. In 2025, we had the lowest rate of recidivism of all Massachusetts counties — only 13.5% of people were reincarcerated within one-year of release. That is amazing when you consider Massachusetts has the lowest incarceration rate in the nation and Essex County leads this effort.

We're doing this through innovative programing that has become the gold standard in corrections at the national level. Our Supporting Transitions and Re-Entry Program in Lawrence and Lynn are averaging 165 individuals per week walking in to seek help, rather than being arrested, dragged into court, and ending up in a jail cell. In June, we presented our STAR successes to the National Sheriffs Association so that other departments can learn to promote community partnerships as a means to provide increased public safety.

Our Medication Assisted Treatment program — one of the first in the nation — is now helping an average of 210 participants a day in their fight against substance use disorder. In September, we hosted Sheriffs from across the country to show them how we built our programs so they can take our blueprint back to their communities.

And we're doing this work effectively and efficiently. We have the lowest recidivism rate while spending the least amount of money per inmate out of all 14 Massachusetts counties. Our budget is lean, purposeful and we're proud of the work we have done to keep costs down while expanding opportunities for those who come to our facilities and improving public safety for everyone in Essex County.

As you explore the following pages, you will find data and information about our progress towards our mission, including:

- **Continued focus on Rehabilitation and Re-entry.** The department emphasizes education, treatment, and workforce development to reduce recidivism and support long-term success.

- **National leadership in opioid treatment.** ECSD’s Opioid Treatment Program is recognized as a **national model**, providing comprehensive, evidence-based care inside correctional facilities.
- **Expansion of Re-entry programming (STAR).** The STAR program continues to grow, helping hundreds of individuals transition successfully back into the community with employment and education support.
- **Strong community and court partnerships.** Collaboration with recovery courts, treatment providers, and local organizations strengthens continuity of care and re-entry outcomes.
- **Low recidivism driven by “step-down” approach.** A structured transition from incarceration to lower-security and community-based programs supports successful reintegration.
- **Enhanced medical and mental health services.** Investments in treatment — including a planned new medical infirmary — address the complex health needs of the incarcerated population.
- **Innovation through technology and data-driven practices.** Systems like Guardian RFID and Objective Jail Classification improve accountability, safety, and operational efficiency.
- **Focus on staff wellness and professional development.** Expanded wellness initiatives and training programs support staff resilience, safety, and effectiveness.
- **Commitment to transparency and public engagement.** The department prioritizes informing and educating the public while showcasing outcomes and community impact.
- **Culture of professionalism and continuous improvement.** Leadership emphasizes integrity, accountability, and innovation, positioning ECSD as a forward-thinking correctional system.



We thank you for your continued support of the Essex County Sheriff’s Department. It is an honor and a privilege to serve alongside the dedicated professionals who make our work so successful.

- Sheriff Kevin F. Coppinger

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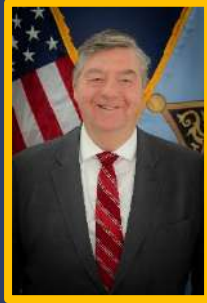
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SHERIFF COPPINGER'S EXECUTIVE TEAM



Dennis Newman
Chief of Staff



Kevin F. Coppinger
Sheriff



William Gerke
Special Sheriff



Aaron Eastman
Middleton Supt.



Heidi Mora
ECRR & WIT Supt.



John M. Grella
*Supt., Professional
Standards*



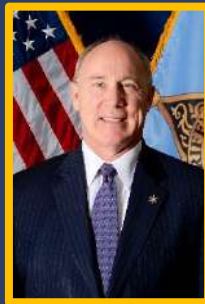
Kerri Patterson
Civil Process Director



Monica Harris
Executive Assistant



Scott Sullivan
Chief Legal Counsel



Joseph McGowan
*Legal & Legislative
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Deana Piantedosi
*Human Resources
Director*



Bryan Perry
Chief Financial Officer

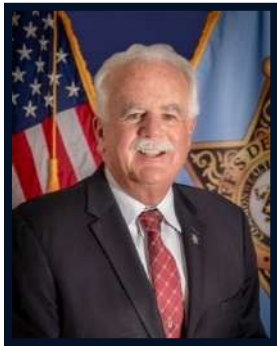
“Great moments are born from great opportunity.”

- 1980 U.S. Olympic Hockey Coach and gold medal winner Herb Brooks

“Every day each of our employees has the opportunity to change the life of an individual in our custody. It may be on a large scale: helping an inmate in their battle against addiction. It could be a simple task: encouraging family support, facilitating a phone, or scheduling an in-person visit. I ask this of our ECSD team: Seize every opportunity to create a great moment. Our Executive Team leads by example...encouraging all our employees to create great moments.”

- Sheriff Kevin F. Coppinger

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.

“With a philosophy centered on *community safety*, we serve the people of Essex County and Massachusetts as a whole. As such, we are accountable to the public. I take great pride in the efficiency and effectiveness of ECSD. From inmate programs and re-entry initiatives to employee training and assisting other agencies, we are personally, professionally, ethically, and fiscally responsible.”

—Sheriff Kevin. F. Coppinger

2025: By the Numbers

Communities Served	34
Citizens of Essex County Served	824,000
Inmates Processed Through Intake¹	3,763
Inmates Released	3,753
Average Daily Population (ADP)	
Middleton Facility	783
Essex County Pre-Release & Re-Entry Center (ECPRC)	90
Including 2 on the Electronic Monitoring Program (EMP)	
Women in Transition (WIT) Facility, including 1 on EMP	18
Total	891
ECSD female inmates held at Barnstable House of Correction²	87
One-Year Recidivism Rate (Released in 2023. Measured one year later, in 2024)³	13.50%
Inmate In-Person Visits (all facilities, privileged, and nonprivileged)	19,836
Video Visits (all facilities, privileged, and nonprivileged)	43,876
Inmate Video Conferences and In-person Court Appearances⁴	11,201
Academized (uniformed) Staff	496
Non-academized Staff	86
New officers (All graduated from our Basic Training Academy)	50
Volunteers (Middleton, ECPRC & WIT)	103
Employees in the military (active or reserve status)	20
K-9 deployments	1,470
Comfort Dog Deployments (i.e. support for, or interactions with, staff or civilians)	1,392
Individuals served by the <i>Supporting Transition and Re-entry (STAR) Program</i>	417
Doses provided for rehabilitation purposes in the	
<i>Medications for Opioid Use Disorder (MOUD) Program</i>	76,630
Participants who returned to the community with support thanks to the	
<i>Correctional Opportunity for Personal Enrichment (COPE) Program</i>	100
Pounds of produce grown and donated by our farm at the ECPRC⁶	35,310
Meals Served to Inmates	972,360
Vehicles owned	117

- 1) Middleton (3,698) and WIT (65). All ECPRC inmates are processed through Middleton.
- 2) ECSD female inmates, both sentenced and pre-trial, are housed at the Barnstable County House of Correction.
- 3) As part of the 2018 Criminal Justice Reform Bill, the Executive Office of Public Safety and Security tracks recidivism rates across criminal justice agencies in MA using standard definitions (see the *Recidivism* section).
- 4) Inmate Video Conferences (3,628) and In-person Court Appearances (7,573)

Cause and Effect

“For every action, there is an equal and opposite reaction.”

-Sir Isaac Newton

At the Essex County Sheriff’s Department, this principle guides our approach to corrections: intentional actions, evidence-based programming, and strategic partnerships lead to measurable, positive outcomes. In 2025, our initiatives continued to demonstrate that structured intervention, education, and treatment significantly reduce recidivism, strengthen communities, and improve individual lives.

Our unique “step-down process” provides programs, education, and treatment to help individuals succeed upon their releases and has resulted in a superb **one-year recidivism rate of 13.5%**

Utilizing the **Objective Jail Classification (OJC)** Decision Tree saves time and staffing costs while efficiently and accurately assigning inmates to appropriate housing units.

Supporting Transitions and Re-Entry (STAR)

- The **1,198 hours of professional development** completed by STAR staff resulted in improved quality of instruction, increased program efficiency, and a broader scope of information and lessons available to STAR participants. A total of **417 individuals were served** in 2025.
- As a result of our partnership with NECC, STAR students completed **1,587 classroom instruction and 1,306 employment/vocational hours**.
- STAR students also earned **17 high school equivalency diplomas and passed 120 individual subtests**, resulting in an overall pass rate of 85%.
- Expanding the use of the technology-based Essential Education curriculum resulted in a **1,353% increase in learning hours for students**, from 350 in 2024 to 5,086 in 2025.
- STAR graduates had an extremely low **one-year recidivism rate of 2.6%**.
- As part of the STAR Program’s dedication to help participants succeed, they had an **85% increase in drug screening** from 2024 to 2025.

Specialized Re-Entry Services

The team has expanded in scope, staffing, and community reach. This has resulted in 343 individuals being served in 2025 alone, with 184 transports to agencies such as specialty courts and veterans services agencies.

Establishing our own Medications for Opioid Use Disorder (MOUD) Program in 2019 was a daunting task, but it meant excellent treatment for individuals with substance abuse disorders.

In 2025, our MOUD staff provided 76,630 medication doses as part of the rehabilitation process.

The structured assessment, MOUD access, re-entry planning, and community coordination provided by the Essex Medication Re-Entry Grant Expansion (EMRGE) Program resulted in an overall **decrease in substance use among participants**. Illegal drug use decreased from 62% at baseline (program enrollment) to 41% at a six-month follow-up, and use of alcohol decreased from 11% at baseline to 4% at follow-up.

Implementing the Medically Supervised Withdrawal (MSW) facilitated transition into our MOUD treatment. In 2025, **150 individuals transitioned from MSW to MOUD**.

The Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP) Grant funded Continuum of Care Coordinators (CCC). These CCCs provided individualized discharge planning, **allowing 370 individuals to receive enhanced services upon release**.

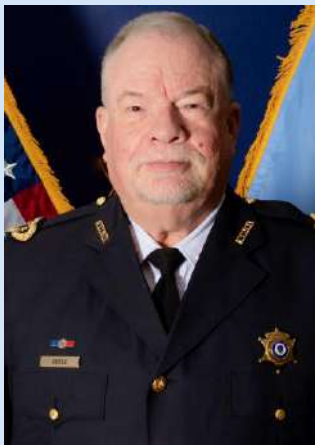
Facilitating over **45,000 video visits** meant greater access for visitors, lower staffing allocation and costs, and increased safety.

The **35,000 pounds of produce** ECSD employees and inmates partnered to grow at our pre-release facility resulted in over 18,000 pounds of fresh food to our inmates and almost 17,000 pounds shared with local food pantries, with a retail value of approximately \$65,000.

Having professional electricians and plumbers on staff means a **reduction in outsourcing costs, a decrease in project completion time, and improved supervision/quality control**.



Department Overview



Special Sheriff William Gerke

Special Sheriff William Gerke brings over three decades in the U.S. Marshals Service to his job. He oversees the daily operations of all our facilities, establishes and maintains positive working relationships with local, state, and federal entities, and helps with monitoring department policy and procedure. Special Sheriff Gerke is a strong supporter of charities such as the Law Enforcement Torch Run to support Massachusetts Special Olympics.

To fulfill the mission of the Essex County Sheriff's Department (ECSD), our 496 academized staff and 86 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) locations. Within our three facilities, we had an Average Daily Population (ADP) of 888 inmates in custody and another three on electronic monitoring (EMP) (see Table 1).

Table 1: 2025 Average Daily Population

Facility	In House	Electronic Monitoring Program (EMP)	Total
Middleton	783	0	783
ECPRC	88	2	90
WIT	17	1	18
Total	888	3	891

3,763 inmates were processed through Intake:

- **411 safekeeps** through Middleton, held overnight or during a weekend for local police departments or the Massachusetts State Police, while awaiting their initial court appearance
- **2,628 pre-trial:** 2,602 through Middleton and 26 through the WIT, awaiting trial or while their trials are in progress
- **724 sentenced:** 685 through Middleton and 39 through the WIT

The 724 sentenced inmates in 2025 had a total of 7,908 charges against them.

3,753 inmates were released:

- **429 safekeeps** through Middleton
- **2,589 pre-trial:** 2,546 through Middleton, 18 through the ECPRC, and 25 through the WIT
- **735 sentenced:** 527 through Middleton, 174 through the ECPRC, and 34 through the WIT

ECSD's Three Correctional Facilities

Middleton Facility



Middleton Superintendent
Aaron Eastman

The Essex County Correctional Facility is often perceived solely through its physical structure — concrete walls, steel doors, and perimeter security. In practice, the true strength of this institution lies not in its infrastructure, but in the professionalism, dedication, and integrity of the men and women who serve within it. In 2025, this distinction was more evident than ever.

The past year marked a period of both continuity and transition. The facility continued to build upon years of measured progress while also honoring the contributions of long-serving leaders and preparing the next generation of command staff. Despite ongoing operational challenges, staffing pressures, infrastructure modernization, and an increasingly complex inmate population, ECCF remained stable, disciplined, and forward-looking.

At every level of the organization, staff demonstrated adaptability, accountability, and an unwavering commitment to safety and professionalism. Their collective efforts ensured that the Essex County Correctional Facility continued to operate securely, effectively, and in a manner consistent with the highest standards of correctional practice.

Throughout 2025, ECCF maintained momentum across several key priorities:

- Sustained emphasis on staff safety and professional conduct
- Continued reduction and stabilization of Use of Force incidents
- Major capital improvements in collaboration with the Department of Capital Asset Management and Maintenance (DCAMM)
- Expansion of technology-based accountability and oversight systems
- Strong recruitment, promotion, and leadership succession planning
- A renewed focus on wellness, communication, and organizational transparency



Together, these initiatives reinforced ECCF's mission to provide a safe, secure, and humane correctional environment while supporting the professional development and well-being of its workforce.

Leadership and Organizational Updates

Retirement of Assistant Superintendent Dave Earle

In 2025, the Essex County Sheriff's Department recognized the retirement of Assistant Superintendent Dave Earle (pictured right) concluding a distinguished career characterized by integrity, institutional knowledge, and steady leadership.



Assistant Superintendent Earle provided decades of dedicated service and played a critical role in maintaining operational stability during periods of significant challenge, including the COVID-19 pandemic and the years that followed. His calm, command presence, commitment to staff development, and comprehensive understanding of facility operations left a lasting and positive impact on the organization. The department extends its sincere gratitude to Assistant Superintendent Earle for his service and wishes him continued success and fulfillment in retirement.

Promotion of Jonathan Campbell to Assistant Superintendent



In conjunction with this leadership transition, Jonathan Campbell (pictured left with Sheriff Copping) was promoted to the rank of Assistant Superintendent in 2025

Assistant Superintendent Campbell brings extensive operational experience, institutional insight, and a demonstrated commitment to continuous improvement. His leadership has contributed meaningfully to operational planning, staffing coordination, and modernization initiatives. His promotion ensures continuity within the command structure while positioning ECCF to address emerging challenges with clarity and purpose.

Safety and Professional Standards

Maintaining a safe environment for staff, individuals in custody, and visitors remains the highest priority of the Essex County Correctional Facility.

Over the past several years, ECCF has focused on reducing Use of Force incidents through a comprehensive strategy emphasizing:

- De-escalation techniques
- Crisis Intervention Training (CIT)
- Clear policy expectations and accountability
- Ongoing professional development



As part of this continued commitment, ECCF issued Oleoresin Capsicum (OC) spray to all uniformed correctional officers in 2025. OC spray provides a less-lethal option for managing volatile situations when verbal de-escalation proves ineffective. This initiative enhances officer safety while supporting controlled, proportional responses consistent with policy and best practices.



L to R: Middleton Asst. Supt. Jonathan Campbell, Classification Director Asst. Supt. Kimberly Murtagh, and Middleton Supt. Aaron Eastman

All authorized officers receive standardized training covering proper deployment, policy compliance, and post-incident procedures. Use of OC spray is governed by clear policy guidelines and supervisory oversight. This measure reflects ECCF's ongoing focus on equipping staff with appropriate tools that reduce the risk of injury and reinforce sound professional judgment.

These combined efforts have produced measurable improvements, contributing to a safer and more stable institutional environment while strengthening public confidence in correctional operations.

Capital Improvements and Infrastructure Modernization

ECCF's partnership with DCAMM remains essential to the long-term sustainability of the facility.

In 2025, significant progress was made on projects designed to enhance safety, efficiency, and working conditions, including:

- Substantial completion of renovations to the Voke housing unit
- HVAC and roofing upgrades to aging structures
- Advancement of planning and implementation for
 - Modernized camera and door control systems
 - Expanded medical and mental health treatment spaces
 - Enhanced officer workstations on housing units

Conducting construction within an active correctional facility presents unique security and logistical challenges. These projects were completed or advanced without disruption to daily operations, reflecting effective coordination among correctional staff, maintenance personnel, and DCAMM partners.

Camera and Door Control System Upgrades

In 2025, ECCF initiated installation of a modern camera and door control system as part of its broader capital improvement strategy. This system is designed to enhance security, improve operational efficiency, and provide staff with improved visibility and control throughout the facility.

The upgraded system replaces aging infrastructure with modern technology that supports safer movement, faster incident response, and increased system reliability. Installation is being completed in phases to ensure continuity of operations and maintain security within an active correctional environment.

New Medical Infirmiry – Final Design Phase

In 2025, ECCF reached the final design phase for a new two-story medical infirmiry to be constructed on the Middleton campus. This project represents a significant investment in the long-term health, safety, and operational effectiveness of the facility.

The new infirmiry (architect’s rendering at right) will replace outdated medical spaces that no longer meet the demands of a modern correctional population. The design emphasizes expanded clinical capacity, improved security features, and more efficient workflows for both medical and correctional staff.



Key objectives of the project include:

- Expanded access to medical and mental health services
- Improved safety, privacy, and dignity for patients and staff
- Purpose-built clinical and treatment spaces tailored to correctional operations
- Increased efficiency through modern layout and infrastructure

Advancing this project to final design underscores the department’s commitment to responsibly addressing the evolving medical and mental health needs of the inmate population in collaboration with DCAMM.

Technology, Classification, and Modern Correctional Practices

ECCF continued to integrate technology into daily operations with an emphasis on accountability, consistency, and safety.

Guardian RFID Accountability System

In 2025, ECCF expanded its use of the Guardian RFID system, an electronic accountability and compliance platform designed to enhance safety, transparency, and operational consistency.

The system allows staff to document required security checks, rounds, and post responsibilities in real time. Secure scanning points confirm completion of critical duties, with records retained for supervisory review.

Key benefits include:

- Enhanced accountability through documented compliance
- Improved safety for staff and individuals in custody
- Increased transparency through auditable records
- Greater operational efficiency through reduced paperwork

Guardian RFID supports modern correctional operations while preserving professional discretion and judgment.



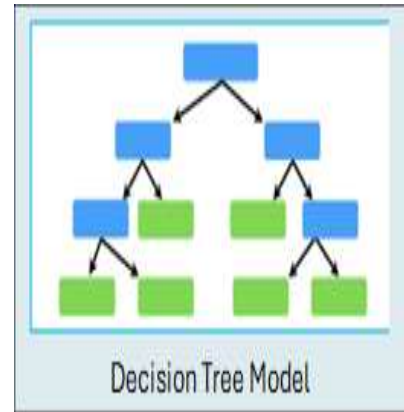
Objective Jail Classification (OJC) Decision Tree

ECCF continued refining its OJC Decision Tree, an evidence-based system that promotes consistency, fairness, and safety in housing and supervision decisions. The OJC system evaluates factors such as charges, criminal history, institutional behavior, and identified risks beginning at intake, with decisions reviewed regularly to ensure appropriateness.

Benefits include:

- Improved safety through risk-based supervision
- Greater consistency through standardized criteria
- Reduced subjectivity and enhanced fairness
- Clear behavioral expectations
- Improved alignment with treatment, programming, and re-entry services

This approach strengthens institutional operations while maintaining staff oversight and professional discretion.



Inmate Population and Facility Operations

ECCF continues to manage a complex and evolving inmate population, including individuals with significant medical, mental health, and substance-use needs. Effective collaboration among custody staff, medical providers, and mental health professionals remains essential to maintaining safety and humane care.

Through structured communication, training, and shared responsibility, ECCF has enhanced interdisciplinary coordination while maintaining firm security standards.

Conclusion

The success of the Essex County Correctional Facility in 2025 is a direct result of the professionalism, resilience, and dedication of its staff. Through leadership transitions, operational demands, and continued modernization, the facility has remained focused on its core values.

Because of the men and women who serve here, ECCF continues not only to endure, but to improve. I extend my sincere appreciation to all staff for their continued commitment to the Essex County Sheriff's Department.

Classification

“Best team ever... Together we are making a difference.”



Assistant Superintendent of Classification, Criminal Records, and Grievances Kimberly Murtagh (pictured left) summarized the Department’s collective efforts.

The inmate classification process determines housing assignments based on assessed security levels. Each inmate’s security level is established through the Objective Jail Classification Decision Tree, an objective assessment tool administered by a Classification Officer at intake. The Decision Tree evaluates factors including current charges, prior felony history, and institutional behavior (disciplinary boards). This assessment is conducted upon intake and every sixty days thereafter.

Changes to an inmate’s security or housing level are determined by the inmate’s behavior and compliance while incarcerated. The overarching goal of the Classification Division is to ensure that each inmate is provided with safe housing and meaningful access to treatment and programming opportunities that support successful reintegration into the community.

Leadership and Staff

Director of Classification, Lieutenant Courtney Cosgrove (pictured right) continues to be instrumental in the advancement of the Classification Division. In November 2025, Lieutenant Cosgrove successfully launched the final version of the OJC System, achieving a long-standing departmental objective to implement a standardized and objective classification process. She played a key role in coordinating and delivering classification training to administrative staff, line staff, academy recruits, and orientation classes. Lieutenant Cosgrove also served as an instructor for Middle Management Leadership Training and Front-Line Supervisor Training. Throughout the implementation process, she remained steadfast in her leadership and operational responsibilities.

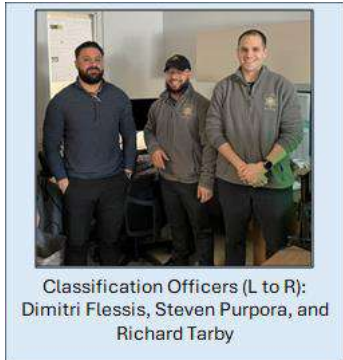


Classification Assistant Director
Anthony Mallia

Assistant Director of Classification, Anthony Mallia, continues to oversee the classification of general population, at-risk, protective custody, and youthful offender inmates throughout the facility. Through collaboration with Housing, Medical and Mental Health, Security, and Administrative staff, he ensures classification decisions prioritize the safety of staff, inmates, and the public.

In 2025, the department recognized the retirement of long-time Correctional and Classification Officer Jon Carbone, following thirty-

three years of dedicated service to the Essex County Sheriff's Department. The department also welcomed Officer Ryan Danahey (pictured right) in October 2025. Officer Danahey previously served in Housing at the Middleton facility and brought valuable institutional knowledge and a collaborative approach to the Classification team.



Classification Officers (L to R):
Dimitri Flessis, Steven Purpora, and
Richard Tarby

Classification Officers Jennifer Poulin, Nicholas Eaton, Marianne Thibault, Dimitri Flessis, Richard Tarby, Steven Purpora, and Ryan Danahey work with both sentenced and pre-trial inmate populations. Classification begins at intake, where Officers Tarby and Purpora administer the Decision Tree and assign security levels. Classification staff then continue to work with inmates throughout their incarceration, addressing programming, education, parole considerations, and discharge planning.

Classification Boards and Reviews

All Classification Officers facilitate and participate in Initial Classification Boards, Return to Higher Custody Boards, and ECPRC Boards. Boards are convened daily, weekly, or monthly based on operational needs and consist of a three-member panel chaired by a Classification representative.



Pictured above (L to R) are Classification Officers Jennifer Poulin, Marianne Thibault, and Nicholas Eaton

Classification Officers meet with inmates on their caseload every sixty days to review and update classification status. Additional meetings may occur at the inmate's request or when changes in case status warrant review.

Guidelines considered during classification reviews include:

- Institutional adjustment and disciplinary history
- Compliance with and participation in programming
- Length of time served
- Escape history, if applicable
- Accountability for personal conduct
- Nature of the offense and criminal history

Behavioral Stabilization Unit (BSU)

Classification Officer Nicholas Eaton serves as the Classification representative and Chairperson for Behavioral Stabilization Unit (BSU) review boards. Inmates housed in the BSU — including those in protective custody, administrative segregation, and individuals with serious mental illness—are reviewed regularly by a multidisciplinary team consisting of Classification, Housing, Security, Programming, and Mental Health staff.

The BSU board convenes every Monday, Wednesday, and Friday and meets with an average of four inmates per session. In 2025, approximately 527 inmates were reviewed. The objective of

these reviews is to identify appropriate alternative housing placements, facilitate access to services, and encourage program participation, with the goal of transitioning inmates out of the BSU whenever feasible.

Inmate Orientation

Classification Officers ensure that all sentenced and pre-trial inmates receive comprehensive orientation. Topics include unit emergencies, institutional rules and sanctions, abuse prevention, PREA, suicide prevention, fire safety, ADA compliance, classification procedures, movement protocols, programming and religious services, medical and mental health services, grievance procedures, visitation, mail and telephone access, and institutional counts.

Discharge Planning and Re-entry

The Classification Division plays a critical role in discharge planning and serves as a key link to community-based resources. Officers collaborate with re-entry caseworkers to encourage the development of individualized re-entry plans. In 2025, every inmate booked into the Essex County Correctional Facility (ECCF) was assigned a re-entry caseworker to support transition planning.

Specialized Populations and Services

- **Transgender Population**

All inmates complete a Transgender Identity Form at intake to ensure appropriate housing and care. The ECCF Gender Identity Team — comprised of Classification, Medical, Mental Health, Security, and PREA staff — meets with transgender inmates to address individual needs. Classification Officer Jennifer Poulin facilitates transgender training for staff and is a member of the Transgender Training Institute.

- **Department of Mental Health (DMH) Referrals**

Officer Poulin works closely with a DMH liaison to coordinate release planning for inmates requiring mental health services. In 2025, the ECCF facilitated 48 DMH video conferences and maintained partnerships with DMH, UTEC, and ROCA for individuals aged 18–25 with mental health needs.

- **Sex Offender Registry Board (SORB)**

In compliance with M.G.L. c.6, §178C, Classification Officers determine registration requirements and complete required notifications. Officer Poulin serves as the ECSD SORB representative and managed an average caseload of 40 inmates in 2025.

- **Probation and Parole**

Classification Officers conduct exit interviews for inmates who are parole eligible or sentence-expiring to address housing, supervision status, program referrals, medical and mental health needs, and MassHealth registration.

Additional Responsibilities

- **Inmate Transfers:** In 2025, 61 inmates were transferred out, and 81 inmates were accepted from other counties.

- Veterans Services: On average, the ECCF housed 10–12 veterans daily, with coordination through Volunteers of America and the Housing Unit for Military Veterans (HUMV) Program.
- ICE Coordination: As of December 2025, 124 inmates were housed with active ICE detainees.
- DNA Collection: Classification staff collected 140 DNA samples in 2025 in compliance with state requirements.



DNA (or Deoxyribonucleic Acid) acts like a blueprint for building and operating a living organism.

Classification Training

In addition to the annual mandatory training that all staff attend, some staff represented the department in additional opportunities outside of the ECSD. In October 2025, A.S. Kimberly Murtagh, Lt. Courtney Cosgrove, Asst. Director Anthony Mallia, and Classification Officer Dimitri Flessas attended the statewide Annual Classification Breakfast Meeting hosted by the Worcester County Sheriff’s Department.

All Classification staff attended numerous hours of Northpointe/Decision Tree training throughout the year.



Dir. of Classification Lt. Courtney Cosgrove, Classification Officer. Ofc. Dimitri Flessis, and Asst. Dir of Classification Anthony Mallia, at the Annual Classification Breakfast Meeting.

In 2025, the Classification Division completed thousands of Decision Tree assessments, facilitated inmate orientations, conducted countless reviews and boards, and remained committed to safety, accountability, and collaboration throughout the facility.

Specialized Re-Entry Services

Program Overview

For more than six years, the Specialized Re-Entry Services Team has provided structured, collaborative support to pre-trial incarcerated individuals requiring substance use and mental health treatment upon release.

Over time, the program has expanded in scope, staffing, and community reach. Through these developments, the team has established a reputation grounded in:

- Consistency
- Professionalism
- Cross-agency collaboration
- Participant-centered care

The team works closely with the courts and legal stakeholders — including Committee for Public Counsel Services (CPCS) Social Workers, Statewide Recovery Courts, Veteran’s Justice Outreach, Veteran’s Treatment Court, Legal Counsel, and Probation Departments — to

streamline the transition from incarceration to appropriate community-based treatment for eligible individuals.

Leadership & Team (pictured below L to R)



Jacquelyn Richards



Alexander Bergen



Derek Ryan



Shannon Flaherty

In 2025, Shannon Flaherty transitioned to a role with one of the department's valued community partners. During her tenure, she played a critical role in:

- Facilitating community treatment placements
- Assisting with MassHealth enrollment
- Coordinating Medication Assisted Treatment (MAT)
- Developing the comprehensive Re-Entry Resource Guide

Best of luck Shannon!

The Re-Entry Resource Guide — now distributed to individuals returning to the community — provides statewide contacts and locations for substance use and mental health services across Massachusetts and remains an enduring resource for successful reintegration.

Community Outreach & Partnerships

Community engagement remains central to the program's success. In 2025, the team conducted site visits and outreach efforts to strengthen referral pathways and enhance placement confidence.

Partner engagements included:

- Insight Recovery, Winchester
- NFI, Haverhill
- Boston Addiction, Peabody
- New Wave, Salisbury
- Recovery Café, Lowell
- Ray of Light Recovery Café, Haverhill
- The Bridge Club, Lowell
- META Recovery, North Reading
- Riverbend (Virtual Outreach Meeting)



Celebrating the Grand opening of the Ray of Light Recovery Café in Haverhill are (L to R): Assistant Director of CASE Derek Ryan, WIT Director Assistant Superintendent Jennifer Murphy, Director of Pre-Trial Re-Entry Services Jacquelyn Richards, Assistant Director of Pre-Trial Re-Entry Services Alexander Bergen, and Re-Entry Resource Liaison Shannon Flaherty.

These efforts ensure participants are referred to trusted, vetted programs while fostering strong professional relationships with provider staff. Participant confidence in the placement process remains a core priority.

Court Engagement

In 2025, the Specialized Re-Entry Team expanded its direct participation in Essex County Treatment Courts.

Active Participation:

- Lynn Recovery Court
- Lawrence Recovery Court
- Salem Recovery Court

Ongoing Support:

- Haverhill Recovery Court
- Lawrence Mental Health Court
- Lynn Mental Health Court
- Veterans Treatment Court
- Veterans Justice Outreach Program (U.S. Department of Veterans Affairs)

Through these partnerships, veterans are connected to benefits, housing resources, and appropriate treatment options while ensuring coordinated case planning and continuity of care.

2025 Highlights

The team’s involvement extended beyond daily operations into regional collaboration and professional development.

Key 2025 Engagements:

- Attendance at Veteran’s Treatment Court Graduation
- Attendance at Lynn and Lawrence Recovery Court Graduations
- Participation in the Re-Entry Round Table, Malden
- Attendance at the Re-Entry Court Summit, Norfolk County
- Participation in the 2025 Recovery Court Conference
- Logistical assistance at the 2025 Opioid Treatment Program (OTP) Conference, hosted by ECSD
- Attended the Grand Opening of the Ray of Light Recovery Café, Haverhill
- Participation in the “Run for the Troops” 5K
- Participation in the 2025 Law Enforcement Torch Run 5k for Special Olympics
- Run for the Troops 5k (pictured right)



Director of Pre-Trial Re-Entry Services Alexander Bergen (L) and Specialized Re-Entry Services Director Assistant Superintendent Jason Faro after the Law Enforcement Torch Run 5k in Peabody.

2025 By the Numbers

Total Individuals Served: 343

Diversion & Case Outcomes

Category	Total
Total Diversions	149
Sentenced	59
Released at Court/Bailed	80
Declined Services	12
Transferred to ECPRC	29
Out-of-County Transfer/DOC	14



ECSD Staff with Lynn Recovery Court staff

Program Transports: 184

Category	Total
Pre-Trial Diversion	39
Medication-Assisted Treatment (MAT)	49
Specialty Courts	40
CPCS	16
Veterans	4
Jail Mental Health	
Court Program (JMHCP)	10
ECPRC	7
Parole	14
Sentence Expired	5

Community Testimonials

“Essex County Re-entry team has been invaluable to the Lynn Recovery Court and its participants. They streamline the process from incarceration to community placement and always go above and beyond in assisting with our participants’ needs.”

—Carly Jacobson, Lynn Recovery Court Clinician

“The Essex County Sheriff’s Department is a very important part of the Recovery Court team. They provide invaluable information to the decision-making process. Alex (Bergen) and Jackie (Richards) are always available to help the team—from answering questions to transportation assistance to helping obtain beds. We know they are only a call away.”

—Probation Officer Kelley Montgomery, Lynn Recovery Court

The collaboration the Lawrence Recovery Court enjoys with Jackie, Alex, and Shannon of the ECSD Re-entry team directly supports the mission of treatment court. They are a valuable asset.”

—Nancy Cumming, Lawrence Recovery Court Clinician

Opioid Treatment Program (ECSD-OTP) Medication-Assisted Treatment (MAT)

“Innovation et Excellentia”
Innovation and Excellence

Program Overview

The year 2025 marked another period of exceptional achievement for the Essex County Sheriff’s Department Opioid Treatment Program (ECSD-OTP). The program continues to deliver evidence-based Medications for Opioid Use Disorder (MOUD) within a comprehensive, person-centered treatment framework. Beyond providing access to lifesaving medications, ECSD-OTP remains deeply committed to advancing re-entry planning, clinical innovation, and system-wide excellence.

Throughout the year, ECSD-OTP received national recognition and provided technical guidance to correctional systems across the United States. As an independently licensed and accredited Opioid Treatment Program, ECSD-OTP emerged as a national gold standard for correctional-based opioid treatment.

Treatment Model and Access to Care

In alignment with national best practices, ECSD-OTP offers a full spectrum of MOUD options designed to support individualized treatment planning. Through close collaboration between medical and clinical services, participants have access to:

- Methadone
- Buprenorphine
- Naltrexone
- Long-acting injectable medications, including Brixadi® (buprenorphine) and Vivitrol® (naltrexone)

In 2025, 827 incarcerated individuals accessed treatment and services through ECSD-OTP. Program admissions were available at all three Essex County Sheriff’s Department facilities:

- Middleton House of Correction
- Essex County Pre-Release Center (Lawrence)
- Women in Transition (Salisbury)

2025 MAT Admissions Summary

	Maintenance/MSW	Induction	Total
Middleton	704	84	788
ECPRC	0	17	17
WIT	18	4	22
TOTAL	722	105	827

Admission Pathways Defined:

- Maintenance: Individuals actively receiving MOUD prior to incarceration
- Medically Supervised Withdrawal (MSW): Individuals referred for OTP admission following completion of a medically managed withdrawal protocol
- Induction: Individuals screened and admitted to OTP services 60–90 days prior to release

2025 OTP Dosing Activity (All ECSD Facilities)

Medication	Administered doses
Buprenorphine	52,849
Methadone	22,987
Naltrexone	593
Brixadi	159
Vivitrol	42
Total	76,630

Medically Supervised Withdrawal: Advancing Continuity of Care

The ECSD MOUD-based Medically Supervised Withdrawal model, implemented in June 2024, continued to demonstrate success throughout 2025. This approach prioritizes the identification of high-risk individuals and facilitates seamless transition into sustained OTP treatment.

In 2025, 150 individuals were admitted to ECSD-OTP following referral from medical services after completion of MSW. This integrated model has been formally recognized by the Massachusetts Department of Public Health, Bureau of Substance Addiction Services, as a best-practice continuum of care.

2025 Highlights

ECSD Showcases National Model in Correctional Opioid Treatment

In 2025, Sheriff Coppinger and the Essex County Sheriff's Department hosted correctional leaders and community partners from across the country for a two-day peer exchange focused on opioid treatment in correctional settings. The event highlighted ECSD's nationally recognized approach and its status as one of the few correctional systems in the United States operating its own licensed Opioid Treatment Program.





ECSD staff shared the story of how the program was launched, the challenges faced along the way, and the lessons learned along the way. The goal was simple — give other jurisdictions a roadmap they could take home to strengthen their own fight against the opioid crisis.

Officials from sheriffs' departments in Dekalb County, (GA), Crow Wing County (MN), Franklin County (ME), Ventura County (CA), Arlington County (VA), Hennepin County (MN), and Dane County (WI) attended the exchange. They toured ECSD's correctional-based treatment facility, joined panel discussions with staff and medical experts, and participated in breakout sessions on topics such as program design, security, funding strategies, mental health integration, and nursing best practices.

“Addressing the opioid crisis requires bold and coordinated action. Essex County’s program demonstrates that corrections can play a transformative role in saving lives and strengthening communities.”

—Sheriff Kevin F. Coppinger

The exchange also emphasized the balance between treatment and security, as well as the importance of building strong community partnerships, particularly when planning an individual's re-entry back to the community. Attendees left with practical strategies and “toolkits” designed to help them start or expand programs in their own counties.

The event was sponsored by the Opioid Response Network (ORN) and made possible by funding from the Substance Abuse and Mental Health Services Administration (SAMHSA) with assistance from Rulo Strategies. ORN provides free educational resources and training focused on opioid and stimulant use disorders. The initiative helps address local needs through community-driven education delivered by experienced ORN consultants working in every state and territory. By partnering with ORN, communities are enhancing the workforce and building sustainability across both public health and public safety.

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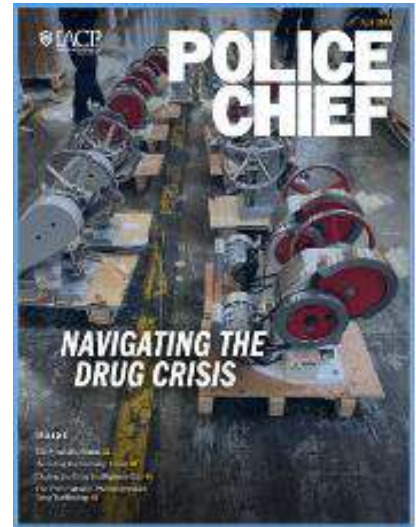
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National Recognition: Police Chief Magazine

In July 2025, ECSD-OTP was featured in *Police Chief* Magazine, published by the International Association of Chiefs of Police (IACP). The article highlighted the program as an innovative national response to opioid use disorder, describing ECSD's approach as "a structured path to recovery" that exceeds many community-based standards of care.

"Our goal is simple: to save lives by providing treatment that is modern, effective, and, in many cases, better than what is available in the community. We have built a culture grounded in exceptional care, ensuring individuals leave custody actively engaged in treatment and connected to support."

— Sheriff Kevin F. Coppinger



The Heartbeat of the MAT Program

The success of ECSD-OTP is driven by the dedication and professionalism of its correctional staff. Officers play a critical role in maintaining uninterrupted treatment delivery while upholding the highest standards of safety and security. Many of the program's operational processes, security practices, and policies are the direct result of staff-driven innovation and frontline expertise.

Despite the inherent challenges of a correctional environment, this team consistently ensures continuity of care for incarcerated individuals, medical providers, and clinical partners.

"Our success is due in large part to the professionalism and expertise of our correctional staff."

—Captain Laura Dow

Spotlight: Officer Michael Cotton

Officer Michael Cotton (pictured right) exemplifies the values of service, leadership, and commitment that define the ECSD-OTP team. Currently a First Sergeant in the Army National Guard, Officer Cotton applies the discipline, teamwork, and mission-focused mindset developed through his service to his work in corrections. These qualities enhance both program operations and staff collaboration.



Beyond his professional role, Officer Cotton is a dedicated husband and father, bringing balance, integrity, and compassion to every aspect of his life. His ability to integrate military experience with civilian service reflects the leadership culture that strengthens the ECSD-OTP program.

Re-entry and Funding Innovation

In 2025, ECSD-OTP continued to expand re-entry services through the support of the Bureau of Justice Assistance Comprehensive Opioid, Stimulant, and Substance Use Program (COSSUP). Continuum of Care Coordinators (CCC) provided individualized discharge planning to ensure uninterrupted access to treatment and recovery support upon release.

In their independent program evaluation, Doctors Danielle Marie Lacorazza and Rimonda Maroun described ECSD’s COSSUP Program as “innovative and highly effective.” They went on to state that our discharge plans are, “instrumental in empowering individuals to rebuild their lives.” (Lacorazza & Maroun, 2025).

2025 Enhanced Discharge Planning Outcomes:

- 370 MOUD participants received enhanced re-entry services

Key services included housing placement, insurance activation, primary and behavioral healthcare linkage, recovery support, and financial assistance—maximizing opportunities for sustained recovery.

Nurse LaPorte and Clinician Fiore: Keys to MAT’s success at the ECPRC

In a facility that has no walls or fences, and inmates are allowed to move about the grounds with a certain degree of freedom, teamwork among staff is crucial. This teamwork is on full display when Jen LaPorte and Jamie Fiore interact for the benefit of our inmates. The first thing one notices about Jen and Jaime: They are busy. They work tirelessly on behalf of the individuals in custody at the ECPRC.



MAT Clinician Jamie Fiore (L) and MAT Nurse Jen LaPorte

Both Jen and Jamie are part of the ECPRC’s Medication Assisted Treatment (MAT) Program. ECSD’s MAT Program began at our Middleton facility in 2019 and was established at the ECPRC in August 2024. Jen and Jamie each have a passion for what they do. “What do they do?” one may ask? They provide help for our inmates who need it most, those with substance abuse issues.

Jen LaPorte, BSN, RN earned her Bachelor of Science in Nursing from Southern New Hampshire University, and she is currently attending Regis College to become a Psychiatric Mental Health Nurse Practitioner. Jen has been working at ECSD since May 2021. She began with our previous healthcare provider and is now with our current provider, VitalCore Health Strategies.

Jen oversees the daily operations of the ECPRC MAT Program, a role she has had since the unit opened. Jen is proud of this position. As she stated, “Being trusted with this role means a great deal to me both personally and professionally. It is an honor that they chose me and entrust me with this job.”

Jen admits that she was a bit nervous transitioning from the Middleton facility to the pre-release facility, saying, “It was a big change and a challenge.” She then smiled and said, “But it worked out!”

When asked about the challenges of her job, the smile left Jen’s her face. “It is tough when a familiar face returns, especially if they’re struggling more than they had been last time they were here. It’s difficult to see a person fight so hard on the path to recovery.” Jen’s smile returned a bit, “But the good thing is they’re still alive and this is another opportunity to support them!”

Jen said thanks to people like nurses Darah Tindall and Lori Lampert, the MAT team is like a family. She said LPN Val Finnie, who has been working for the MAT since its inception, taught her the ropes “... and Val always has a smile on her face.” Thanks to Jen, a lot of other folks have smiles as well.

MAT Clinician Jamie Fiore attended the University of Southern Florida for her Bachelor of Science in Psychology and earned her Certificate in Substance Abuse Counseling from Northern Essex Community College. Jaimie is currently working on her Master’s Degree in Social Work at the University of New Hampshire.

She started at ECSD in February 2024 and was at the WIT until coming to the ECPRC in May 2025. Like Jen, she is a VitalCore employee.

As part of the VitalCore team, Jaimie provides support to a caseload of inmates, focusing on re-entry services. On the day we spoke with Jamie, she was holding one-on-one meetings with inmates. She explained that these meetings are important to determining what each inmate needs and what she can do to help them succeed upon release.

Jamie said that inmates sometimes feel she only knows the academic side of counseling, and this can be challenging. She stated, “When an inmate says I only know academics; that I have no real-world experience and they question my empathy, that can be tough. I tell them that like most people, I have had challenges.”

When asked what she likes about working for VitalCore, and at the ECPRC in particular, Jamie energetically stated, “I love my role here. When a patient has that ‘Aha moment,’ it makes doing this job worth it. That is the best gift.”

Jamie said she appreciates how VitalCore and Spectrum staff work together to provide the best possible care for inmates. In addition, Jaimie said Jillian Nelson of the Re-Entry Team has been a great collaborator. But it was WIT Director Jennifer Murphy, and WIT Reintegration Officer Cynthia Deleon who helped Jamie from the beginning. Jamie explained, “They helped me build my foundation within ECSD and in corrections as a whole...Corrections is its own world.”

If you are at the ECPRC and cross paths with Jen or Jamie, feel free to say “Hi.” Do not expect a long conversation, however, they keep very busy.

Essex Medication Re-Entry Grant Expansion (EMRGE)



In 2025, the Essex Medication Re-Entry Grant Expansion (EMRGE) Program completed the fourth year of its five-year grant cycle. EMRGE is a collaborative initiative between the Essex County Sheriff’s Department (ECSD), the Substance Abuse and Mental Health Services Administration (SAMHSA), and Volunteers of America Massachusetts.

EMRGE is a voluntary six-month program for individuals with a history of opioid use and justice involvement. Participants enroll 30 to 90 days prior to release. During this period, the program uses standardized assessment tools to identify individual needs, inform treatment planning, and address barriers to recovery. EMRGE operates across all ECSD facilities and maintains a community-based office in Lawrence, Massachusetts.

The EMRGE team works closely with Probation and a network of community partners to support participants during and after incarceration. These partnerships strengthen continuity of care and ensure access to critical services, including Medication for Opioid Use Disorder (MOUD), counseling, and community-based supports.

The collaboration among SAMHSA, ECSD, and Volunteers of America (VOA) continues to yield positive outcomes. Program data reflects strong engagement and a commitment to supporting successful community reintegration.

In 2025, EMRGE served 133 clients, achieving 74% of its target goal of 180 intakes for Grant Year Four (GY4). Additionally, 57 six-month follow-up interviews were completed with participants. These interviews were conducted by EMRGE staff within ECSD facilities, in the community post-release, or by phone through evaluation staff. The evaluation team coordinated closely with program staff to ensure all participants were contacted within their designated follow-up window. Table 1 shows the diverse population served by EMRGE since the program began in 2021.

TABLE 1: EMRGE Baseline Demographic Characteristics Since Inception (Oct. 2021)		
	%	Number
Gender (Total = 548)		
Male	78	358
Female	22	100
Age (Average of 38)		
18-24	5	25
25-34	32	148
35-44	44	203
45-54	15	63
55-64	3	16
65+	<1	2

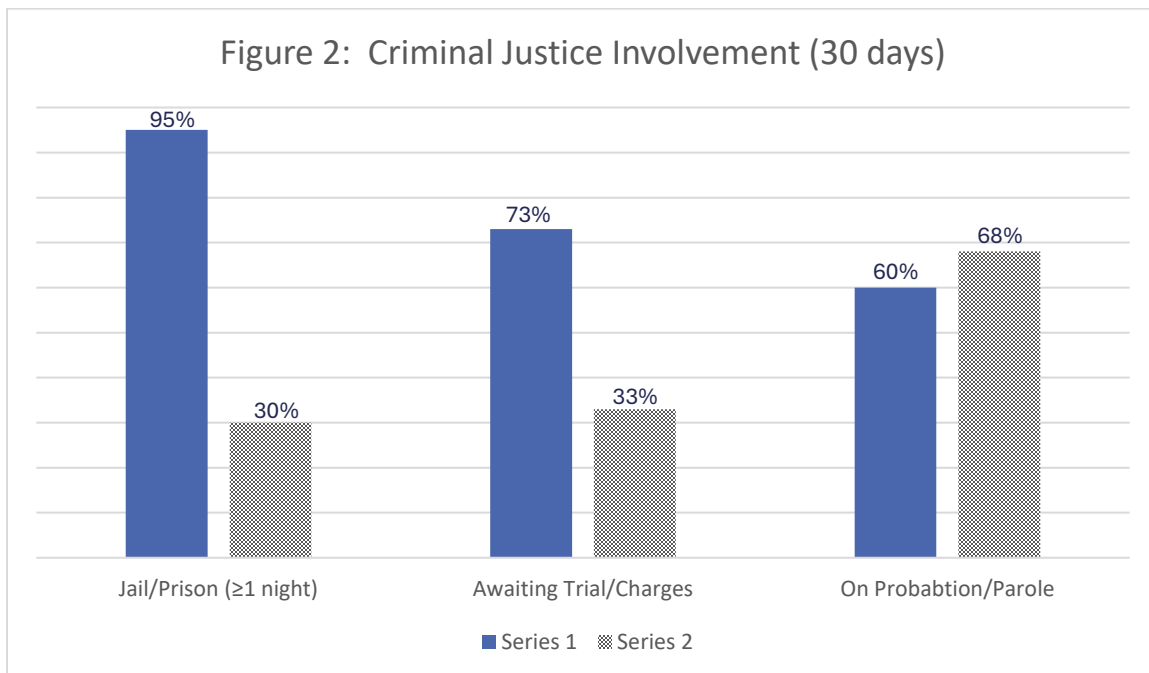
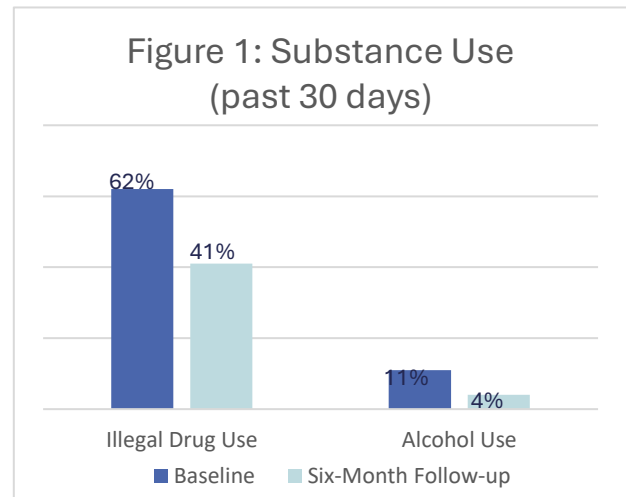
Note: The difference in totals reflects one client’s choice not to answer the age question.

Crime & Criminal Justice

Use of any substance (alcohol or drugs) decreased from baseline to 6-month follow-up. More specifically, illegal drug use decreased from 62% at baseline to 41% at follow-up, and use of alcohol decreased from 11% at baseline to 4% at follow-up (See Figure 1).

At baseline and 6-month follow-up, participants were asked to report information about their criminal activity in the 30 days prior to their interview. At baseline, almost all (95%) participants had spent at least one night in jail or prison, which decreased to 30% at 6-month follow-up.

Involvement with the criminal justice system varied over time. Those “awaiting trial, charges, or sentencing” decreased from baseline (73%) to follow-up (33%), but those who reported being on parole or probation increased from baseline (60%) to follow-up (68%) as participants were released from the facility (see Figure 2).



Correctional Opportunity for Personal Enrichment (COPE)

Assistant Superintendent Jennifer Padre, LICSW/Director of Clinical Services oversees The COPE Unit. The unit houses more than 40 incarcerated individuals with mental health conditions and co-occurring disorders who may be appropriate for diversion to the community

with the support of structured case management services. Since 2018, ECSD has partnered with Volunteers of America (VOA) to provide specialized services to this population.

VOA staff work closely with participants to identify individualized re-entry goals, including securing stable housing and connecting individuals to behavioral health treatment and supportive services. These efforts are designed to promote stability and support a successful transition back into the community.



Participants in the COPE program have access to a range of mental health programming within the unit, as well as educational and psychoeducational classes offered outside the unit. In addition, VOA staff conduct ongoing outreach and education with criminal justice professionals throughout the North Shore to increase awareness of the COPE program and its benefits.

Through partnerships with mental health courts, VOA identifies individuals who are appropriate for participation in COPE and works to facilitate successful reentry by connecting them with critical community-based resources. VOA staff also collaborate closely with the ECSD Mental Health Team to ensure that incarcerated individuals receive compassionate, evidence-based care throughout their time in custody.

In 2025, the COPE Program successfully diverted 100 individuals back into the community, supporting their transition to treatment, housing, and other essential services.

Accessing Re-Entry Services: A Timeline

Intake Process: Needs and History Assessment

All individuals supervised by the Essex County Sheriff's Department complete a comprehensive *Needs and History Assessment* during intake. This assessment evaluates key areas that inform service planning, including:

- Medical needs
- Medication management
- Behavioral health
- Substance use disorders
- Medication Assisted Treatment (MAT)

This initial evaluation ensures that appropriate services and supports are identified early and integrated into each individual's re-entry planning.

Pre-trial Re-Entry Service Programs

Programming is available to pre-trial populations only.

Clean and Sober Existence (CASE)

Through referrals from the Superior and Trial Courts, the Clean and Sober Existence (CASE) Program provides comprehensive pre-trial re-entry services. Assigned case managers coordinate referrals to community-based treatment and recovery programs to support individuals in addressing substance use and behavioral health needs.

The CASE team works collaboratively with court partners to develop sustainable, treatment-centered discharge plans that promote long-term stability and successful reintegration into the community.

Correctional Alternatives for Re-Entry (CARE)

The CARE Program utilizes targeted case management to identify individuals who may benefit from structured re-entry services. When approved by the supervising court, CARE staff develop individualized re-entry plans designed to support recovery and reduce recidivism. These plans are developed in alignment with court requirements and emphasize community stability, accountability, and continued recovery support.

Re-entry Services for Pre-trial and Sentenced Populations

Continuum of Care Coordinators (CCC)

The Continuum of Care Coordinators provide re-entry services to both pre-trial and sentenced individuals participating in Medications for Opioid Use Disorder (MOUD) treatment. CCC staff coordinate treatment continuity and community-based care to ensure individuals maintain access to medication and supportive services upon release.

Correctional Opportunities for Personal Enrichment (COPE)

The COPE Program provides re-entry planning and treatment support for individuals with behavioral needs.

Case managers collaborate with the facility's mental health team to provide:

- Stabilization services
- Counseling support
- Individualized discharge planning
- Referrals to community-based behavioral health providers

The program aims to promote mental health stability and facilitate a smoother transition back into the community.

Sentenced Re-Entry Services

Sentenced individuals receive re-entry support through Classification Case Managers. This team assists individuals in addressing outstanding legal matters and preparing for successful reintegration into the community.

Case managers meet with their assigned caseloads every 60 days to conduct individual case reviews and monitor progress toward re-entry goals.

The Classification team works in collaboration with Spectrum Health Services staff to develop comprehensive re-entry plans. These plans may include referrals and support for:

- Recovery and addiction-based housing
- Outpatient substance use treatment
- Medication for Opioid Use Disorder (MOUD) services
- Medical insurance enrollment and healthcare access

Through coordinated planning and community partnerships, the program aims to remove barriers to release and support long-term recovery and stability.

Essex County Pre-Release & Re-Entry Center



“Life is all about your point of view. I believe challenges should be viewed as an opportunity to learn and grow rather than something that inhibits you.”

—Superintendent Heidi Mora (pictured left)



“Great leaders embrace fresh ideas, actively listen and empower those around them, fostering a culture of continuous learning and paving the way for tomorrow's innovations.”

—Assistant Superintendent Jose Hernandez (pictured left)

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

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.

In 2025, the facility housed an average of 88 inmates and oversaw an average of two more on the Electronic Monitoring Program (EMP). While some EMP participants live at home and some at group homes or sober houses, all are under the supervision of the ECPRC.

Eligibility for the ECPRC

To be allowed to transfer from Middleton to the ECPRC, an inmate must be referred by his Reintegration Coordinator to the ECPRC Board. In addition to interviewing the candidate, the board reviews 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 fences and an increased emphasis on programs. Inmates wear their own clothes instead of uniforms 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.

Personnel



Michael Sherburne joined ECSD as a plumber and has been assigned to the ECPRC. Michael holds a Journeyman's License and has been a plumber for over 10 years. He was inspired to join the field by his uncle who owned his own plumbing business. Michael, who has a very strong work ethic, started working for his uncle in high school, and has enjoyed it since.

Team Effort and Training Keys to Apprehending Suspects

July 3, 2025 was just another Thursday at our male pre-release facility. The atmosphere at the ECPRC was actually a bit light as employees prepared for the Fourth of July – a day of celebration for staff members fortunate to have the day off.

Sergeant John Mahoney was in charge of the facility's control room when he heard a transmission from a Lawrence Police Officer that they were looking for several individuals that had just fled after an armed robbery of a jewelry store in North Andover. It turned out that Lawrence Officer, Detective Leo Silvera is a former ECSD Correctional Officer.

Immediately, Sergeant Mahoney along with Captain James Comeau and K-9 Officer Peter Karvelas & K-9 Vlad responded. All inmates at the facility were ordered inside where they were secured.

The trio monitored radio transmissions. They heard that the suspects had crashed the getaway car. Officer Karvelas took preemptive action and, with Vlad, began searching the facility's perimeter.

Mahoney then received a phone call from the Massachusetts State Police informing him that several law enforcement agencies were actively looking for the suspects. Moments later Mahoney, Comeau, and Karvelas heard a helicopter from the MSP airwing just overhead. That meant the suspects were in the area.

While reports on the number of suspects varied from three to five, our officers knew this: There were some dangerous suspects loose. They were armed and very close to our facility.

Then came the radio transmission, “They’re under the bridge near Marston Street — near the farm.” Their training kicked in. Mahoney, Comeau, Karvelas and Vlad converged on the Route 495 underpass, which is just outside the ECPRC’s main gate. But where were the suspects? Sergeant Mahoney explained, “They were tucked in under the bridge. We could barely see them”

And how many suspects were there? The reports had varied...were there three, four, five? Captain Comeau explained that several officers – our ECSD officers and those from other agencies - flushed the suspects out and held them at gunpoint. “But we kept looking around as we secured the scene...We had to look for additional suspects.” Comeau, who is an ECSD firearms instructor was asked how many times how many times he has preached, “situational awareness” (the process of being alert to one’s surroundings) to ECSD staff. He smiled and said, “It was important that day.”

Thanks to the efforts of several law enforcement agencies, the three suspects were taken into custody and one firearm was recovered. For their bravery and professionalism, Captain Comeau and Officer Karvelas & Vlad received the Essex County Sheriff’s Department *Commendation*, while Sergeant Mahoney received the Essex County Sheriff’s Department *Letter of Appreciation*

The Essex County Sheriff’s Department *Commendation* presented to Captain Comeau and K-9 Officer Karvelas & partner Vlad read, in part, “...for their outstanding actions following an armed robbery at a jewelry store and capturing three suspects.”

Sergeant John Mahoney received a *Letter of Appreciation* for assisting in the apprehension of three suspects.

The Essex County Sheriff’s Department *Letter of Appreciation* presented to Sergeant Mahoney read, in part, “...for his actions, maintaining open lines of communication following an armed robbery.”

In a separate incident, Officer James Witcher was recognized for his alertness and diligence.

The Essex County Sheriff’s Department *Letter of Appreciation* presented to Officer Witcher read, “...for his exceptional techniques in contraband interdiction.”



Responding to the call (L to R): Sgt. John Mahoney, K-9 Ofc. Peter Karvelas and Cpt. James Comeau, with the underpass in the background

Career Training & Work Release



“Our programs create meaningful change by providing incarcerated individuals access to education, skills, and support that create pathways for success and reduce barriers to re-entry. I am honored to be part of a team of committed professionals whose dedication and service make a meaningful difference in the lives of the individuals in our custody.”

*—ECPRC’s Director of Programming Assistant Superintendent
Krystina McFarland*

Work Release Program

The Work Release Program continues to serve as a critical bridge between incarceration and successful community reintegration. Through structured employment opportunities and strong employer partnerships, participants gain practical work experience, establish financial stability, and build confidence prior to release.

2025 Placements

ECPRC: 53

WIT: 16

Retained Employment Post-Release

ECPRC:14

WIT: 6

These outcomes reflect the strength of employer partnerships and the commitment of participants to long-term success.

Employer Partnerships

Our Work Release Program is strengthened by partnerships with local businesses across Essex County and surrounding communities. These employers provide meaningful employment opportunities that equip participants with marketable skills and sustainable wages.

Active Partnerships in 2025

- Aramark Food Services
- Circle Finishing, Newburyport
- Keiver Willard, Newburyport
- Park Lunch, Newburyport
- Ipswich Country Club, Ipswich
- Tropical Products, Salem*
- Aulson Company, Methuen*
- Shawsheen Coating, Andover
- Dunkin’ Donuts – Multiple Locations
- Regenie’s Snacks, Amesbury
- Pica’s Pub, Methuen
- 34 Park, Andover
- Bosa, Haverhill
- Buciarelli’s Butcher, Salisbury
- Salem Metals, Middleton
- Aulson Great Rock Farm, Georgetown*
- Fantini’s Bakery, Haverhill*
- The Barn, Amesbury

**New partnership established in 2025*

These new collaborations expand employment pathways and strengthen community reintegration opportunities.

Work Release Success Stories

- **Ali Torres (released July 2025):** Currently operating Pica’s Catering Business.
- **William Venezia (releasing January 2026):** Promoted to Line Leader at Tropical Products.
- **Anulfo Paulino (released November 2025):** Relocated to Florida and secured employment with Great Rock Farm.

These individuals exemplify the long-term impact of structured work opportunities and community support.

Staff Spotlight



Vicki Barry (pictured left) has dedicated more than 20 years of service to the Department, beginning her career as a Correctional Officer and currently serving as the Work Release Coordinator for both the men’s and women’s pre-release facilities.

Throughout her career, Vicki has demonstrated an unwavering commitment to rehabilitation and successful reintegration. Her extensive knowledge, experience, and strong community relationships have been instrumental in expanding employer partnerships and strengthening program outcomes.

Vicki consistently goes beyond her assigned responsibilities to ensure participants are prepared for success—assisting with employment placement, obtaining essential identification documents, and addressing barriers to re-entry. Her professionalism, compassion, and dedication embody the highest standards of public service, and her impact is felt throughout both the department and the broader community.

In2Work Program

The In2Work Program prepares participants for employment in professional food service environments by emphasizing workplace readiness, teamwork, and accountability.

Participant benefits:

- Complete **ServSafe certification**, an industry-recognized credential in food safety and handling
- Become eligible to appear before the Work Release Board upon successful certification
- May obtain employment through Aramark in the facility kitchen

2025 Outcomes

- 30 individuals earned ServSafe certification (ECPRC & WIT combined).
- Approximately 50% were approved for Work Release and placed in the community.
- Two individuals secured employment with Aramark within the ECPRC kitchen.



ServSafe graduation at the ECPRC

The program builds foundational job skills while fostering responsibility, confidence, and employability.

Hardscape Program

Through a partnership between the ECSD, Essex North Shore Agricultural & Technical School, the New England Concrete Manufacturers Association, and industry professionals, the Hardscape Program provides hands-on vocational training in masonry and hardscaping.



Under the supervision of Hardscape Instructor Dave Collins, participants replaced the large section of brick in front of our Middleton facility

Participants receive:

- Direct instruction from Essex North Shore's Masonry & Tile Setting Instructor
- Industry-recognized credentials
- 30 hours of Occupational Safety and Health Administration (OSHA) training
- An official Department of Labor OSHA certification card

This program equips participants with marketable trade skills that support sustainable employment and competitive wages upon release.

Pre-trial Re-Entry Initiative

In early 2025, Pre-Release opportunities were expanded to eligible Pre-trial inmates at our Middleton facility. Following approval by a Classification Board, qualified individuals may transfer to ECPRC and participate in programming.

Pre-trial Re-Entry Diversion connects appropriate individuals to:

- Long-term residential treatment programs
- Intensive Outpatient Programs (IOP)
- Essex County STAR Program
- Sober housing placements
- Recovery Court programs

Successful placement requires close collaboration with criminal justice partners, including District Attorney's Offices, Probation Departments, defense attorneys, court clinicians, and specialized treatment courts.

2025 Pre-trial Statistics

- 33 long-term residential referrals and placements
- 10 STAR program referrals
- 7 sober house placements
- 14 Intensive Outpatient Program placements
- 12 Recovery Court referrals and placements

This initiative reflects a strong commitment to treatment-based interventions and collaborative re-entry planning.

Volunteer Services

Volunteer involvement remains vital to the success of our pre-release facilities. Community volunteers provide education, mentorship, faith-based services, and recovery support, reinforcing positive change and strengthening the connection between the facility and the broader community.

Key volunteer contributions include:

- Religious services led by dedicated faith-based volunteers
- Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) meetings
- Mentorship and re-entry preparation services

Their commitment fosters accountability, personal growth, and hope—critical components of successful reintegration.

Nurturing Fathers Program

In partnership with Pathways for Children and Volunteers of America, the 13-week Nurturing Fathers Program supports participants in developing positive parenting skills.

Participants learn:

- The roots and responsibilities of fatherhood
- Self-nurturing and emotional regulation skills
- Positive discipline strategies
- Techniques to overcome barriers to healthy parenting

2025 Outcome

- 14 program completions

This program strengthens family connections and promotes long-term stability following release.

Graphic Arts/Print Shop

We are proud that our print shop, located at the ECPRC, teaches inmates skills while providing a service to 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 2025, work was done for schools, courts, non-profit organizations and senior centers throughout Essex County. Some of the “clients; were Newburyport District Court, Haverhill District Court, Tri-Town Council (for Boxford, Topsfield, and Middleton) Essex Senior Center newsletter and the Boxford Senior Center newsletter.

Facility Improvements

Under the direction of Assistant Superintendent Sean Gallager, the ECPRC maintenance staff not only keep the entire facility running smoothly, but they also take on special projects. In 2025, they completed the following:

- Remodeled two bathrooms
- Upgraded the HVAC System
- Remodeled the Control Room

ECPRC’s previous Control Room under construction (top) and the newly remolded Control Room.



Inmates Work to Provide for Others



Corrections Specialist retired Sergeant Dennis Laubner (center) works tirelessly to share produce with local agencies.

The ECPRC is often referred to as, “The Farm,” because they maintain a large field of crops. In 2025, the farm experienced another highly successful year. Under the supervision of Corrections Specialist retired Sergeant Dennis Laubner, our all-volunteer inmate workforce harvested a total of 35,310 pounds of produce, an increase of 195 pounds over last year.

At orientation, all new arrivals are encouraged to participate in the farm program. Whether contributing for 30 minutes or several hours, participants have the opportunity to engage in productive outdoor activity while developing valuable skills and supporting a meaningful cause.

A significant accomplishment this year was the donation of 16,760 pounds of fresh produce to food pantries throughout the county. Many program participants have shared that their own families rely on these same community resources, making their

contributions especially meaningful and reinforcing a sense of responsibility and community support.

Additionally, 11,850 pounds of freshly harvested produce were supplied directly to the ECSD facilities, allowing fresh vegetables to be incorporated into meals on a near-daily basis. The program also continued its longstanding tradition of providing butternut squash to all facilities for holiday meals.

The farm achieved substantial growth in its pumpkin harvest, doubling production to 6,070 pumpkins, which were distributed to 68 organizations across the county. These donations helped support community programs and seasonal events, positively impacting many families and children throughout the region.

The continued success of the farm reflects the commitment of staff and inmates alike, while reinforcing our department’s goals of rehabilitation, skill development, and meaningful community engagement.



“When we pull up to a food pantry, they know the produce is fresh — just picked that day.”

—Corrections Specialist retired Sergeant Dennis Laubner



Women in Transition Facility



“Our success at WIT is a direct reflection of the staff who serve here each day. Their dedication to public safety, rehabilitation, and recovery is the driving force behind the positive outcomes we see in the lives of the women we serve.”

—WIT Director Assistant Superintendent Jennifer Murphy

The Women in Transition (WIT) is overseen by Superintendent Heidi Mora and directed by Assistant Superintendent Jennifer Murphy, who was promoted to Director of the program in July 2023. Director Murphy brings 19 years of service to the department, including experience as a Correctional Officer and leadership roles in Community Corrections and Pre-trial Re-Entry Services. She oversees facility operations, classifications, security, treatment services, education, and re-entry initiatives

Program Overview

The WIT facility is a 24-bed adult community residential correctional program serving female offenders classified at minimum and pre-release security levels. Since opening in January

2001, staff have focused on facilitating successful reintegration into the community while addressing the substance use and mental health needs of its residents

The primary mission of the WIT is to enhance public safety by equipping women with the resources, skills, and structured support necessary for successful re-entry. Through a comprehensive and integrated approach — including individual and group counseling, educational programming, employment readiness, vocational training, and community service — the program promotes accountability, personal growth, and pro-social behavioral change

“I am so thankful for the staff at the WIT who treated me with respect and made an unpleasant time in my life much more manageable. They showed me that second chances are possible.”

—WIT inmate

Compliance & Accreditation

The Women in Transition Program achieved **100% compliance across all 2025 audits**, reflecting ECSD’s commitment to operational excellence, accountability, and public safety.

Community Reintegration & Workforce Development

Work Release

WIT partners with local businesses to provide employment opportunities that support skill development and financial stability. These partnerships are critical in fostering job readiness and long-term employment success.

Business Partners

Dunkin’, A.W. Chesterton, Bucciarelli’s Butcher Shop, Market Basket, The Barn Restaurant, Park Lunch Restaurant, Ipswich Country Club, Bosa Restaurant, and Fantini’s Bakery.



Officer Rebecca Larose with a Community Service crew in Salem

2025 Work Release Outcomes

- 17 women participated in work release placements
- 6 participants retained their employment following release

Community Service

Participants contributed meaningfully to local communities through structured service placements.

Community Partners

Massachusetts State House, Blue Ocean Music Hall, Middleton DPW, Newburyport DPW, Bartlett Mall,

Gloucester City Wide Cleanup, Salem Beautification Committee, Newburyport Church Committee, North Shore Community College, and Immaculate Conception School.

2025 Community Service Impact

- 24 participants assigned to community service
- Approximately 240 hours of service completed

Community Engagement

- WIT collaborated with numerous community organizations in 2025, including: International Veterans Care Services Inc., Lawrence PD Animal Control, The Phoenix Group, David Electrical Contracting LLC, Salem Beautification Committee, Caiden's Crusaders, The Giving Tree, Jasmine Grace Foundation, Luna Recovery for Women, Bridging the Gap, and MassAbility

Programming Highlights

WIT offers diverse evidence-based and restorative programming designed to address criminogenic needs, trauma, education, employment readiness, and family reunification.

Changing Lives Through Literature



A restorative justice program facilitated by County Judges and Probation staff that uses guided literary discussion to promote critical thinking, accountability, and behavioral change. Participation is limited to 10 women per cycle.

- 20 women completed the program in 2025.

Pictured left are District Court Associate Justice Susan McNeil and First Justice Cesar Archila with program participants.

IN2WORK (Aramark)

A workforce development and re-entry initiative providing job training and industry-recognized credentials. Graduates are eligible for educational scholarships.

- 15 program graduates in 2025

Pictured right: Sheriff Coppinger and Director Murphy congratulate an In2Work graduate.



Religious Services

Religious programming supports emotional wellness, ethical reflection, and spiritual growth while respecting constitutional rights.

- Provides an average of 24–32 hours of religious services per month

Recovery Wall Initiative

A collaborative art-based initiative recognizing sobriety milestones and fostering peer support through therapeutic creative expression.

Adverse Childhood Experiences (ACE's) Group

Trauma-informed programming focused on understanding the impact of childhood adversity and building healthier coping strategies to reduce recidivism.

Parenting & Family Connection Programs

These programs strengthen family relationships and promote long-term stability.

- **Online Parenting Self-Help Groups**
- **Mother Read** (10-week literacy-based bonding initiative)

Choir

A volunteer-led initiative promoting teamwork, self-confidence, and emotional expression through music.

TLE Center for Urban Entrepreneurship

Career and entrepreneurship training for women in the beauty and personal care industries.

- 20 graduates in 2025



Healthy Hobbies



A structured leisure-based initiative encouraging constructive use of time and community engagement. Participants contributed handmade items to local nursing homes, schools, veterans' services organizations, and assisted living centers.

Pictured left: WIT participants with blankets they made to donate to the Immaculate Conception School in Newburyport for a community event.

Re-Entry & Recovery Initiatives

2025 Re-Entry Fair, April

WIT hosted 14 vendors providing critical re-entry resources. Participating agencies included: Behavioral Health for Justice Involved Individuals (BH-JI), Clean Slate, Department of Revenue, Lynn Community Health Center, MassAbility, Department of Transitional Assistance, Essex County Sheriff's Department's MAT and STAR Programs, and Northern Essex Community College.



Recovery Month, September

WIT hosted awareness activities including:

- Tie-dye Recovery Month T-shirts
- Purple flag memorial display
- 5K Sobriety walk
- Presentations from Haverhill Recovery Café, The Phoenix Gym, Christine Warner (Mindful Recovery), MAT, and Jasmine Grace Foundation

Clinical & Educational Services

Clinical Services (Spectrum Health Systems)

- 524 clinical education hours delivered
- 120 clinical certificates awarded

Educational Programming (in partnership with Northern Essex Community College)

- 170 in-class educational hours
- 26 students enrolled
- 7 Digital Literacy credentials earned (including 1 Master Certification)
- 1 QuickBooks Online Certification
- 1 Certified Bookkeeping Professional Certification

Additional Certifications & Referrals

- 15 ServSafe Certifications
- 19 referrals to VOA Pathway Grant
- 24 referrals to BH-JI
- 42 individuals engaged with ROCA
- 1 referral to UTEC
- 28 referrals to EMRGE
- 32 referrals to STAR
- 15 referrals to Essex County Outreach
- 5 Massachusetts Alliance for Sober Housing (MASH) grants awarded



Personnel Development & Professional Achievement

WIT staff continued to demonstrate excellence through professional development and leadership:

- Reintegration Officer Cynthia Deleon (Pictured at right with WIT Director Jennifer Murphy) completed ROCA Rewire 4 and MassHealth Certified Application Counselor training.
- Sergeant Karen Beals conducted training for newly appointed Sergeants.
- Officer Rebecca Larose earned a Basic Financial Literacy Certificate, attended “Struggle Well” training, and began a master’s degree in industrial organizational psychology.
- Lieutenant Robert Raymond conducted supervisory training.
- Director Murphy and Reintegration Officer Cynthia Deleon completed Northpointe Classification Training.
- Officer Veaceslav Frimu (pictured right) completed 40-hour Crisis Intervention Team training.
- Officer Frimu also received a *Certificate of Appreciation* from the Massachusetts Sheriffs’ Association for his participation in the 2025 Law Enforcement and Corrections Award Ceremony as well as a letter of thanks from Sheriff Coppinger for his participation in our department’s POW/MIA ceremony.
- Spectrum Clinician Angel Savini completed her Addictions Counseling Education Program (UMass Boston) and additional certifications.
- Director Murphy attended the ACA 2025 Winter Conference, receiving ACA accreditation with a 100% score, and represented WIT at the National Sheriff’s Association and Recovery Court conferences.



Pictured right are WIT staff with James Runner of the Essex County District Attorney’s Office at a community drive. L to R: Lieutenant Robert Raymond, Officer Maurice Seay, Sergeant Karen Beals, Mr. Runner, and Director Jennifer Murphy.



Programs, Re-Entry, & STAR



Director of Programs, Re-Entry & STAR Assistant Superintendent Jessica Oljey (pictured left) has broadened the scope of programs offered to individuals, pre-trial, while incarcerated, and post release.

Each year, the Essex County Sheriff's Department is entrusted with more than the safe and secure supervision of individuals in custody; we are charged with preparing them for a successful return to society. Education and supportive re-entry services are central to this mission. Research and experience consistently demonstrate that individuals who gain academic credentials, vocational skills, and re-entry support while incarcerated are significantly more likely to reintegrate successfully and less likely to reoffend. Our outcomes are a testament to these efforts.

Throughout this reporting period, our department has continued to strengthen its commitment to offender education and re-entry by expanding access to evidence-based programming. Through nurturing our solid partnerships with Northern Essex Community College, Spectrum Health Systems, our award-winning Supporting Transitions and Re-Entry (STAR) Program, and our vast network of community organizations, all our initiatives are designed to equip individuals with the skills, confidence, and support necessary to become productive, and law-abiding citizens.

This section highlights our progress, challenges, and outcomes in advancing educational attainments, re-entry readiness, and community connections. It reflects our belief that effective corrections extend beyond incarceration—it is an investment in safer communities, reduced recidivism, and second chances rooted in accountability and opportunity.

Some 2025 highlights:

- Exponential increases in institutional program enrollments and completions. This year marked peak numbers of enrollment in programs across the continuum, highlighted in each section.
- With a strong focus on professional development, our educators and re-entry staff strengthened their practice through ongoing Professional Development (PD) opportunities, training, and workshops focused on effective instruction, trauma-informed care, and best practices in re-entry readiness. This continued investment allows us to build staff capacity, encourage cross-disciplinary collaboration, and reinforce commitment to the highest-quality services to the populations we serve.
- Exponential increases in STAR referrals and intakes highlight the continued need for community support for justice-involved people in our communities.
- Successfully held five well-attended Re-entry Fairs at all our locations.
- Celebrated robust engagement in the Alternatives to Violence (AVP) Project, with special recognition of our partners in this important work.

- The Lynn STAR moved to a beautiful new site downtown, allowing for expanded programming and events.
- Expanded use of the Ohio Risk Assessment System (ORAS), an evidence-based recidivism risk-assessment tool, for all sentenced inmates and STAR participants to best inform areas for individualized case planning and interventions.
- Continuum-wide recognition events, allowing us to celebrate the accomplishments of inmates and program participants.
- Rolled out a new AI-generated Stickball Program at STAR, which even included a special virtual visit from former New England Patriots player (and Stickball Advisor), Devin McCourty.
- In Middleton, we had nearly 100 inmates enrolled in our Specialized Substance Use Disorder (SUD) program, 3R — Recovery, Re-entry, & Rehabilitation, with over a third graduating and transitioning to community-based SUD treatment and supports.
- Implemented an enhanced Re-entry and Case management model to support all inmates in custody with a focus on institutional referrals, community support and connections, and identifying barriers to successful re-entry.
- All sites spent September honoring Recovery Month with weekly activities and events to reduce stigma and bring awareness and support to those struggling with substance use disorders and those in recovery.
- In partnership with Northern Essex Community College (NECC), we proudly inducted several students into the National Adult Education Honor Society across our five sites. This provides meaningful recognition for deserving adult education students, improves student employment opportunities, and develops student ambassadors.
- We enhanced our partnership with BH-JI through Advocates, providing a warm hand-off to inmates before release.
- Strong expansion of our vocational offerings, including Commercial Driver's License (CDL), digital literacy, entrepreneurship, beauty trades, diesel mechanics tech, and (Heating, Ventilation & Air Conditioning (HVAC) tech at STAR.
- Expanded digital literacy programming to better serve our populations, including AI and virtual reality-based learning, enhanced access to computer labs, and continued partnerships with Tech Goes Home, Teknimedia, and Essential Education.
- Attended over 100 community events across the county, highlighting our commitment to our amazing partnerships and supporting the local community.
- Enhanced the program orientation process in Middleton by visiting the housing units to ensure each individual entering our custody is not only aware of the educational and clinical resources available to them but is also actively encouraged to engage in personal growth. By bringing program orientation directly into the



housing units, we have successfully removed barriers to information, leading to record levels of participation in both educational and clinical enrollments.

Educational Offerings

Northern Essex Community College (NECC)

In 2025, the NECC–ECSD education partnership continued to expand both its reach and its impact. Across all correctional and community-based sites, the program served more than 1,300 students, reinforcing education as a central pillar of rehabilitation, preparation, and successful re-entry.



The scope of the program reflects a shared commitment between NECC and ECSD to provide meaningful opportunities for educational, professional, and personal growth. Students are not only accessing educational opportunities, but are also engaging in rigorous academic instruction, career-connected learning, workforce preparation, and even college-level coursework. The program’s purpose extends beyond credentials alone; it is rooted in the belief that education builds agency, strengthens identity, reduces recidivism, supports public safety, and increases the likelihood of successful reintegration into the community.

Our Team: The People Who Make the Work Possible

Building off the leadership additions in the previous year, NECC’s 2025 administrative team consisted of:

- Dr. Jacqueline Lynch, Executive Director of the Center for Adult Education
- Dr. William Haden, Director of Education
- Tara Adams, MA, Assistant Director of Operations
- Laura Swendig-Dorr, MA, Assistant Director of Teaching and Learning

Filling all administrative positions in early 2025 had a positive impact on the program, enabling stronger collaboration and consistent leadership across sites. Yet the true strength of the program rests in the boots-on-the-ground team members who carry the work forward each day: the instructors, advisors, and support staff who bring professionalism, consistency, and care to environments that are often complex and demanding. Their commitment to the program is unparalleled, and their work is appreciated not only by ECSD and NECC but also by the stakeholders who matter most — the students. In their own words:



NECC educators

[Our] teacher is amazing at doing her job. She not only is best at teaching a class but also is amazing at helping with understanding the lesson behind the readings...Keep up the great work. (FYI I hated school, but this class was by far my top favorite).

—Gilbert, age 22

I had an AMAZING teacher who was very patient with us and took her time to teach us and make sure we understood what she was showing us.

—Manuel, age 43

La clase muy interesante y necesaria. La maestra muy atenta, simpática, educada y profesional, más presentó la clase de manera eficiente y fácil de entender. Le doy 10/10.

[The class was very interesting and necessary. The teacher was very attentive, kind, polite, and professional, and she presented the class in an efficient and easy-to-understand way. I give it 10/10.]

—Maikol, age 29

As a program, 2025 was a year of stabilization, culture-building, and continuous improvement in all areas, and each staff member individually and collectively contributed to that success. Staff participated in a total of 669 hours of professional development, participated in Gallup’s StrengthsFinder Program, collaborated on a shared team mission and vision statement, and, as a program, exceeded NECC’s set expectations in its yearly, campus-wide Gallup Q12 Employee Engagement survey.

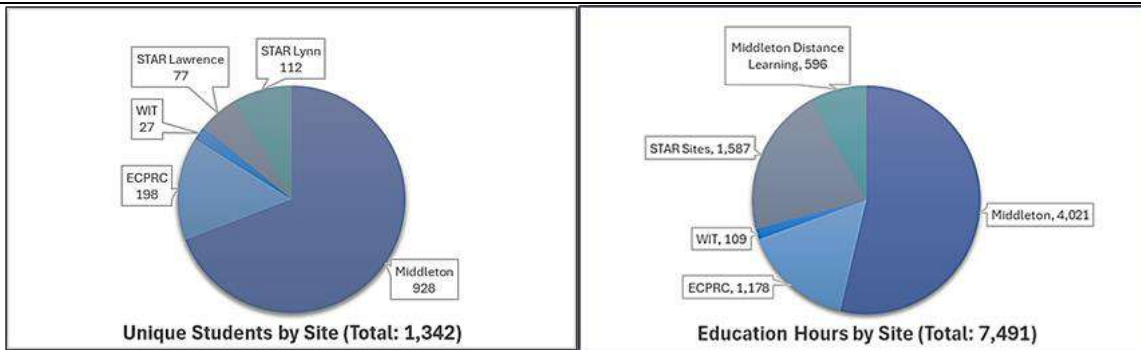
2025 New Hire Highlight: Alex Hill

Instructor Alex Hill (pictured right assisting an inmate) joined the NECC–ECSD team in March 2025 and quickly made a meaningful impact across the program, bringing prior teaching experience in higher education and strong expertise in English as a Second Language (ESOL) and the Humanities. Since joining the team, he has developed and launched new courses, including Global Comic Studies and Creative Writing, expanding student engagement and academic depth. Alex also taught one section of First Year Seminar 101 and English 101, supporting students in meeting college-level expectations. In the fall, he led the development of a new student literary journal for Middleton, Handwritten, providing students with a powerful platform for their voices, reflections, and creative expression.



Instruction and Engagement: The Scale of Learning

Instructional engagement remained strong throughout the year, with 1,342 students completing 7,491 total hours of academic instruction across all sites. This included 5,308 hours of classroom instruction within correctional facilities (Middleton, the ECPRC, and the WIT), 1,587 hours at the two STAR sites, and 596 hours of distance learning at Middleton (see “Unique students by sight” and Education hours by sight” below).



The expanded use of Essential Education, a technology-based adult education curriculum, strengthened the HiSET Program. In 2025, students across all sites completed 5,086 hours on the platform both in and out of the classroom. This reflects a substantial increase from 350 hours in the previous year, representing a 1,353% growth in student engagement on the platform. Workforce-focused programming remained a priority, with students completing 1,306 hours of vocational and employment-related instruction at both STAR Lawrence and STAR Lynn.

This course showed me that even at 41 years old I can get back in school and succeed when I didn't think it was possible.

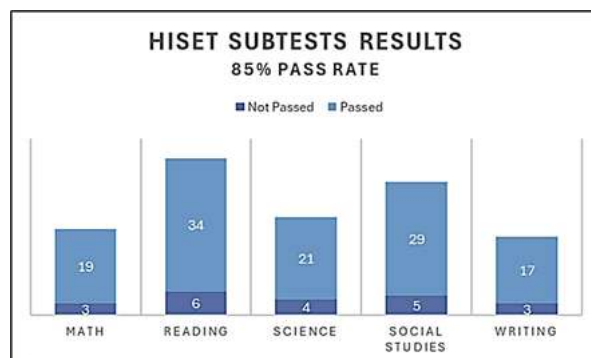
—Jose, age 41

Student Outcomes and Success: Measurable Results and Program Impact

In 2025, outcomes across academic achievement, credential attainment, and postsecondary progress demonstrated that students are not only participating in educational programming, but are making measurable, meaningful gains. The data reflect consistent performance, increasing rigor, and growing alignment between instruction and real-world pathways. The following outcomes highlight the program's impact across key indicators of academic progress, workforce readiness, and long-term opportunity.

HiSET

HiSET outcomes in 2025 reflect strong instructional effectiveness and student learning. Across all sites and in both English and Spanish, students earned 17 high school equivalency diplomas and passed 120 individual subtests, resulting in an overall pass rate of 85%. Performance was consistent across subject areas, with pass rates for individual subtests ranging between 84% – 86.4%. These outcomes indicate that students are both prepared and achieving at a high level on rigorous assessments (see “HiSET Subtests results” below).



IC3 Digital Literacy Credentials

Students demonstrated strong outcomes in digital literacy and technology skills through the IC3 GS6 certification pathway provided by Teknimedia. Across all levels of the certification, students passed 77 IC3 exams, achieving a 99% overall pass rate and a 94% first-attempt pass rate. In addition, 18 students earned full IC3 Master Certifications, representing comprehensive competency in key areas of digital literacy. These outcomes reflect both the rigor of the curriculum and students' ability to master skills that are directly transferable to education, employment, and daily life.



NECC college class

Workforce and Industry Credentials

Beyond digital literacy, 11 students earned a range of workforce-aligned credentials that connect learning to real-world career pathways. These included certifications such as Intuit QuickBooks Online Certified User, Intuit Certified Bookkeeping Professional, Intuit Design for Delight Innovator, Entrepreneurship and Small Business, and Cisco Certified Support Technician in Cybersecurity and Networking. While smaller in volume, these credentials represent high-value achievements and reflect the program's growing emphasis on industry-recognized outcomes that strengthen employability and career readiness.

College Credits and Postsecondary Progress

Access to college-level learning continued to expand through the delivery of NECC credit-bearing courses within ECSD facilities. In 2025, NECC offered four sections of First Year Seminar 101, an introductory college course that helps students prepare for college expectations and future academic pathways, and one section of English 101, a foundational course that emphasizes academic reading, composition, and critical analysis.

Collectively, 48 unique students earned 135 college credits, formally placing them on postsecondary pathways while still in custody. These outcomes demonstrate that students can meet college-level expectations and that access to higher education in correctional settings can lead to meaningful academic progress.

Thank you to NECC and ECSD for allowing guys like myself and my peers to enroll in college while we are here. Providing us with this opportunity will give men and women incarcerated a vision of hope for the future.

—Melvin, age 43

Academic and Career Advising: From Custody to Community

Advising is a core component of the NECC–ECSD education program and plays a critical role in ensuring continuity, accountability, and student success across sites. Each location is assigned a dedicated Academic and Career Advisor, allowing students to maintain consistent educational support as they transition through different levels of custody — from Middleton to the ECPRC and, ultimately, to the STAR re-entry sites.

Advisors at Middleton, the ECPRC, and the WIT work to ensure proper class placement, monitor attendance, encourage ongoing enrollment, and maintain motivation. They also develop individualized transition plans for sentenced individuals preparing for release, connecting students with education and employment resources tailored to their goals and home communities. In 2025, correctional advisors logged 751 hours of direct student support and created 105 transition plans. At our Middleton facility, advising responsibilities also include enrolling students housed in the Behavioral Stabilization Unit (BSU) into Essential Education for distance learning and tracking their progress.

At the STAR sites, advisors assist justice-involved individuals with workforce placement, vocational training pathways, and higher education enrollment, ensuring students continue to receive guidance as they move toward stability and long-term success.

2025 Staff Highlight: Rachel Becker-Brown

Rachel (pictured right) joined the NECC-ECSD team in August 2025 as an Academic and Career Advisor, bringing prior experience as a corrections counselor at Souza-Baranowski Correctional Center with Spectrum Health Systems.



Rachel first became interested in correctional work as an undergraduate, taking an Inside-Out course alongside federally incarcerated individuals in Butler County, Pennsylvania. She is passionate about supporting justice-involved individuals in their growth and re-entry goals. Rachel holds an Associate of Arts from Tarrant County College, a Bachelor of Arts in Criminology and Criminal Justice from Slippery Rock University and is currently pursuing an M.B.A. with a concentration in Public Administration from Southern New Hampshire University.

[Being in school] made me really think about how I plan to attack my release in the best way possible.

—Brandon, age 28

Special Education Services: Supporting Young Adults with IEPs



NECC President
Lane Glenn

NECC and ECSD work in close partnership with the Collaborative for Educational Services (CES) agency through its Special Education for Institutional Settings (SEIS) program. The SEIS Program supports justice-involved young adults (under the age of 22) who have not yet earned a high school diploma/equivalency and have an active Individualized Education Plan (IEP).

In 2025, 178 unique young adults entered ECSD facilities, and NECC/CES served 36 confirmed special education students. CES educators delivered individualized special education services aligned with each student's IEP including one-on-one tutoring and small-group support. CES staff also participate in IEP meetings coordinated with students' sending school districts. Throughout the year, NECC, ECSD, and CES maintained consistent communication with each student's home school to ensure instructional alignment and to clarify the requirements needed for students to graduate or complete their HiSET. Together, this partnership ensures continuity of special education services during incarceration and supports students' academic progress during a critical developmental period.

2025 Staff Highlight: Bayron Contreras, Jr.

Bayron Contreras, Jr. (pictured right) joined the Collaborative team in September 2025, bringing prior experience in special education and expertise working with students with mild to moderate learning disabilities. In October 2025, Bayron began working part-time with the NECC/ECSD team as the special education specialist, while also providing SEIS services to the Department of Youth.



Bayron has been a strong complement to NECC's staff, and his collaboration with both NECC and ECSD has been vital in serving the needs of all students. He believes that education offers individuals a pathway towards personal development and long-term success.

Site-Specific Data and Highlights: Impact Across Our Locations

While the program operates as a unified partnership, each site serves a distinct population and plays a unique role within the broader system. The following section highlights site-level data and key accomplishments from Middleton facility, the ECPRC, WIT, STAR Lynn, and STAR Lawrence. Together, these snapshots provide a clearer picture of how programming is experienced locally and how impact is realized across different settings.

Middleton

Middleton served as the program's largest instructional site in 2025, reaching 928 unique students and offering a broad range of academic, advising, and college-level opportunities. Students engaged in both in-person and independent learning, including 596 hours of distance learning for those unable to attend in-person classes, expanding access beyond the classroom. Academic outcomes remained strong, with students earning 10 HiSET diplomas, passing 68 subtests, and achieving an overall pass rate of 83%. Career-connected learning also produced

meaningful results, with students earning 37 IC3 digital literacy credentials, including six IC3 Master Certifications.

College access continued to expand, with four credit-bearing NECC courses offered (three sections of First Year Seminar 101 and one section of English 101), resulting in 117 college credits earned. In addition to core programming, Middleton offered a range of unique, site-designed courses that deepen engagement and broaden learning, including Global Comic Studies, Anatomy and Physiology, Gothic Literature, Short Stories, and tiered ESOL courses, reflecting both student interest and instructional creativity.

ECPRC

The ECPRC served 198 unique students in 2025 and continued to play a critical role in supporting individuals preparing for transition back into the community. Academic outcomes were strong, with students earning four HiSET diplomas, passing 32 subtests, and achieving an overall 89% pass rate, reflecting both student commitment and instructional effectiveness. Students also demonstrated high levels of success in digital literacy, earning 33 IC3 credentials, including 10 IC3 Master Certifications, underscoring the site's emphasis on workforce-relevant skill were introduced in July through the delivery of one section of F in 18 college credits.



NECC class at ECPRC

Recognizing an area of growth for students both in the present and upon their release, our on-site Advisor Ashrita Tiwari and Learning Specialist L.J. Minniti developed a four-week Time Management workshop with excellent turnout and success. In addition to core academic programming, the ECPRC offered several site-specific courses designed to promote engagement and real-world relevance, including World Mythology, Cold War History, multiple Book Clubs, and Financial Literacy, creating opportunities for both intellectual growth and practical application.

[This class] made me want to focus more on my future goals when I get out of here. It helped me build motivation and confidence in myself. I really think about how I plan to attack my release in the best way possible.

—Giovanni, age 31

WIT

The WIT served 26 unique students in 2025 and continued to refine its focus in line with the needs of the student population. While there were no HiSET graduates this year, two students passed three subtests, indicating that fewer students at the WIT require high school equivalency preparation than at other sites. As a result, programming increasingly emphasized career-connected and computer-based credentials. Students earned six IC3 digital literacy credentials, including one IC3 Master Certification, with growing momentum in the use of Teknimedia and GMetrix platforms. One student completed and earned workforce

credentials in QuickBooks and Bookkeeping through Intuit, while another began working toward an Adobe Photoshop credential, signaling growing interest in specialized skill development. A significant operational milestone was also achieved in 2025 with the successful establishment of the WIT as both a computer-based and paper-based HiSET testing center, expanding access and positioning the site for continued growth in academic and credentialing opportunities.

STAR Lynn and Lawrence

The STAR Lynn and STAR Lawrence re-entry sites served a combined 189 unique students in 2025 and continue to represent the program's strongest bridge between education and real-world outcomes. Students completed 1,587 hours of classroom instruction across the two sites, alongside 1,306 hours of vocational and employment-focused programming, reflecting a strong emphasis on both learning and practical skill-building. Academic results remained strong, with students earning three HiSET diplomas, passing 21 subtests, and achieving an overall 91% pass rate, demonstrating high levels of readiness and follow-through among participants.

More importantly, STAR sites consistently translate education into tangible next steps. During the year, staff supported 120 employment placements and 28 vocational training placements, helping students move directly into workforce pathways. An additional 21 students were referred to MassAbility for continued vocational and career support. Postsecondary momentum also continued to build, with four students enrolled in higher education (as of year-end) and six additional students completing or nearing completion of college applications for Spring 2026. Together, these outcomes reflect the STAR sites' essential role in supporting transition, stability, and long-term success beyond incarceration.

New Initiatives in 2025: Advancing Quality and Innovation

In 2025, the program focused not only on sustaining core services but also on building new systems and opportunities that strengthen long-term impact. NECC launched or expanded several initiatives to improve instructional quality, increase access to resources, and modernize program delivery. Together, these efforts reflect a strategic approach to growth, prioritizing consistency and rigor while laying the foundation for continued development in the years ahead.

Essential Education

Essential Education was piloted at STAR sites and on in-custody tablets in late 2024, with a whole classroom rollout at Middleton in January 2025. By May, the platform became the primary HiSET curriculum across all ECSD sites. This shift created greater instructional consistency, ensured alignment to standards, and expanded access to personalized, self-paced learning. Students can now engage more intentionally with targeted skill development, while instructors can use real-time data to identify HiSET-ready students and better tailor instruction.

Computer-Based HiSET Testing

Computer-based HiSET testing launched at Middleton in February 2025 and expanded to all five ECSD sites by June. This transition modernized the testing process, providing students with faster results and improving the overall testing experience. Operationally, the shift streamlined scheduling, reduced administrative burden, and minimized clerical errors, allowing staff to focus more fully on student preparation and support.

Teknimedia Digital Literacy

NECC adopted Teknimedia’s digital literacy curriculum in February 2025 to address the growing need for foundational technology skills. Courses include instruction in basic computer use, online safety, productivity tools, and preparation for IC3 GS6 certification. This initiative strengthened the program’s focus on workforce readiness and ensured that students were building relevant, transferable skills alongside academic competencies.



National Adult Education Honor Society (NAEHS)

The National Adult Education Honor Society launched in March 2025 with 12 inaugural inductees at our Middleton facility. Additional launches and induction ceremonies were later held at the ECPRC (one student inducted), STAR Lawrence (five), and STAR Lynn (three), totaling 21 inductees for 2025. The Honor Society recognizes students for academic commitment, leadership, and persistence, helping to formalize academic identity and create a culture of achievement. For many students, induction represents the first formal academic recognition they have ever received.

Lantern LMS

Our classes began using Lantern, a tablet-based Learning Management System (LMS) designed to expand access to instructional materials. Beginning in July, instructors started developing course shells to house assignments, readings, and resources. This expanded students’ ability to engage with learning back in their housing units, reinforced continuity across units and sites, and strengthened the program’s long-term digital infrastructure.

JSTOR Access in Prison Initiative

In November 2025, the program launched JSTOR access for incarcerated students, providing tablet-based access to peer-reviewed academic journals and scholarly publications. NECC-ECSD piloted the initiative with English 101 students to support college-level reading, research, and writing. This represented a significant expansion of academic rigor and allowed students to engage with authentic postsecondary materials comparable to those used on traditional college campuses.

Looking Ahead: Building on 2025 Momentum

The accomplishments of 2025 represent more than a strong year of outcomes; they reflect a program that is growing, strengthening, and positioning itself for sustained impact. The expansion of access, the depth of student engagement, the growth in credentials and college participation, and the successful launch of multiple new initiatives together provide a solid foundation for the year ahead. We are deeply proud of the educators, advisors, and staff whose commitment, professionalism, and care make this work possible each day, and of the students whose effort and resilience continue to define the program. The progress achieved in 2025 is not an endpoint, but a springboard — one that positions the NECC–ECSD partnership to continue expanding opportunity, strengthening outcomes, and delivering meaningful impact in the year ahead.

Merrimack College

The Jail Education Project (JEP) has been offering courses for the Essex County Sheriff's Department since 2017. All college courses are provided free of charge through



this program, and students who successfully complete two courses are eligible, post-release, to apply for enrollment in Merrimack's Associate Degree Program. Supporting students in their transition to college after incarceration has long been a goal of JEP, and we are thrilled to be able to offer this meaningful and transformative opportunity to our population.

Over the past several years, JEP has been developing a robust post-incarceration educational pathway for students who wish to continue their studies. Several individuals from our women's and men's pre-release programs have already taken advantage of this opportunity. The degree is designed to be fully covered by Pell Grant funding, helping to ease the financial burden for students whose financial circumstances are often precarious.

2025 Courses offered:

Introduction to Media: Overview of the study of media such as television, newspapers, advertisements, and social media. Interspersed between learning about the histories and contexts of each medium, students critically looked at media texts, industry practices and trends, media policies, audiences, culture/society, and technology. Students were also able to develop their writing, presentation, and critical thinking skills.

- 7 enrolled, 7 completed (2 completed post release)

Music History: Students surveyed the works of western and non-western musical traditions. The course examined the creation and development of musical genres throughout the historical periods from classical antiquity in Greece and Rome to the culmination of the Baroque. Class emphasized active listening, writing about music, and the study of genres within their social and historical contexts.

- 11 enrolled, 6 completed

Since the day I came to Middleton, very often I thought that I was only wasting my time in here...I'm very glad I was wrong. I learned a lot from each and every one of you.

—Bruno, age 25

Psychoeducational Programming & Re-Entry Support

Spectrum Health Systems

Spectrum Health Systems provides a continuum of healthcare and treatment services across Massachusetts. Along with its inpatient, outpatient, and residential programs, Spectrum collaborates with state and county correctional agencies to offer specialized services for justice-involved individuals.



Using evidence-based curricula, Spectrum helps clients understand urges and cravings, identify internal and external triggers, build coping and anger-management skills, strengthen interpersonal and parenting abilities, and develop strategies for relapse prevention. In tandem, Spectrum offers case management, re-entry support, and continuing care planning to ensure clients have the guidance and resources needed to take the next step in their recovery.

Staffing

Spectrum staff are the driving force behind their programs. Spectrum closed the year with 23 dedicated team members at ECSD. In 2025, they strengthened their capacity across the county by filling several critical roles that ensure high-quality services, smooth operations, and meaningful outcomes for those they serve.

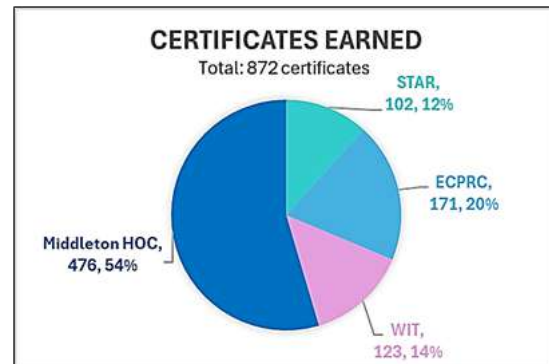
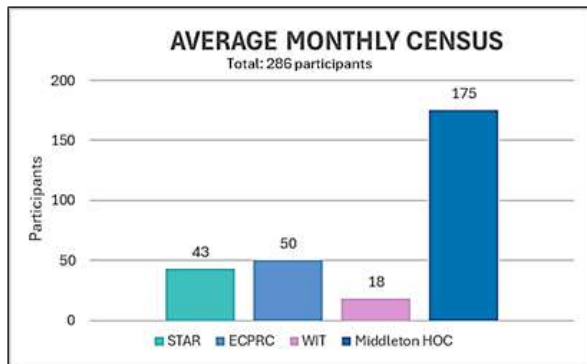
- Clinicians deliver evidence-based programming, assess participant needs, facilitate groups, and collaborate with multidisciplinary teams to support treatment planning, compliance, and successful engagement in services.
- Re-entry & Case Management Specialists provide institutional and re-entry case management, facilitate evidence-based groups, conduct assessments, and support individuals through planning, referrals, and hands-on guidance to prepare for successful transitions.
- The Administrative Assistant supports program and clinical operations through data collection, reporting, onboarding, payroll coordination, and day-to-day administrative functions that keep programs running efficiently and in compliance.
- Librarians manage and maintain library resources, provide access to legal and educational materials, and support information literacy and enrichment opportunities for the population they serve.

By investing in these roles, Spectrum ensured their programs operated effectively, remained responsive to community needs, and continued to deliver services with professionalism, integrity, and care.

Professional Development

Spectrum staff are committed to ongoing professional development to support high-quality, responsive services. Over the year, staff dedicated time to training and skill-building, including Moral Reconciliation Therapy, Ohio Risk Assessment System, MassHealth certification, onboarding, library operations, report writing and procedures, motivational interviewing, suicide awareness, ethics and boundaries, and other professional development activities that promote effective, ethical practice.

- STAR: 168 hours
- ECPRC: 165 hours
- WIT: 46 hours
- Middleton facility: 525.5 hours



Psychoeducational Programming

Spectrum provides psychoeducational programming across all ECSD sites through structured psychoeducational groups focused on education, engagement, and skill development. Using evidence-based, CBT-informed approaches and motivational interviewing techniques, groups support participants in building insight, strengthening coping skills, and increasing readiness for recovery.



Effective Communication in Parenting:
Spectrum class at the ECPRC

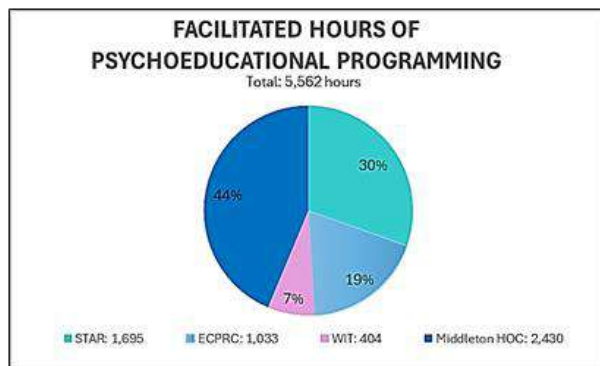
Individual and group sessions offer education on substance use disorders, treatment options, overdose prevention, and recovery support. Programming addresses topics such as urges and cravings, triggers, coping and anger management strategies, interpersonal relationships, parenting, relapse prevention, and continuing care planning. Groups are delivered consistently across ECSD sites, allowing

participants to continue programming if transferred to a lower custody level or as they transition back into the community.

Measurable Program Activity and Engagement

The program averaged 286 participants each month (see “Average Monthly Census” below). Participants earned a total of 872 certificates (see “Certificates Earned”

below). Staff provided 5,562 hours of psychoeducational programming(see “Facilitated Hours of Psychoeducational Programming” below).



Specialized Substance Use Disorder (SUD) Program

3R (Recovery, Re-entry, and Rehabilitation) is a 90-day program designed for justice-involved individuals at risk of alcohol- and/or drug-related problems. The program recognizes substance use as an illness that affects every aspect of a person’s life and often plays a role in criminal behavior. Because substance use is multidimensional, effective recovery must address the whole person—physical health, mental and emotional well-being, social supports, legal responsibilities, employment readiness, and overall quality of life.

Through the 3R program, participants engage in two hours of structured clinical programming five days per week, participate in bi-weekly check-ins, and work one-on-one with a Re-entry & Case Management Specialist to address individualized re-entry goals. Participants have the opportunity to learn and practice core recovery skills, build pro-social attitudes, behaviors, and values, and develop healthy lifestyle practices that support long-term recovery and successful community reintegration.

In 2025, a total of 96 individuals participated in the program. Of those, 35 participants successfully graduated, and 21 participants transitioned out of the program due to transfer to the ECPRC or reintegration back into the community.

Behavioral Stabilization Unit Clinical Programming

Spectrum provides evidence-based, re-entry-focused psychoeducational programming to eligible individuals housed in the Behavioral Stabilization Unit (BSU). Delivered weekly, the program emphasizes stabilization, skill-building, development of healthy coping strategies, emotional regulation, and meaningful participant discussions centered on re-entry goals.

Over the course of the year, Spectrum offered 151 hours of in-person programming, with participants attending 110 hours — reflecting sustained engagement within this specialized setting. When in-person programming was not feasible, participants were offered programming packets. Of the 51 packets distributed, 40 were completed and returned.

Case Management

Spectrum provides individualized case management and re-entry support to both pre-trial and sentenced clients, beginning during incarceration and continuing through the re-entry process. Re-entry & Case Management Specialists serve as a consistent point of contact, helping clients navigate complex systems, address immediate needs, and identify supports that promote a successful transition back into the community.

Case management services include referrals to substance use treatment programs; connections to community-based resources such as local food banks, the STAR program, Massachusetts Behavioral Health Supports for Justice-Involved Individuals (BHJI), and peer recovery centers; and linkages to mental health services. Specialists also assist clients with obtaining identification, MassHealth referrals, and conduct regular check-ins to support ongoing engagement and stability.

In addition, Re-entry & Case Management Specialists complete clinical and re-entry-focused assessments — including biopsychosocial assessments and the Ohio Risk Assessment System — to inform service planning and align supports with each client’s goals and level of engagement.

ECPRC

- Re-entry & Case Management Specialists support approximately 30 to 40 individuals at any given time within the ECPRC.
- Collectively, the team spent approximately 1,364 hours delivering case management and re-entry services

WIT

- The Re-entry & Case Management Specialist at the WIT provides case management support to all program participants.
- Over the course of the year, staff spent approximately 1,020 hours delivering case management and re-entry services.

Middleton facility

- Re-entry & Case Management Specialists support approximately 400 individuals at any given time at the Middleton House of Correction — nearly half of the facility’s population.
- Collectively, the team spent approximately 5,400 hours providing case management and re-entry services

Library Services

Spectrum expanded its offerings to include Library Services across ECSD sites, increasing access to educational, legal, and recreational resources that support learning, engagement, and personal growth. With a full-time and part-time librarian, services are offered five days a week from 8:00 a.m. to 8:00 p.m., reaching individuals across all housing units.

Library services include access to reference and leisure reading materials, audiobooks, guidance on navigating library databases, and structured access to legal discovery materials. Through an interlibrary loan partnership with the local public library, individuals may also request books not available in the on-site collection, further expanding access to reading and learning opportunities. Operations also include collection development, inventory management, and coordinated check-out procedures to ensure resources remain current and accessible.



Middleton Library

Over the course of the year, Spectrum’s Library Services recorded nearly 8,000 library visits, expanded the collection with more than 500 new books, and provided approximately 3,000 hours of library access, reflecting strong engagement across ECSD facilities. Of the 3,000 hours of library access, 721 hours were dedicated to legal discovery, with 483 hours utilized.

September: National Recovery Month

STAR

Participants engaged in interactive, recovery-focused activities that encouraged reflection, connection, and skill-building. These included writing letters to their younger selves, playing Recovery Bingo and Recovery Jenga to promote discussion and peer support, and creating personalized sobriety kits with comforting and motivating items for difficult moments. Programming also addressed core recovery themes such as health and wellness, safety and stability, purpose, and coping skills through mindfulness exercises, grounding activities, vision boards, and sensory-based coping strategies.



WIT

Spectrum staff at the ECPRC hosted a wide range of uplifting and community-centered events that emphasized connection, wellness, and celebration. Participants took part in yoga, Recovery Dharma, Mindful Recovery, and Phoenix Gym presentations, along with creative and social activities such as tie-dye, open mic sessions, recovery cafés, film screenings, volleyball games, and ice cream socials. Educational presentations, peer center visits, and Recovery Month Awards rounded out the month by highlighting resources, peer support, and milestones in recovery.

Middleton & ECPRC

The Middleton facility and the ECPRC mirrored each other in their Recovery Month celebrations. Their activities focused on reflection, meaning, and remembrance. Participants

completed color-by-number worksheets symbolizing that recovery happens one step at a time and that there is no single path forward. They also decorated purple puzzle pieces to honor loved ones who lost to addiction or to express what recovery means to them and created uplifting cards to encourage others currently in recovery.



Spring Re-Entry Fairs at ECSD

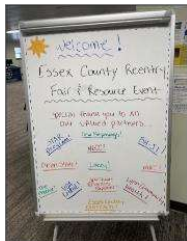


STAR Lead Navigator Anaseidy Ruiz (L) and Re-entry Specialist Debra Cerqua

Re-entry fairs are recognized nationally as effective tools for improving post-release outcomes, and we were proud to offer these important connections. Bringing community partners to the table makes our re-entry efforts and communities stronger. Our Re-entry Fairs were resource-style events where participants had access to community organizations, government agencies, and even career connections to help individuals connect with essential resources, reduce recidivism, and promote rehabilitation.

2025 Fair Dates

- ECPRC, April 2
- Middleton, April 16
- WIT, April 29
- STAR Lawrence, May 7
- STAR Lynn, June 10



We had tables with representatives from over 50 different agencies and organizations representing the unique resources of each community. These included agencies providing supportive services for housing, job training, identification, mental health, and substance use support. The events generated hundreds of community-based referrals across the county.



The feedback from the participants was positive, with many connecting with agencies they had only recently learned about.

This resource fair gave me real hope. I was able to talk directly with some of the people and organizations in my city that I didn't know cared about me. I feel more prepared and motivated as I am getting out soon.

—Edwin, age 31

BH-JI

Behavioral Health Supports for Justice-Involved Individuals (BH-JI) is a partnership between the Massachusetts Executive Office of Health and Human Services (EOHHS) and the Massachusetts Executive Office of the Trial Court (Trial Court). BH-JI helps people who are “justice-involved,” including:

- Leaving jail or prison within six months
- Have recently left jail or prison within a year
- On parole
- On probation



Advocates staff & STAR Director Stacie Bloxham

BH-JI connects these populations with behavioral health services and social supports in the community. We proudly have BH-JI presence and support at all our locations. We connected 262 releasing (or newly released) men and women to the additional supports of the BH-JI services and community connections.

BH-JI 2025 Data Snapshot

ECSD Advocates' BHJI Referrals 2025	
EPRC	61
Middleton	174
STAR	10
WIT	17
Total	262

IN2WORK

Food Service vendor Aramark is committed to providing second chances through training, education, and employment in their In2Work vocational training program. Studies have shown that education and job training have a significant impact on reducing repeat offenses and breaking the cycle of incarceration. As a response, Aramark, in partnership with ECSD, implemented the In2Work Program to assist in reducing recidivism through education and certifications for post-release employment paths and scholarship opportunities. In2Work prepares students to succeed in a professional environment by teaching essential workplace skills, teamwork, and accountability. As part of the program, participants complete ServSafe training and earn certification — an industry-recognized credential in basic food safety and handling.



Program Components

The success of IN2WORK at ECSD is built on three pillars:

1. **Classroom Instruction:** Participants engage in rigorous coursework covering food safety, sanitation, and kitchen management.
2. **Applied Learning:** Participants apply their knowledge in the facility's high-volume kitchens, gaining real-world experience in large-scale food production.
3. The **"Second Chance" Pipeline:** Upon release, graduates are eligible for an Aramark scholarship to continue their education and are granted priority consideration for employment within Aramark's global network or with local partners in Essex County.



Certificates Awarded by Facility:

Middleton facility	13
ECPRC	21
WIT	15

In addition, two work release inmates worked in the kitchen

Alternatives to Violence Project

Alternatives to Violence Project (AVP) is an experiential, grassroots program that empowers individuals to resolve conflict nonviolently and build stronger, more compassionate communities. Through interactive exercises, role-plays, and group discussion, AVP helps participants develop skills in communication, cooperation, and creative problem-solving.

AVP is offered through three progressive workshops:



- Basic Workshop introduces core principles of nonviolence, including affirmation, communication, cooperation, and creative conflict transformation. Participants build self-awareness and practice responding to conflict in positive, constructive ways.
- Advanced Workshop builds on the Basic Workshop by exploring power, anger, and deeper conflict scenarios. Participants strengthen their ability to apply nonviolent strategies in challenging, real-life situations and develop confidence in their personal leadership.
- Training for Facilitators (T4F) prepares experienced AVP participants to become workshop facilitators. This workshop focuses on group dynamics, facilitation skills, and maintaining the integrity of the AVP process, enabling participants to lead future workshops and expand AVP's impact.



Together, these three workshops provide a pathway for personal growth, leadership development, and lasting commitment to nonviolent conflict resolution. In 2025, AVP held five Basic Workshops with a total of 35 inmates enrolled, 33 completed. There were two Advanced Workshops with a total of 14 inmates enrolled, 12 completed. In total, 126 hours of AVP workshops were offered.



AVP Volunteers Recognized



Kathy Desilets and Minnie Flanagan are AVP volunteers who have generously given their time, energy, and hearts for the past nine years, coming into the ECSD to facilitate AVP workshops. Coming into a correctional facility to run multi-day conflict resolution workshops is not exactly most people’s idea of a fun week — but Kathy and Minnie do it regularly, with grace, empathy, and unwavering commitment. Their work with AVP is not just appreciated — it is transformative. These workshops help participants learn how to handle conflict without violence, build empathy, and regain a sense of dignity and self-worth. That kind of impact is not easy to measure — but we see it every time someone leaves a session with a better understanding of themselves and others. We also know that programs like AVP play a real role in reducing recidivism and supporting successful re-entry. That is not just good for the individual — it is good for our whole community.

Recognition Ceremonies



Regularly, ECSD staff organize inmate recognition ceremonies, which allow and acknowledge positive achievements and personal growth. In addition, these ceremonies highlight accomplishments such as educational milestones, vocational certifications, program completion, and sustained positive behavior. By publicly recognizing effort and progress, they reinforce accountability, encourage continued self-improvement, and promote a culture of respect and motivation. Inmate recognition ceremonies also support rehabilitation by affirming that change

is possible and valued, helping participants build confidence, restore a sense of dignity, and strengthen their commitment to successful reintegration into the community.

In 2025, Middleton celebrated eight separate ceremonies. During these eight ceremonies, 245 inmates were recognized, earning 577 certificates for educational and clinical programming. Students spent a



total of 4,021 hours in educational programming and 2,390 hours in clinical programming throughout 2025.

The Essex County Pre-Release and Women in Transition Facility regularly hosts recognition events to acknowledge and celebrate inmate accomplishments. These events highlight progress achieved across the continuum of care, with certificates awarded for vocational training, educational attainment, and clinical program completion. HiSET graduates wear caps and gowns, signifying the highest level of educational accomplishment, as they stand before their peers to be formally recognized for their success. Vocational programs such as Hardscape and In2Work continue to be among the most sought-after offerings, with successful completions reflecting the effectiveness and impact of the work being done.



Young Adult Services

Roca



Roca’s mission is to relentlessly disrupt violence by engaging young people, police, and systems to heal trauma, find hope, and drive change. Roca focuses exclusively on young people ages 17–24 who are at the center of urban violence—those who may be deeply traumatized, distrustful of systems, or trapped in cycles of violence and poverty that traditional youth programs alone cannot break. Healing the trauma of urban violence and addressing the extreme racial disparities tied to it requires collective action.



Roca’s Kevin Ryner

Roca builds, “intentional relationships” with the institutions young people interact with, including the Essex County Sheriff’s Department and other system partners, to spark new ways of thinking about how to engage young people who are perhaps traumatized and stuck. Roca delivers a wide range of core services that are Cognitive Behavioral Therapy (CBT) infused to help young people regulate emotions, build self-awareness, and develop healthier responses to stress and conflict.

Some of the programming offered are:

- Restorative justice circles, which humanize the roles of others, strengthen accountability, and foster empathy.
- 24/7 Dads parenting curriculum, which supports young men in developing skills and strategies to be present, responsible, and nurturing fathers.
- Chess club and book club to encourage critical thinking, patience, and positive peer connection.

As participants approach the end of their sentences, Roca assists with securing SNAP benefits and preparing for re-entry. Upon release, Roca staff assist young people with meeting basic needs and navigating complex systems such as obtaining identification, enrolling in health care, and accessing vital records.

Roca also provides workforce development support. Recognizing that some young people are not immediately ready for living-wage employment, Roca offers a Transitional Employment Program (TEP), where participants learn workforce etiquette, accountability, and essential soft skills needed for long-term success.

Young adults served in 2025

- Young adults engaged in programming:
 - Middleton: 51
 - ECPRC: 10
- Young adults served post-release: 9
- Young adults who completed the CBT curriculum:
 - Middleton: 9
 - ECPRC: 7

UTEC

UTEC is a nonprofit organization based in Lowell, dedicated to helping young adults break cycles of violence, incarceration, and poverty. UTEC's work is rooted in the belief that safety and stability are built through opportunity, accountability, and strong, supportive relationships.



Through its partnership with the Essex County Sheriff's Department, UTEC supports justice-involved young adults both during incarceration and throughout the re-entry process. Inside ECSD facilities, UTEC facilitates restorative justice and social-emotional skill-building groups designed to help participants develop emotional regulation, critical thinking, and problem-forecasting skills needed to navigate systems that have historically marginalized them.

Programming is delivered through restorative circles that emphasize shared values, mutual respect, and open communication. Circles are guided by a talking piece, ensuring each voice is heard and valued, and draw on Indigenous practices that center balance, healing, and restoration of self. These spaces foster trust, encourage accountability, and promote the development of healthy coping strategies and positive outlets for growth.

UTEC facilitates restorative programming across multiple institutions, including facilities in Essex and Middlesex Counties, MCI Gardner, and Framingham. Curriculum includes an Introduction to Restorative Justice and Social-Emotional Skills, supporting participants in areas such as self-improvement, social values, life planning, and decision-making.

Re-entry support begins well before release, particularly for individuals facing homelessness or limited family support. UTEC works to rebuild family relationships, establish community-based support systems, and address immediate barriers to stability. Through its re-entry model, UTEC also connects returning citizens to essential resources, including food assistance and basic needs support, to strengthen households and reduce reliance on harmful or exploitative influences.

Together, UTEC and the Essex County Sheriff's Department share a commitment to rehabilitation, successful reintegration, and safer communities built through restoration, connection, and second chances.

Young adults served in 2025

- Young adults engaged in programming:
 - Middleton: 70
 - ECPRC: 7
 - WIT: 1
- Young adults served post-release: 38

Religious Services & Spiritual Care

Through our Religious Services Team, we strive to meet the religious and spiritual needs at ECSD. The goal of the Religious Services Team is to provide incarcerated individuals with opportunities for spiritual support, reflection, and community. These services are voluntary and inclusive of diverse faith traditions, offering worship, prayer, study, and pastoral counseling. By creating space for hope, moral guidance, and personal growth, religious services can support emotional well-being and encourage positive coping during incarceration. Our staff also conduct cell-by-cell rounds in the two high-security units at Middleton. In addition, our team offers private, confidential spiritual care for ECSD staff as requested and needed.

To support clergy and meet the spiritual needs of our inmates, we have a large group of dedicated volunteers who provide religious programs at Middleton, the Lawrence Pre-Release Center, and the Women in Transition facility in Salisbury. Many of these volunteers have been coming into our facilities for years, showing their dedication to the men and women in our care. On average, there were approximately 130 hours of worship services offered every month in the Middleton facility, 22 hours at the ECPRC, and 32 hours at the WIT. In addition to worship services, Middleton had 41 inmates baptized and one confirmation. The ECPRC had ten baptisms.

Spotlight on Deacon Peter Richards

Deacon Peter Richardson (pictured right at one of our Basic Training Academy graduations) is our Catholic Chaplain for the ECSD. With the absence of an Interfaith Coordinator, Deacon Peter has stepped up and fulfilled many duties, including participating in the annual POW/MIA ceremony



and Basic Training Academy BTA graduation ceremonies. He conducts weekly rounds in our Behavioral Stabilization Unit and our maximum-security unit.

Deacon Peter also goes above and beyond the scope of his services for the men's pre-release by organizing holiday events and services, specifically the Angel Tree Toy Drive for Christmas, which allows inmates who qualify to send Christmas gifts to their children. He acquires donations of hygiene products from the volunteer community and ensures monthly continuity of services by regularly communicating with the volunteers. His dedication does not go unnoticed, and we are sincerely grateful for his service.

Community-Based Re-Entry

Supporting Transitions And Re-Entry (STAR)

The STAR Program is a community-based support center for justice-involved individuals providing educational, vocational, and clinical support as well as enhanced case management aimed at reducing recidivism. Centers are located in Lawrence and Lynn, serving all of Essex County and beyond.



For many, the mission of STAR begins inside the jail with a variety of clinical, educational, and vocational programs, followed by a referral for continuity of these services in the community as participants in the STAR Program. For others, the referral comes from the court as a diversion from incarceration or part of their conditions of probation. Still others come to STAR from other communities or criminal justice organizations such as mental health centers, substance use treatment facilities, community health centers, police departments, parole, human services organizations, family, friends, and even self-referrals.

Regardless of how people arrive at the front door, the vision is to reduce recidivism by streamlining access to resources and support, utilizing evidence-based assessments and curriculum to ensure program accountability, and supporting participants in a flexible and individualized way to target their highest risk for attaining the best outcomes.

In 2025, STAR achieved remarkable success, reaching new heights through collaboration, dedication, and perseverance. STAR continues to accomplish milestones and incorporate new services, resulting in exponential growth. Our average monthly census ranged from 110-148 between both sites.

Quick Hits

- 638 New referrals
- 417 Completed intakes
- 129 – Average monthly census of both centers combined
- 47 Graduates
- 120 Employment placements
- 28 Vocational placements



- 24 HiSET subtests passed
- 3 HiSET achieved
- 1,695 Clinical hours attended
- 102 Groups completed
- 1,587 Educational hours attended
- 1,306 Employment/Vocational hours attended
- 1,198 hours of staff professional development
- 2.6% - recidivism rate for all 2024 STAR graduates (one year post graduation)
 - 81% - total objectives participants met or made progress toward

Focus on Professional Development

On January 10, STAR held its annual professional development day. This year's event featured training by Self-Esteem Boston focusing on staff self-awareness and self-care. The team also did some brainstorming to identify and share resources and participated in team-building activities. It is always great to bring the two sites together.

Also in 2025, 18 new ECSD and vendor staff were trained in the administration of the Ohio Risk Assessment System (ORAS). The ORAS is an evidence-based tool used to determine the level of risk of recidivism and to inform the best treatment approach. It is used both at the STAR and at our three facilities for case planning and to determine the most effective programming for participants and inmates.



Featured on *Chronicle*

At the end of January, STAR, along with other re-entry services in Massachusetts, was featured on *Chronicle*, a local news magazine show. In 2024, reporter Erika Tarantal toured the facility in Lynn to learn more about services being provided, interviewing a few participants and STAR director Stacie Bloxham. It was exciting to see the positive impact the program has made highlighted on television!

Watch the *Chronicle* segment at:

<https://tinyurl.com/3cpyx5f8>



New Lynn Center Grand Opening

After opening the doors in April of 2022, the Lynn STAR center quickly outgrew the space on Willow Street. At the beginning of May 2025, the Lynn Center moved to its new location at 20 Central Avenue. Just a quick walk from the old location, the new space has allowed Lynn STAR to offer more programming, events, workshops, and a more cohesive work and learning environment.

On May 14, we hosted an Open House and welcomed current and past participants, community partners, and ECSD staff. All were excited about the move and are enjoying the new space. We were delighted and honored to have Lynn Mayor Jared Nicholson (pictured above with Sheriff Coppinger) join us in our celebration.

Sharing Our Model



In June, STAR Director Stacie Bloxham, accompanied Sheriff Coppinger to Ft. Lauderdale to present at the National Sheriffs' Association conference. A *Bicycle Built for Two: The Intersection Between Community Policing and Corrections* highlighted the STAR model and the close working relationship between STAR and local police departments to reduce recidivism and enhance public safety. Also assisting with the presentation was Sergeant Taylor Haberek of the Lynn Police Department.

Community Partners

In 2025, STAR welcomed additional community partners into the center to enhance our vocational, employment, and clinical services.

The TLE Center for Urban Entrepreneurship

TLE provided training at the Lawrence STAR in the beauty, barbering, and cosmetology fields. The program required a 12-week commitment, with 6-8 hours of instruction being required for each week. STAR had nine graduates from the program who went on to further their careers in the field by attending barbering school, branding for an established salon, or providing cosmetology services. To learn more, go to:

<https://www.facebook.com/reel/1234830841441882> or <https://www.facebook.com/reel/742574718244110>



WeReach

WeReach continued to provide training and job placement for participants in both Lawrence and Lynn. This intense IT training provided the opportunity for participants to earn certifications in five industry-recognized credentials. This training is especially challenging, as each certificate requires 40 hours of in-class learning in addition to 80 hours of self-directed study and practice.

Emerge Career

Emerge Career provided several vocational training opportunities for our participants, including CDL, diesel mechanic, and HVAC. All three of the courses included a combination of virtual learning and practical hands-on training. Three participants completed the CDL training and have secured employment in the field, with two more working on the online portion of the curriculum and one beginning the hands-on driver training. The diesel mechanic and HVAC training began at the end of 2025, so more to come in 2026.



Ameelio and Tech Goes Home (TGH)

TGH partnered with technology non-profit Ameelio to provide a more flexible way for participants to receive training in digital literacy. STAR has had an ongoing relationship with TGH, but thanks to this new partnership with technology provided by Ameelio, participants are able to access a self-directed curriculum.



Enrolled individuals can either attend during their scheduled class time to have instructor support or take advantage of open computer lab times to work independently. As always, participants who finish the TGH Program receive a free device (tablet or Chromebook) and a year of free Wi-Fi access. Since starting this new program, we have had 19 participants complete and receive their device and internet access.

Essex County Outreach

Essex County Outreach has been providing additional support for participants in our Lawrence site for outreach and Recovery Coaching. In 2025, Recovery Coach Hector Brito (Pictured left) began a weekly support group for participants, specifically geared to barriers encountered by individuals with a history of justice-involvement. Group attendance continues to increase, and the feedback is positive.



Steve Heald (L) and Steve Perry of Essex County Outreach

Stickball



Stickball, a leading educational technology company, began its partnership with the STAR program, bringing self-directed learning modules on Job Readiness, Financial Literacy, and Health Relationships. Stickball leverages advanced AI to simulate real-world scenarios, guiding users through job interviews, workplace communication, and relationship-building exercises. Accessible anytime via mobile devices, the platform empowers participants to practice essential life skills at their own pace.



In 2026, further development will include shorter mini lessons to compliment STAR curriculum to reinforce learning and provide an opportunity for self-directed study. Former New England Patriot Devin McCourty serves as an advisor for Stickball, lending his voice and influence on this initiative to help to amplify its impact and inspire participants.

Opportunities For Graduates

STAR now offers two opportunities for graduates of the program, the first being participation in the STAR Alumni Group. All graduates can participate in our Alumni Program, which includes meeting with fellow graduates on a regular basis, assisting with center events, representing the program in community events, and providing valuable feedback for program improvement.



In 2025, we also graduated our first cohort of Peer Mentors. These are graduates who want to take it one step further and provide ongoing support in the center. Peer Mentor Training is a series of six modules that include the role of a mentor, boundaries, communication skills, leadership skills, giving and accepting feedback, and practice with role plays.

Community Events



The importance of our community partners cannot be overstated. The STAR Program was able to offer workshops, including vocational training and employment support from Massability, financial literacy offered by Eastern Bank, time management and executive functioning offered by Northern Essex Community College, and nutrition offered by UMASS Nutrition Extension.

Various staff members also had the opportunity to attend events in the community to provide resources and share the opportunities that STAR has to offer to justice-involved individuals.



Center Events

For **Mental Health Awareness Month** in May, the Lawrence center hosted an event focusing on awareness and education, meditation, gratitude wall, the creation of self-care kits, and some coloring. Trying new things involves taking risks, and our participants stepped up to the challenge and learned new skills for emotional wellness.

Throughout the year, STAR provided opportunities for participants to have fun. The Lawrence STAR hosted a **Valentine's Day** event open to participants and family members. Attendees enjoyed light refreshments, puzzles, board games, cornhole, and some well-deserved social time.



In April, the Lynn STAR hosted an **Earth Day** event, also open to participants and family members. Attendees planted daisies, socialized, and enjoyed an “earth-friendly” movie and popcorn.



In May (Lawrence) and June (Lynn), each center hosted a **Community Partner and Re-entry Fair**. Organizations serving individuals in both communities were invited to attend, share resources, and give out some swag to participants and community members in need. Some of the organizations that attended the event included BHJI, MassAbility, New Beginnings and Recovery Exchange Recovery Support Centers, NFI-MA, Department of Transitional Assistance (DTA), Department of Revenue (DOR), Riverbend, Washcycle, Northern Essex Community College, Lynn Community Health, Ryan House, and Clean Slate.



September is **Recovery Month**, and both centers raised awareness in their own way. Some activities included creating a wall of remembrance, completing lifestyle wheels, practicing meditation, creating vision boards, and wearing T-Shirts to celebrate the occasion.

Both centers recognized **Halloween** with fun events in Lynn and a “Falloween” event in Lawrence. Participants watched movies, enjoyed candy and other treats, showed off their best costumes, played Jeopardy, participated in word games and arts and crafts, and had time to socialize with one another and staff.



With the holidays came ugly sweaters, and both centers took the opportunity to show them off during the **Holiday Open Houses**. Both staff and participants enjoyed refreshments, holiday movies, trivia, games, coloring, and holiday-themed art projects. Music was playing, the centers were decorated, and the atmosphere was festive.



Giving Back



As we are looking to expand our network of organizations that allow participants to volunteer, staff at both centers took an opportunity to give back. The Lynn team volunteered at My Brother's Table and the Lawrence team at Lazarus House. Both organizations serve hot meals to individuals who might otherwise go without and are integral partners for STAR and the larger communities they serve.



Letters of Appreciation

Two staff members from the STAR team were recognized with Letters of Appreciation from Sheriff Coppinger.

Ana Ruiz, Lead Navigator from the Lawrence center, demonstrated incredible professional growth as a leader and effective supervisor since being promoted to her position in 2023. She was an integral part of the continual census increase at the Lawrence center, guiding her staff to provide effective and impactful services to the participants.



Ann Marie Anderson, Administrative Assistant from the Lynn office, has been a steadfast employee of the ECSD for the past 24 years. Ann Marie completes her work with diligence and demonstrates unwavering support of the mission and vision of the ECSD and STAR program. Most notably, in 2025, Ann Marie stepped up to help her colleagues in the Lawrence site through an unexpected and extended staff absence, all while keeping up with her own responsibilities and contributing actively to the growth of the program.



Graduations

Each center hosted two graduations in 2025, with a total of 47 graduates. The ceremonies recognize participants who have met all graduation expectations that were identified upon intake. Each individual's journey was unique, as the program is very individualized based on participants' needs and interests. This was our inaugural year of inducting NECC students into the Adult Education National Honor Society. We had two HiSET graduates at our Lynn center and outstanding speakers at both graduations that featured current and past graduates.

Staff and participants have so much appreciation for Sheriff Coppinger for his investment in STAR and unwavering dedication to the model. In addition, special thanks to District Attorney Paul Tucker and Representative Francisco Paulino for supporting STAR and our graduates.



Medical Services

Transition to VitalCore Health Strategies



Health Services Administrator
Elizabeth Venno, RN, BSN, MPH

In July 2025, the Essex County Sheriff's Department (ECSD) transitioned its medical and nursing services to VitalCore Health Strategies. VitalCore was selected following a comprehensive review process, based on its strong clinical model, fiscal stability, and shared commitment to delivering high-quality healthcare services.

VitalCore currently partners with several Massachusetts Department of Correction (DOC) facilities, providing ECSD with expanded access to clinical resources and specialized services.

This partnership enhances VitalCore’s capacity to deliver comprehensive, evidence-based care to individuals in custody.

Comprehensive Healthcare Services

VitalCore’s interdisciplinary healthcare team delivers a full spectrum of services, including:

- Health services administration
- Medical and nursing care
- Discharge planning
- Ophthalmology, dental, and physical therapy services
- Laboratory and radiology services

A key component of contracted services is the Medication for Opioid Use Disorder (MOUD) Program. This program was among the first Opioid Treatment Programs (OTP) accredited by the National Commission on Correctional Health Care (NCCHC) and remains fully staffed. The program integrates mental health services, discharge planning, and specialized medical and nursing support to address substance use disorders within the incarcerated population.

Medically Supervised Withdrawal (MSW) Program

This year marked the full implementation of the Medically Supervised Withdrawal (MSW) program at ECSD. The program provides evidence-based medical management for individuals presenting with acute opioid withdrawal symptoms, utilizing protocols consistent with community standards of care.

Since its inception in June 2024, nearly 200 individuals have been stabilized through the MSW program and successfully transitioned into ongoing MOUD treatment — many of whom would not otherwise have qualified for such services. This initiative represents a significant advancement in addressing opioid use disorder within the correctional setting and improving long-term treatment outcomes.

Medical Leadership

VitalCore Medical Services at ECSD are led by an experienced healthcare leadership team:

- **Elizabeth Veno, RN, BSN, MPH** – Health Services Administrator
- **Alon Sitzer, MD** – Medical Director
- **Dawn Delarosa** – Assistant Health Services Administrator

Ms. Veno brings more than 20 years of nursing experience and holds a Master of Public Health, with expertise in healthcare operations and leadership. Dr. Sitzer provides comprehensive medical oversight, emphasizing holistic chronic disease management. Ms. Delarosa contributes extensive correctional nursing experience and a strong understanding of healthcare delivery within secure environments.

Quality Assurance and Accreditation

Throughout 2025, quality improvement and regulatory compliance remained central priorities. ECSD maintains accreditation through the American Correctional Association (ACA), which evaluates correctional facilities against nationally recognized standards of care. The most recent ACA audit, conducted in October 2024, resulted in no adverse findings.

An NCCHC accreditation audit is anticipated in 2026. ECSD works continuously to ensure compliance with all applicable regulations and standards, reinforcing its commitment to maintaining accreditation and delivering safe, high-quality healthcare services.

Continuity of Care and Clinical Excellence

ECSD's medical team collaborates closely with healthcare providers to ensure individuals in custody receive reliable, high-quality care. Emphasis is placed on addressing both immediate medical concerns and chronic conditions, supporting improved health outcomes and long-term well-being.

To promote continuity of care, the same providers manage chronic conditions such as diabetes, cardiovascular disease, and complex wound care. This model strengthens patient-provider relationships and ensures appropriate follow-up.

Staff receive ongoing professional development and training to remain current with evidence-based practices and evolving healthcare standards.

Technology and Expanded Diagnostic Capacity

In 2025, ECSD enhanced its on-site diagnostic capabilities through the addition of updated medical equipment, including:

- Ophthalmology screening equipment
- Bladder scanner
- Electrocardiogram (EKG) machines
- Transcutaneous Electrical Nerve Stimulation (TENS) therapy unit

These investments have significantly increased diagnostic efficiency and reduced the need for off-site referrals. Additionally, the ECSD Contract Monitor works closely with healthcare leadership to ensure that all services meet contractual obligations and established quality benchmarks.



A TNA unit is a small, battery-powered device used to help relieve pain without medication.

Mental Health Services



The Mental Health Division operates within the ECSD Clinical Services Division under the leadership of Assistant Superintendent Jennifer Padre (pictured left) who entered her sixth year in this role in 2025. Assistant Superintendent Padre continues to prioritize the delivery of community-standard care within the correctional setting, while maintaining strong operational support for clinical staff.

In 2025, the Mental Health Division continued to expand and strengthen its services provided to the inmate population, delivering responsive, compassionate, and evidence-based care. The primary focus of their work was maintaining an effective balance between immediate crisis intervention and comprehensive initial and ongoing mental health assessments, while ensuring consistent clinical support for the most vulnerable individuals in custody.

The division remains fully staffed and is comprised of Master's-level clinicians with diverse professional experience, including outpatient therapy, inpatient treatment, correctional mental health, and crisis intervention.

Commitment to Mental Health Services

ECSD has approximately 85 professionals providing clinical and/or case management services to inmates. This includes approximately 67 contracted staff providing direct inmate support and 18 members of our Re-Entry or STAR staff.

Professional Development and Training

Ongoing professional development remained a cornerstone of the Mental Health Division's commitment to excellence. Throughout the year, clinicians participated in a range of national and regional conferences and trainings to ensure adherence to best practices and emerging standards in correctional mental health care. These included:

- National Commission on Correctional Health Care (NCCHC) Conference
- 24th Annual Suicide Prevention Conference
- National Association of Addiction Treatment Providers Conference
- New England Association of Recovery Court Professionals Conference



Mental Health staff members (L to R): Mental Health Clinician McKenzie Johnston, Mental Health Clinician Cailee Kheboian, Clinical Coordinator Melissa Sullivan-DiNardo, and Senior Mental Health Clinician Kayla Gillooly

Participation in these events enhanced staff knowledge of current treatment trends, strengthened strategies for crisis intervention and suicide assessment, and fostered valuable collaboration with local and national providers.

In 2025, Clinicians Kayla Gillooly and Cailee Kheboian completed specialized training and earned certification in Moral Reconnection Therapy (MRT), an evidence-based intervention designed to improve moral reasoning and decision-making skills. MRT is an intensive program requiring both structured group participation and independent coursework, further expanding the division's capacity to deliver targeted cognitive-behavioral interventions.

Program Development and Expansion

In addition to MRT, the division offered a comprehensive range of therapeutic programming, including Clinical Mental Health groups, Art Therapy, and Yoga.

The year also marked the full implementation of *Skill Building for Success*, a structured intervention focused on accountability, risk reduction, and long-term behavioral change for individuals with offenses related to inappropriate sexual behavior. Following demonstrated positive outcomes, the program has expanded to include additional groups, increasing access to this specialized treatment.

Interagency Collaboration

The Mental Health team maintained strong collaboration with court clinics throughout the year to enhance coordination of care for shared clients. Ongoing communication and case collaboration supported continuity of treatment for individuals experiencing persistent mental illness and complex behavioral challenges while actively involved in court proceedings.

Through strategic program expansion, professional development, and strengthened interagency partnerships, the ECSD Mental Health Division continues to uphold its commitment to delivering high-quality, evidence-based care within the correctional environment.

Following is a breakdown of medical and mental health care provided to inmates in 2025.

Medical	
Initial evaluations by medical provider ¹	1,996
Sick calls (medical provider)	1,351
Sick calls (nurse)	3,026
Dental	1,061
Outpatient appointments	342
Emergency room evaluations	234
Hospital admissions	82
Mental Health	
Initial evaluations ¹	918
Follow-up appointments	9,645
Enrollment in mental health groups	1,085

1) Some evaluations, or sick call visits resulted in appointments.

Drug Screening

Claudia Franco (pictured right) is our Urinalysis Coordinator. Claudia is an expert in using Averhealth'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).



"I focus on high-quality work, and I am committed to ensuring that our drug test results are accurate and clear. Working toward a drug-free environment, we prioritize the safety of our staff and inmates."

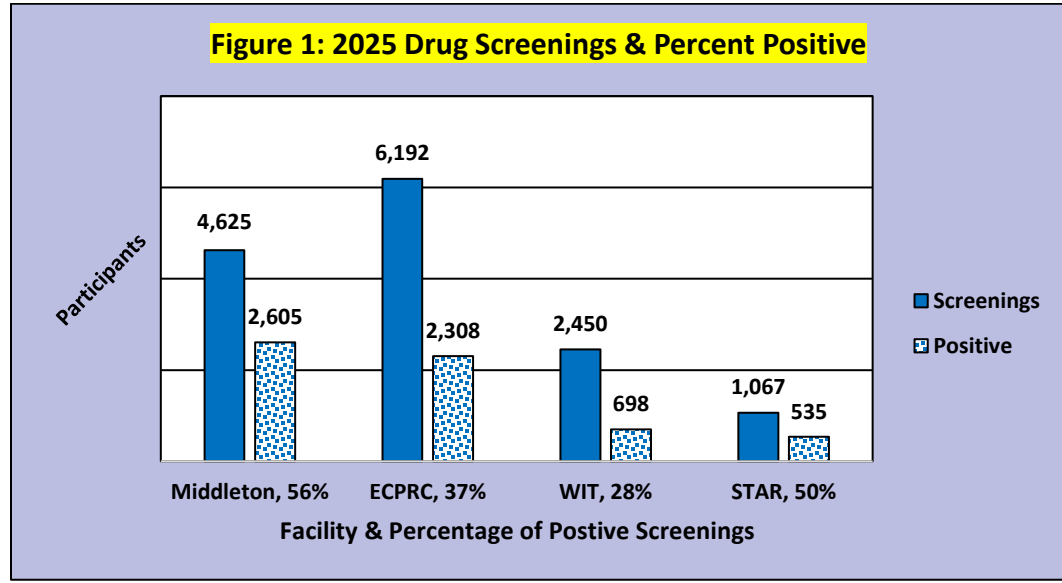
Safety unlocks the door to a thriving and secure work environment."

- Claudia Franco, Urine Analysis Coordinator

Our drug laboratory performed 14,334 drug screenings in 2025. Of the screenings performed, 4,625 came through our Middleton facility, 6,192 through the ECPRC, 2,450 through the WIT, and 1,067 through our STAR Program. See the results in Figure 1 below. Each of the 14,334 screenings includes tests for several substances. A positive drug screening indicates that at least one substance showed as positive.

In 2025, a total of 141,261 tests were performed.

The STAR Program's 1,067 screenings in 2025 were an 85% increase over the 448 screenings conducted in 2024.



Middleton Intake

Captain Kyanna Lees (pictured right) oversees the Transportation, Inmate Property, and Intake Divisions.

In 2025, the Intake Division had a total of 7,573 inmates going out to court, 366 outside medical appointments, and 364 inmates leaving to be transferred to other secure facilities. In addition, we had 3,698 new inmates processed through intake, and 3,502 inmates released from Middleton. All inmates arriving or departing from our Middleton facility go through Intake (pictured below).





When entering the facility, all inmates go through a thorough security screening which helps ensure that contraband is not getting into the facility. This screening includes x-ray and body scanning technology. All new inmates are 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 can be one of the busiest and most unpredictable

areas in the department.

The Correctional Officers assigned to Intake work closely with Clerical, Re-entry, Medical and Psychological staff, as well as the Transportation Division to maintain a controlled, safe working environment. Together, information is gained to 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 facility.

Inmate Property



Property Officer Michael McNeil (pictured left) 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. Officer McNeil has excelled in this role for over 11 years.

Transportation



The Department's Transportation Division is responsible for providing inmate movement outside of the secure perimeter of the Essex County Correctional Facility. In 2025, the transportation division completed a total of 8,303 individual transports utilizing 15 vans (some of which are pictured below) and a secure bus (pictured right).



L to R: Officer Chantel Russo-Manzo, Intake; Officer Michael McNeil, Inmate Property; and Officer Adrian Sosa, Intake

The Transportation Division is also responsible for providing mutual aid to law enforcement throughout the county, including motor vehicle accidents, medical events, and emergency situations. All transportation actions are directed by Sergeants Daniel Tsoutsouris and

Mark Swiniarski, who are responsible for communicating with outside agencies throughout the Commonwealth on a daily basis.

In 2025, the Transportation Division provided the following transports:

- 366 medical appointments
- 364 transfers to other secure facilities
- 7,573 court appearances



Criminal Records



Director of Criminal Records Lieutenant Katherine Allen (L) and Assistant Director Erin Muzichuk

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. They continue evolving and adapting their staffing to fulfill our workload. In 2025, Criminal Records welcomed new Records Clerks Jessica Franklin and Karen Manzi to the division.

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



Records Staff: (L to R) Clerk Jessica Harris, Clerk Linda Babeu, Clerk Alison Hall, Assistant Director Erin Muzichuk, and Clerk Jessica Franlin

- 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

Records Clerk Eve Reardon received a *Letter of Appreciation*.

The Essex County Sheriff’s Department Letter of Appreciation presented to Records Clerk Reardon read, in part, “...for her outstanding commitment, leadership, and exemplary job performance, maintaining high standards for CJIS* compliance.”

**CJIS is the Criminal Justice Information Services*

Inmate Visits

We encourage inmates to stay in contact with their loved ones: visit with them, in-person or remotely. 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

In 2025, we had 16,655 in-person visits at our Middleton facility and 3,181 at our pre-release facilities. Visit information can be viewed at: www.essexsheriffmaorg/family-visitor-information.

Video Visits



Superintendent
Christine Arsenault

Assistant Superintendent Christine Arsenault works with our IT & Communications Division to oversee the use of inmate tablets. In 2025, we issued 1,394 tablets. Using tablets provided by ECSD, inmates at all three of our facilities are able to have video visits with family, friends, attorneys, or others. We have partnered with Securus Technologies to offer this state-of-the-art technology. Not only is this a safer and more secure method of visiting, but also, it is more convenient for individuals wanting to visit an inmate.

In 2025, we facilitated 43,876 non-privileged (family and friends) video visits and another 1,357 privileged (attorneys and other professionals) video visits.

Video Conferencing

Records Clerk/Video Court Coordinator Luis Felix and Officer Rebecca Owumi (pictured right) worked together to handle the large volume of video conferences. Video conferencing requires not only coordination between our department and the courts, but also reliable technology and knowledgeable staff at each end.



Shortly before this report was published, Officer Owumi retired after 20 years with ECSD. We wish her all the best.

“The smooth operation of our Video Conferencing can be credited to the teamwork among Clerk Luis Felix, Clerk Alison Hall, and Officer Rebecca Owumi. These three staff members worked together daily to ensure all conferences were scheduled, all notifications to the courts were made, and the daily inmate appearance list was accurate and up-to-date.”

—Criminal Records Director Lieutenant Katherine Allen

Benefits of video conferencing compared to transporting the inmate to court:

- Enhanced safety of staff, public, and fellow inmates
- Decreased transportation costs including officer salary, fuel, and vehicle maintenance
- Faster processing time. Arraignments can be scheduled more flexibly and performed quicker
- More correctional staff remain at our facility
- Improved court continuity, as there are fewer scheduling disruptions (i.e. due to traffic)
- Supports public health protocols by reducing movement between facilities and other public spaces
- Maintains timely judicial access for inmates and keeps proceedings compliant with legal standards

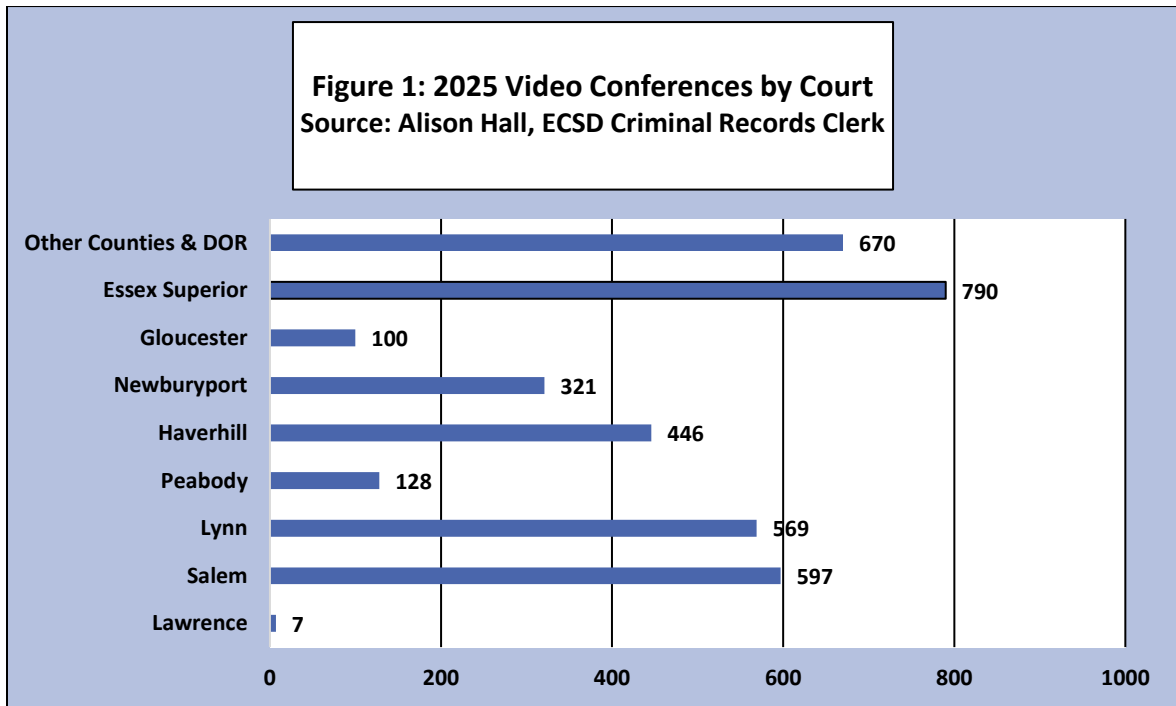
Our thanks to Records Clerk Alison Hall



Since Alison Hall joined ECSD in September 2015, she has been conscientious, reliable...and friendly! For the past several years, Alison has provided all our Video Conferencing data and graphics (see Table 1 and Figures 1 and 2 below), and she does it with a smile! Thank you Allison.

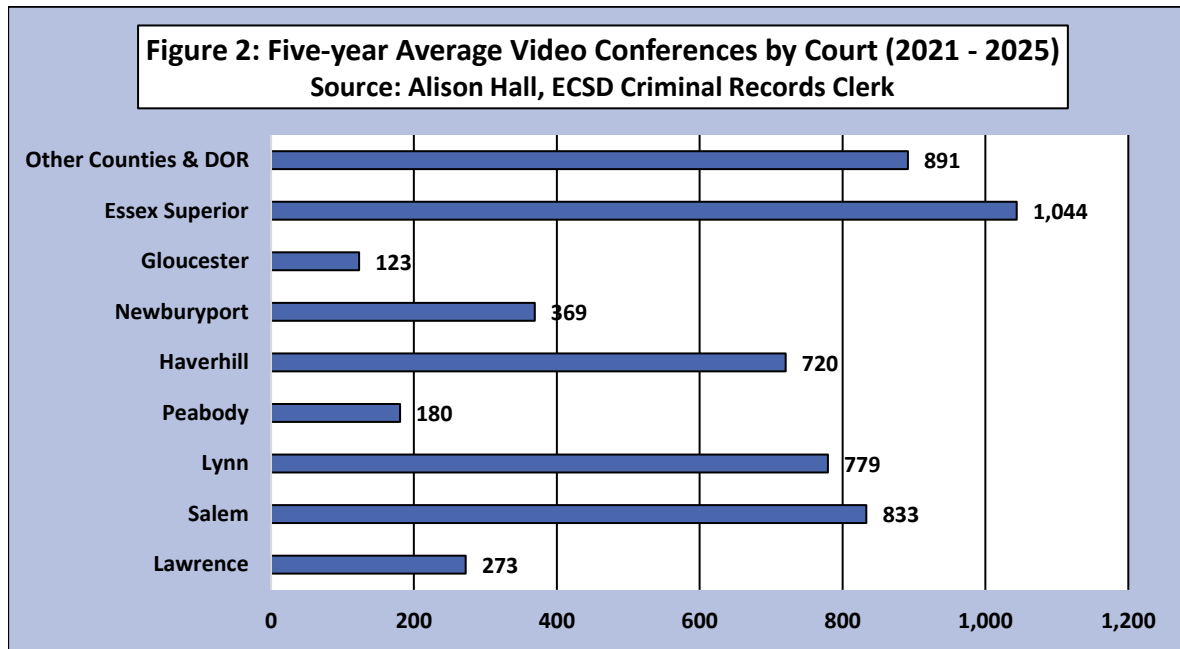
Table 1 shows we had 3,628 video conferences in 2025: a decrease of 355 (9%) from 2024. Figure 1 displays the total volume by court.

Table 1: 2025 Video Conferences by Court										
Source: Alison Hall, ECSD Criminal Records Clerk										
	Lawrence	Salem	Lynn	Peabody	Haverhill	Newburyport	Gloucester	Essex Superior	Other Counties & DOR	Totals
January	1	49	33	11	22	19	9	63	37	244
February	1	34	30	10	32	20	7	57	40	231
March	0	35	33	9	24	18	5	63	43	230
April	0	39	41	7	31	24	4	79	43	268
May	1	58	36	8	38	25	3	70	47	286
June	1	54	53	10	42	40	8	59	48	315
July	1	68	56	9	52	21	10	70	76	363
August	1	56	79	7	52	19	10	67	78	369
September	0	42	64	9	46	32	10	59	85	347
October	0	56	60	16	39	38	10	66	64	349
November	1	57	47	17	29	32	11	68	55	317
December	0	49	37	15	39	33	13	69	54	309
Totals	7	597	569	128	446	321	100	790	670	3,628



Over 26,000 matters heard in five years

From 2021 to 2025, our staff facilitated 26,070 video conferences; an average of 5,214 per year. That is over 5,000 instances where an inmate did not have to be transported to a court. Figure 2 shows the five-year average for each court.



Note: Due to rounding, the totals in Figure Y equal 5,212 (2 less than the overall average of 5,214).

Middleton Inner Perimeter Security Captain



Captain Scott Sousa oversees several critical areas within the Middleton facility, including Central Control, Outer Perimeter Security, on-site Construction, the Mailroom, and Visitations. His responsibilities also extend to Security & Restraint Equipment, Key Control, Tool Control, in-person visits and non-privileged (family and friends) video visits.

Captain Sousa plays a vital role in managing the first line of security, approving items allowed into the facility, and ensuring compliance with all policies & procedures or post orders he enforces. He is dedicated to maintaining the integrity of the facility through detailed inspections and upholding strict security standards. Captain Sousa's commitment to diligence and professionalism ensure the safety and security of all within the facility.

Tool Control

With hundreds of hand and power tools utilized in our warehouse, garage, housing units, and administration buildings, the Tool Control Officer utilizes a tracking system to ensure accountability. The officer also orders and inventories tools necessary to keep our facility up to DOC standards. After years of overseeing Tool Control, Officer Daniel Whipple

has transferred to the Maintenance Division. Officer Daniel Moscone is our new Tool Control Officer.

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 and facility radios; 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 the Special Investigations Unit in maintaining all cameras and locking-doors in the facility. In addition, the staff facilitates all mutual aid from other departments, in and out of Essex County and throughout Massachusetts.

Our ID checkpoint, which is within the Central Control Sallyport, allows us to manage individuals inside the facility. Each person must provide an ID when they enter and must retrieve it when they leave.

Key Control



Key Control Officer Joshua McAuliffe (pictured left) 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.

On any given day, Officer McAuliffe is responsible for thousands of department assets: locks, keys, handcuffs, and leg irons.

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 2025, our Middleton facility had 16,655 visits: 8,520 privileged visits (attorneys and other professionals) and 8,135 non-privileged visits (family and friends).



Two members of ECSD's Outer Perimeter Security Team are Officer Larissa Alegria and Officer Scott D'Entremont. Officer D'Entremont was a firefighter for 21 years before joining ECSD.



Pictured left, Outer Perimeter Security Officer Elizabeth Quimby welcomes a tour group from Landmark School in Beverly.

Security & Restraint Equipment



With the use of metal detectors and fluoroscope (X-ray) machines (pictured right) Correctional Officers are able to reduce the amount of contraband entering the facility. All non-employees and all non-uniformed staff must clear the metal detector prior to entering.



Mail Room

Staff mail is processed, sorted (pictured right) 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.



Use of Force Review Board



Assistant Superintendent Christine Arsenault facilitates the Use of Force Review Board which was created in 2020. The board reviewed seven incidents in 2025. The board's purpose is to review use-of-force incidents referred by Shift Commanders. The members examine all aspects of the incident, including videos, reports, training, and policy and procedure. Upon a review of the incident, the board will recommend the following: take no action, handle the incident at their level, or forward the matter to other avenues if needed, including refresher training, discipline, or the Internal Affairs Division.

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

- The Assistant Superintendent or designee of the facility where the incident occurred
- An Essex County Sheriff's Department Use of Force Instructor
- The Director of Research and Statistics and/or an Asst. Superintendent III or IV
- 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 2025, no incidents occurred.



Armory

Supervision of the armory falls under the Middleton Assistant Superintendent Jonathan Campbell and Superintendent Aaron Eastman. The department's armorers ensure all assets of the armory are stored and maintained properly. We have seven experienced armorers:

Superintendent Aaron Eastman

Assistant Superintendent Jason Frampton

Captain Shelley Ehlers

Investigator Jerome Jellison

Lieutenant Travis Mustone

K-9 Officer Matthew Ritvo-Cabezas

Sergeant Peter Ramos

We have one full-time armorer who oversees daily operations of the armory. Sergeant Peter Ramos (pictured right) has held that position since April

ECSD's Research and Statistics (R&S) personnel reconcile weapon inventory each month and conduct scheduled armory audits. Throughout 2025, all armory assets were accounted for, with no exceptions.



Firearms Instructors

Our firearms instructors are charged with ensuring employees are proficient and safety focused. We have 25 instructors.

Superintendent Aaron Eastman

Assistant Superintendent Jason Frampton

Assistant Superintendent Christopher Smith

Captain James Comeau

Captain Shelley Ehlers

Lieutenant Jamie Forcino

Lieutenant Jacob Menard

Lieutenant Louis Potvin

Investigator Leonardo Jorge

Sergeant Andrew Delloiacono

Sergeant Matthew Goodwin

Sergeant Timothy Leonard

Sergeant Isaac Mercer

Lieutenant Travis Mustone

Investigator Jerome Jellison

Investigator John Zaccari

Sergeant Peter Ramos

K-9 Officer Matthew Ritvo-Cabezas

K-9 Officer Kyle Kidger

K-9 Officer Justin R. Perry

Officer Justin Barber

Officer Zachary Collins

Officer Cory Dever

Officer Liv Frontiero

Officer Cameron LaBrecque

In addition to overseeing employee range qualifications, in 2025 our range instructors taught three ECSD Basic Training Academies at the range. In May 2025 we added the VirTra immersive simulation training system, which provides real-life scenarios.



Environmental Health & Safety Officer/Fire Safety Officer



Captain Jotham Garbin (L) and Lieutenant Steven Wilkins

Lieutenant Steven Wilkins is the department's Environmental Health and Safety Officer (EHSO). 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, which he must address within a specific time period. The most recent DPH audit was conducted in October 2025. All outstanding issues were addressed. The EHSO helps facilitate successful audits not only by the DPH, but also by the Department of Corrections (DOC) and the American Correctional Association (ACA). This is done by working closely with ECSD's Compliance Division in maintaining accurate records of all required standards. The EHSO partners with Compliance to educate Mid-Management Level Supervisors (MMLS) on proper documentation to ensure compliance with all audits and inspections. The EHSO is also responsible for ensuring workplace safety and maintaining compliance with the regulations of the US Occupational Safety and Health Administration (OSHA) as well as the Massachusetts Department of Labor Standards (DLS).

Inspections/testing for the Middleton Facility

- Monthly: AEDs, flashlights, pest control, water temperature, and negative air flow (Medical Housing Unit)
- Generator, weekly, monthly, quarterly, and annually
- Sanitation, weekly (unit managers) and monthly (EHSO)
- Elevators, monthly and annually
- Tracking and removal of hazardous waste, bi-monthly
- Temperature, summer and winter
- Light and sound, annually
- Water quality reporting, annually
- Air quality, every three years

Captain Jotham Garbin is the department's Fire Safety Officer. Captain Garbin 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 past year Johnson Controls identified and upgraded sprinkler deficiencies throughout the facility. The department's inspection reports are sent directly to the Brycer Compliance Engine System which sends these reports to Middleton Fire Department. This allows the Middleton Fire to track our inspections, deficiencies identified, and deficiencies corrected in real time.

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
- Fire panel inspections (yearly) and back up battery replacements every five years.
- Update and maintain evacuation plans, ensuring that these plans are on file with local fire and police departments.



Our thanks to the staff of the Middleton Fire Department for their continued support and guidance.



Housing Units Overview

Middleton Facility

240 Building (4 Units: A, B, C, D)

- 240A, 240B, 240C: General Population
- 240D: At-Risk Population

120 Building (2 Units: A, B)

- 120A: Behavioral Stabilization Unit (BSU)
 - Disciplinary Detention
 - Administrative Segregation
 - Protective Custody
- 120B:
 - General Population
 - High-Security Level Inmates
 - At-Risk High-Security Level Inmates



80-Bed Housing Units (Upper and Lower)

- Lower Unit: Medium- and Low-Security Level Inmates
- Upper Unit: General Population, Low-Security Level Inmates

60-Bed Unit

- General Population
- Low-Security Level Inmates and Inmate Workers

Voke Building (Units 1–4)

- Currently closed due to a large-scale Department of Capital Assets Management and Maintenance (DCAMM) renovation project.

Medical Housing Unit

- Multifunctional unit, serving medical and mental health needs.

Female Holding Area

- Used for overnight housing of female inmates with court appearances the following morning.
- Refer to the “*Female Inmates*” subsection in the Classification section for additional details.

ECPRC Facility

- Main House: Pre-Release and General Population
- Electronic Monitoring Program (EMP):
 - Operated at the Women’s Independent Sober Housing (WISH) House, which is connected to the WIT facility.



WIT Facility

Housing – General Population:

- Main Building
- Annex
- Back Building

Electronic Monitoring Program (EMP):

- Supervised and monitored by staff.



Office of Professional Standards



The Office of Professional Standards (OPS) is led by Superintendent John M. Grella (pictured left). OPS supports the Essex County Sheriff's Department by establishing clear expectations, enforcing professional standards, and providing the systems necessary for personnel to perform their duties effectively. OPS promotes accountability, consistency, and operational readiness while remaining responsive to the evolving needs of the department.

“Tell me what you think, not what you think I want to hear. That’s how we make the right decisions.”

—Superintendent John M. Grella

OPS integrates functions that directly impact personnel management, compliance, training, wellness, and daily staffing operations. The office continues to evaluate its organizational structure and internal processes to improve coordination, eliminate redundancy, and ensure responsible stewardship of resources.

Inspections and Internal Affairs Division (IIAD)

The Inspections and Internal Affairs Division (IIAD) consolidates internal investigations, compliance oversight, and Prison Rape Elimination Act (PREA) responsibilities under a single command structure. This alignment strengthens coordination, improves response times, and reduces administrative duplication while maintaining clear accountability.

IIAD responsibilities include:

- Investigating allegations of misconduct, policy violations, and use-of-force incidents
- Conducting audits, inspections, and compliance reviews across all divisions
- Managing PREA compliance, including prevention initiatives, reporting, investigations, training coordination, and required audits
- Conducting security clearances for department employees and vendors

By integrating inspections, internal affairs, and PREA functions, OPS is better positioned to manage risk, ensure compliance, and reinforce accountability. This realignment also allowed for supervisory adjustments without increasing staffing levels, reflecting a continued commitment to efficiency and responsible resource management.

Human Resources Division

The Human Resources Division oversees recruitment, hiring, promotions, benefits administration, and employee relations. The division ensures compliance with applicable labor laws and departmental policies while supporting career development, workforce stability, and organizational continuity.

Centralized Scheduling

Centralized Scheduling manages assignments, shifts, and leave to ensure appropriate staffing levels across all divisions. The unit supports operational readiness by managing overtime, improving coverage, and aligning staffing resources with departmental priorities.

Training and Staff Development

The Training and Staff Development Division delivers in-service training, employee orientation, leadership development, tactical instruction, and specialized coursework. The division ensures that personnel maintain required certifications and remain prepared to meet changing operational demands.

Wellness Division

The Wellness Division supports the physical, mental, and emotional well-being of department personnel. Services include peer support, access to counseling resources, stress management programs, and fitness initiatives that contribute to workforce readiness and long-term performance.

Basic Training Academy

The Basic Training Academy provides initial training and certification for newly hired Correctional Officers. Instruction includes physical fitness, defensive tactics, firearms, legal procedures, and ethics. Upon successful completion and the required probationary period, graduates are eligible for appointment as Deputy Sheriffs.

OPS will continue to assess its structure, workload, and staffing model to meet departmental needs while respecting taxpayer resources. Organizational adjustments are implemented when they improve coordination, strengthen supervision, or streamline processes without compromising standards or accountability.

The contributions of the members of the Office of Professional Standards are essential to the department's mission. The sections that follow outline each division's responsibilities and summarize their activities during 2025.

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).

In 2025, the Human Resources team played a vital role in supporting the mission of the Sheriff's Department by strengthening the workforce, ensuring compliance, and promoting professionalism. The team consistently balanced operational needs with employee support, contributing to the safe and effective operation of all divisions.

Throughout the year, HR led hiring efforts for correctional officers, civilian staff, and specialized positions during a period of continued staffing challenges. The team streamlined hiring and onboarding processes, coordinated background investigations and pre-employment requirements, and worked closely with staff to ensure critical posts were filled while maintaining high standards of integrity and accountability.

The Human Resources team provided essential guidance to supervisors and staff on performance management, discipline, and corrective actions, helping to ensure consistency, due process, and compliance with collective bargaining agreements and applicable laws. HR’s involvement supported fair treatment of employees while reinforcing expectations critical to safety, security, and professionalism within the facility.

The HR team also played a key role in supporting employee wellness and retention by administering leave, benefits, and workers’ compensation matters, particularly in relation to job-related injuries, stress, and overtime demands. The team addressed employee relations issues with discretion and professionalism, helping to resolve concerns while maintaining operational stability.

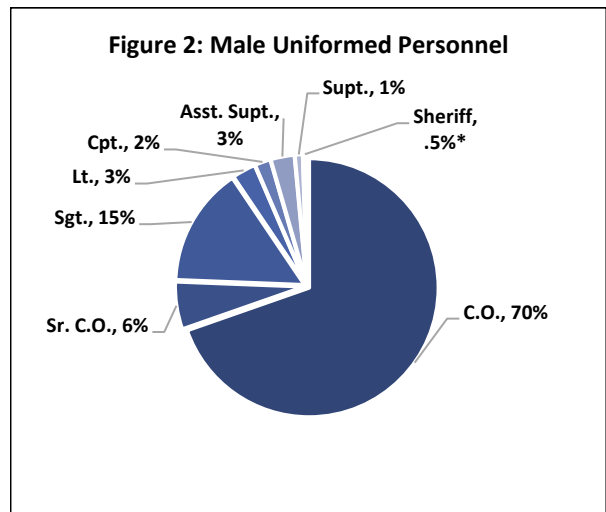
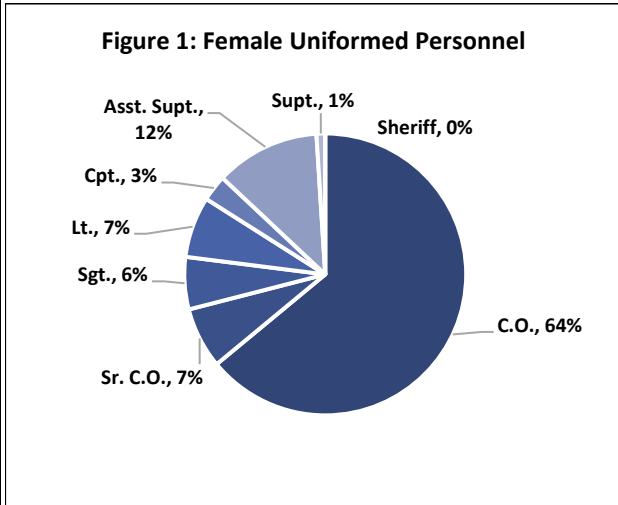
At the end of 2025, we employed 582 individuals in the Sheriff’s Department; 496 were uniformed staff. Table 1 shows a breakdown of uniformed personnel by gender: 88 females and 408 males.

Table 1: 2025 Uniformed¹ Staff by Gender					
Rank	88 Females		408 Males		496 Total Uniformed
	#	% by Rank	#	% by Rank	
Correctional Officer	56	64%	284	70%	340
Senior Correctional Officer	6	7%	24	6%	30
Sergeant	5	6%	61	15%	66
Lieutenant	6	7%	14	3%	20
Captain	3	3%	10	2%	13
Asst. Superintendent	11	12%	13	3%	24
Superintendent	1	1%	1	1%	2
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 1 and 2 show that female officers continue to have a larger percentage than male officers in higher ranks (e.g., Lieutenant, Captain, and Assistant Superintendent). Females have 23% in these ranks while males have 8% in these ranks.



Special Recognitions in 2024

Commendations

August 22, 2025 – Commended for their outstanding actions following an armed robbery at a jewelry store and capturing three suspects on July 3, 2025.

**Captain James Comeau
K9 Officer Peter Karvelas and
K9 partner Vlad**



Pictured left: Captain James Comeau (far L), Sergeant John Mahoney (center), and K9 Officer Peter Kravelas (with partner Vlad, far R) are congratulated by Sheriff Coppinger and ECPRC Superintendent Heid Mora.

December 22, 2025– Commended for his exemplary actions in rendering lifesaving aid at the scene of a MVA on November 23, 2025.

Officer Anthony Lopez- Sanchez

January 18, 2025 – Recognized for their exemplary performance regarding an inmate medical emergency on 12/25/24.

**Officer Ryan Mangino
Nurse Orin Kornblit**



Pictured above (L to R): Officers Ryan Mangino, Eric Higgins, Aron Butler, and Anthony Lopez-Sanchez.

July 29, 2025 – Recognized for his exemplary performance in providing urgent medical care to an injured motorcyclist on July 6, 2025 while off duty.

Assistant Superintendent Joseph Magnarelli

October 6, 2025 – Recognized for his swift actions in assisting local law enforcement with the identification of an armed robbery suspect.

Classification Officer Nicholas “Nick” Eaton



December 22, 2025 – Recognized for his heroic actions ensuring the safe rescue of multiple occupants from a serious MVA on November 24, 2025.

Officer Christopher Terrio

Letters of Appreciation

January 18, 2025 – Recognized for their supportive role during an inmate medical emergency on 12/25/24.

**Sergeant Andrew Delloiacono
Deputy Sheriff Louisman Rezan**

**Officer Grady Holt
Nurse Eliza Michaels**

March 3, 2025 – Recognized for his exceptional techniques in contraband interdiction.

Officer James Whitcher



Officer James Whitcher receives his Letter of Appreciation for Sheriff Coppinger.

March 28, 2025 – Recognized for her unwavering dedication and support to the STAR Program.

Lead Navigator Anaseidy Ruiz

July 7, 2025 – Recognized for his contributions in support of the Basic Training Academy’s relocation and continued operations.

Assistant Superintendent Christopher Smith

July 14, 2025 – Recognized for his swift and decisive actions in response to a hit-and-run accident on May 9, 2025, while off duty.

Officer Rudy Garcia



July 29, 2025 – Recognized for his professionalism and unwavering composure while providing compassionate support to a caller in distress on May 17, 2025.

Officer Aron Butler

August 7, 2025 – Recognized for her outstanding leadership and contributions to the success of a federal audit, despite being new to the position.

Assistant Superintendent Justina Cositore



August 7, 2025 – Recognized for her outstanding leadership and commitment to the STAR programs.

Ann Marie Anderson

August 14, 2025 – Group recognized for their outstanding actions during a medical emergency that quickly became a dynamic incident on May 9, 2025.

Officer Eric Higgins

Officer Rafael Martinez Nivar

Officer Bryan Wilson

August 18, 2025 – Group recognized for their swift and effective actions in response to a 6-person altercation on July 2, 2025.

Captain William Chiccarelli

Investigator Timothy Banahan

Officer Nathan Marsolais

Officer Andrew-Jason Carter

Officer Eric Higgins

Officer Ryan Smith

August 22, 2025 – Recognized for his actions, maintaining open lines of communication following an armed robbery on July 3, 2025.

Sergeant John Mahoney

August 25, 2025 – Recognized for his contributions to the development and delivery of the Front-Line Leadership training in May 2025.

Captain Richard Ferrari

August 25, 2025 – Recognized for his contributions in developing and leading the department's Wellness and Leadership-focused training during FY2025.

Wellness Coordinator David Fielding

August 26, 2025 – Recognized for his contributions during the preparation and execution of the ACA audit and securing re-accreditation.

Lieutenant Steven Wilkins

Congratulations! Below (L to R): Wellness Coordinator David Fielding, Records Clerk Eve Reardon, Lieutenant Steven Wilkins, and Lieutenant Karen Paluzzi.



August 26, 2025 – Recognized for her leadership in preparing the department for the ACA audit and securing re-accreditation.

Lieutenant Karen Paluzzi

August 28, 2025 – Recognized for his contributions to the development and implementation of the Recruit Officer Training Program (ROTP).

Sergeant Charles “Charlie” Ober

October 24, 2025 – Recognized for her outstanding commitment, leadership, and exemplary job performance, maintaining high standards for CJIS compliance.

Records Clerk Eve Reardon

November 3, 2025 – Recognized for her exceptional leadership, dedication, and professionalism in directing the Food Services operations.

Director of Food Services Brittany Feldman

December 5, 2025 – Recognized for her exemplary leadership to the Basic Training Academy through 30 academies of excellence.

Academy Director Allisson Kearney



December 22, 2025 – Recognized for securing the scene at a serious MVA and assisting with traffic control on November 24, 2025.

K-9 Officer John Troiano

December 28, 2025 – Recognized for his outstanding professionalism, compassion, and commitment to duty most notably on August 20, 2025 and September 4, 2025.

Officer Eric Taylor



December 30, 2025 – Recognized for his unwavering loyalty, exceptional leadership, and profound commitment to the organization’s success.

Officer Michael McNeil

Serving with Distinction



We congratulate our ECSD employees who received honors of distinction from outside agencies in 2025. **Sergeant Eric Hefner** honored as one of the Boston Celtics “Heroes Among Us.”

Lieutenant Brendan K. Walsh named Corrections Officer of the Year by the Knights of Columbus Bishop Jeremiah Minihan and Christ the King Councils.





Sergeant Eric Hefner (pictured left with Sheriff Copping) and **Officer Luiz Da Silveira Goncalves** (right) were honored as Correctional Officers of the Year by the Haverhill Exchange Club.



Drill Instructor Sergeant Charles “Charlie” Ober was named the 2025 Training Officer of the Year by the Massachusetts Sheriffs’ Association.



Military Service

In 2025, several ECSD employees served in the military. Some were called upon to assist the Commonwealth of Massachusetts during moments of civil unrest, disturbances, protests, and demonstrations. Others were placed on active duty in other parts of the world. Still, some remained on reserve status, serving monthly or several weeks at a time. We thank each of them for their actions and for supporting the Commonwealth of Massachusetts and our country.

Michael R. Anderson
 Aaron Blaisdell
 Gabriel Carvalho
 Ryan Clark
 Michael P. Cotton
 Luiz Da Silveira Goncalves
 Gledion Doga
 Jarianny Ferreira
 Clinton Fobellah
 John Haight

Jerome S. Jellison
 Patrick R. Kiggins
 Sean H. Maguire
 Rafael Martinez Nivar
 Jacob T. Menard
 Hai Nguyen
 Santiago Quintero
 Aiden Riley
 Gary M. Roy
 Jake Skusevich



New Hires

Welcome to the ECSD team:

Raymond Arcand – Assistant Superintendent, Inspections and Compliance
Glen Coletti – Assistant Superintendent, Special Investigations Unit
Bryan Perry – Chief Financial Officer
Michele Cubelli-Harris – Mental Health Clinician
Gledion Doga – IT Technician
Jessica Franklin – Records Clerk
Karen Manzi – Records Clerk
Sage Priolo – STAR Navigator
James Razza – Electrician
Mia Sharpe – Programs Clerk
Michael Sherburne – Plumber
Jason Speropolous – Mechanic



Promotions

Congratulations to our employees who were promoted in 2025:

Raymond Arcand – Assistant Superintendent, Director of Internal Affairs Division (pictured at l with Sheriff Coppinger)
Jonathan Campbell – Assistant Superintendent, Middleton Facility
Morgan Marconi – Assistant Director - Special Investigations Unit
Jaclyn Orlando – Payroll Director
Julia Kennedy – Civil Process Clerk
Cassandra Marocco – Kronos Administrator
Jenna MacKenzie – Procurement Manager
Caroline Siebert – Assistant Director - Civil Process Division



Captain

Jon Latorella

Lieutenants

Tanya Cubelli

Guy Ventura



Being congratulated on their promotions are (L to R): Captain John Latorella, Assistant Director of Civil Process Caroline Siebert, and Lieutenant Tanya Cubelli.

Sergeants

Patrick Daigle
Jessica Lebrun (pictured right graduating our Field Officer Training Course)
Daniel McGarry
Shawn-Michael Moniz
Michael Palm
Peter Ramos
Guy Roy
James Whitcher
Michael Zizzo



Senior Correctional Officer III, Special Investigations Unit

Timothy Banahan
Vincent Troisi
(both pictured right with Sheriff Coppinger)



Classification Caseworker

Ryan Danahey (pictured left with Sheriff Coppinger)

We extend our Best Wishes to the 16 employees who retired in 2025:

John Carbone
Peter Cignetti
Sean Cuddy
David Earle
John Ingalls
Barbara Maher-Ferraro
Gary Mastrangelo
Stephen Ryan
Justin Sarofian
Robert Schoch
Michael Shultz
Kevin Sullivan
David Tobin
Stefanos Tsoukalas
Saadia Zaki



Welcome New Officers!

We welcomed three new groups of officers to the Essex County Sheriff's Department in 2025. 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.



BTA 25-01 — “BUCKLE UP”

Luke Abreu	Samantha Lopez
Bendji Adhemar	Emmanuel McCall
Christopher Butler	Jose Paulino Nunez
Oscarlyn Collado	Wilberto Reyes
Ana Diaz	Ankit Shrestha
Jaedon Evans	Jason Silva
Jesus Felix	Mark Swecker
Nilson Guzman	Nishant Thapa
Randy Jaquez-Parra	Viktor Tretiakov
Mac Joseph	



BTA 25-02 — “ALL IN”

Peguy Alexandre	Chanel Gutierrez
Michael Bailey	Deryn Lanphere
Justin Butters	Jasmin Martinez
Samy Cebeat	Yonathan Mendez-Simo
Derek Clark	Kane Ortiz
Ryan Clark	Aiden Riley
Alexandre De Oliveira	Christopher Senese
Dominick Gentry	Holden Symonds
Katherine Gomez	



BTA 25-03 — “GAME ON”

Oben Allen	Erneys Calderon
Daniel Ancri	Frantzed Chamblain
Chevon Baker	Lia Diniz
Henrique Bertoli	Darvens Dorsainvil
Ryan Bourque	Terrence McGaughey
Joshua Bourque, Jr.	Christian Perez Rodriguez
Jose Bueno	Edgar Pojoy, Jr.

Two recruits from the Dukes County Sheriff's Department were part of BTA 25-03. We extend our best wishes to Riley Craig and Daville Richards as they begin their careers as correctional officers.

“On behalf of the Dukes County Sheriff's Office, I would like to extend our sincere appreciation to you and your staff for hosting two of our officers in your recent BTA 25-03 recruit academy...This is a testament to the professionalism, leadership, and cooperative spirit of the Essex County Sheriff's Office.”

—Excerpt from a letter from Lt. Tyrone Lobo of the Dukes County Sheriff's Office to Sheriff Coppinger

Centralized Scheduling



The Centralized Scheduling Office is vital to the daily operations of the Essex County Sheriff's Department, ensuring both organizational efficiency and operational readiness.

All payroll functions are overseen by Payroll Director Jaclyn Orlando and Payroll Specialist Kristina Gikas. Together, they are responsible for the accurate and timely processing of all payroll-related matters, including employee and vendor compensation, overtime, and details.

Scheduling operations fall under the leadership of the Scheduling Captain William Hitchmoth and UKG/Kronos Administrator Cassandra Marocco, they ensure appropriate staffing levels, management employee leave requests, and coordinate departmental training. Supporting these efforts are Peter Cignetti and the Detail Officer Kate Banys, who play key roles in organizing and facilitating off-duty assignments, special details and K-9 scheduling. The combined efforts of this highly capable team are vital to maintaining the day-to-day functionality of the Essex County Sheriff's Department. Our timekeeping system provider is UKG, formally known as Kronos. With the touch of a finger, the system allows us to track and manage employees' time.

Details

Officer Kate Banys oversees our Detail Operations. For the year, our officers worked 773 details, broken down as follows:

- Worked 654 details in Essex County including traffic, fireworks, graduations, road races, Yankee Homecoming in Newburyport, and Haunted Happenings in Salem.
- Assisted Massachusetts State Police (MSP) with 119 Mass Highway Details.



In addition, our officers provided mutual aid to MSP at nine checkpoints, taking custody of arrestees.

Training & Staff Development

Leadership



Director of Training & Staff Development Superintendent Robert J. Ferullo is a highly respected leader with more than 40 years of experience in law enforcement and public safety training. He oversees the agency's comprehensive training strategy, ensuring the delivery of forward-looking, mission-driven programs for staff, volunteers, interns, and vendors. In addition, Director Ferullo provides leadership training to sheriffs' departments across the Commonwealth. Under his leadership, the Training Division has expanded its blended-learning capabilities through the ACADIS online training platform, increasing access to in-service and specialized training while standardizing course delivery, documentation, and compliance tracking across the organization.

Assistant Director Assistant Superintendent Jason Frampton supports the coordination, instruction, oversight, and quality assurance of all academic, leadership, firearms, and use-of-force training programs. He develops and refines curriculum, mentors and certifies instructors, and ensures compliance with all applicable state and federal standards.



His instructional responsibilities include classroom teaching, scenario-based training, firearms qualification, and after-action review processes that promote continuous improvement and operational readiness.

Assistant Superintendent Frampton is Peace Officer Standards and Training (POST) certified. He holds instructor certifications from the Massachusetts Sheriffs' Association (MSA) and the Municipal Police Training Committee (MPTC); and has completed Use of Force Instructor Training at the Federal Law Enforcement Training Centers (FLETC). He is also a certified Spontaneous Protection Enabling Accelerated Response (SPEAR) instructor and maintains CPR, First Responder, and Tactical Medicine certifications. Assistant Superintendent Frampton's diverse credentials allow for the integration of tactical, legal, and medical considerations into a cohesive training model emphasizing safety, accountability, and sound decision-making under stress.

Seasoned members of the Training and Staff Development Division (below, left, L to R): Sergeants Craig Koulopoulos, George Arauz, and Jonathan Credit and Training Clerk Gerald Mohan, Jr. (below right).



Basic Training Academy



The Basic Training Academy is led by Assistant Superintendent and Academy Director Allisson Kearney, who oversees comprehensive recruit training operations alongside a dedicated team of Drill Instructors (DIs). The Drill Instructor position is a prestigious, competitive, two-year assignment held by selected Correctional Officers and Sergeants. During their tenure, Drill Instructors serve as educators, mentors, and professional role models responsible for preparing the next generation of Correctional Officers.

Drill Instructors lead structured physical fitness programs, deliver classroom instruction across a wide range of correctional topics, and provide consistent mentorship and professional guidance. Beyond technical instruction, they model discipline, integrity, and ethical conduct, reinforcing the high standards required within the correctional profession.

Through the sharing of field experience and operational knowledge, Drill Instructors ensure recruits are prepared to meet the demanding and highly responsible duties as Correctional Officers. Their commitment to excellence supports the development of a well-trained, confident, and mission-ready workforce dedicated to public safety and institutional integrity.

2025 Basic Training Academy Drill Instructors (pictured below L to R): Sergeant Charles Ober, (Senior Drill Instructor), Sergeant Danielle Petroni, Sergeant Bret Graham, and Officer Timothy McElhinney.



Core Training Areas

The comprehensive training program includes instruction in:

- CPR / First Responder
- Use of Force and Defensive Tactics
- Firearms Qualification
- De-escalation Techniques
- Cultural Diversity
- Mental Health First Aid
- Report Writing
- Suicide Prevention

Recruitment Efforts

The Training Division works closely with the Human Resources and Internal Affairs Divisions to support recruitment and candidate vetting. Sergeant Craig Koulopoulos, Recruitment Officer, plays a central role in identifying and evaluating candidates throughout the hiring process.

In addition to participating in community events, recruitment efforts continue to focus on local colleges, universities, high schools, and military reserve units.

2025 Recruitment Outreach Locations

Colleges and Universities:

- Northern Essex Community College (Lawrence and 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



High Schools and Career Programs:

- Haverhill High School
- Peabody High School
- Georgetown High School
- Methuen High School
- Triton High School
- Gateway Academy (Haverhill)
- Phoenix Career Centers

Military and Career Expos:

- Gillette Stadium Military Expo
- Fort Drum Career Expo

Applicants may apply online at: www.essexsheriffma.org

Youth Leadership Academy (YLA)

Under the supervision of Sergeant Jonathan Credit, Director of the Youth Leadership Academy, the program operated from June through August and served 561 youths from across Essex

County in 2025. Additional details are available in the *Youth Leadership Academy* section of this report.) Pictured right: Sheriff Coppinger with YLA counselors.



Training Division Highlights – 2025

- Installation of the VirTra immersive simulation training system
- Relocation to the new Essex County Sheriff's Training Facility in Danvers
- Facilitation of Basic Training Academy Classes: 25-01, 25-02, and 25-03
- Delivery of the 40-hour First Line Leadership Seminar (FLS)
- Delivery of the 32-hour Middle Management Leadership Seminar (MMLS)
- Facilitation of Crisis Intervention Team (CIT) Certification Training



Shown above is one of the large training rooms in the ECSD Training Facility.

Division Responsibilities

The Training Division is responsible for:

- Conducting 40 hours of annual in-service training for academized staff
- Conducting 40 hours of annual in-service training for support staff
- Conducting 16 hours of annual in-service training for clerical staff
- Providing 40-hour orientation programs for new employees, vendors, volunteers, and interns
- Conducting firearms training and annual qualification
- Delivering firearms skills training utilizing the VirTra system
- Overseeing employee physical fitness testing in accordance with updated MSA standards
- Administering the Youth Leadership Academy
- Administering the Basic Training Academy
- Overseeing the Training Advisory Committee
- Assisting in the hiring process for Correctional Officers
- Managing the Field Training Officer (FTO) Program
- Overseeing the Recruit Officer Training Program (ROTP)
- Participating in Massachusetts Sheriffs' Association Education and Training Committee meetings

2025 Statistics

- Training delivered to over 600 employees
- Training provided to more than 275 new vendors, volunteers, and interns
- 52 recruits graduated from the Basic Training Academies (50 from ECSD and two from Dukes County Sheriff's Department)
- 284 staff members successfully completed the annual employee physical fitness incentive test
- 561 youths participated in the Youth Leadership Academy

First Line Leadership Seminar Provided Valuable Training to Correctional Staff

In May and November 2025, ECSD offered the First Line Leadership Seminar to our staff as well as employees from Barnstable, Bristol, Dukes, Suffolk, and Worcester County Sheriffs' Departments. The 40-hour dynamic curriculum focused on sharpening leadership skills through classroom training, assessments, and interactive exercises.

Our thanks to our guest presenters, which included (L to R): Judge Randy Chapman, Essex County D.A. Paul Tucker, and Sheriff Kevin Coppinger.



One of the highlights of the seminar was the scenario-based training. Pictured left: Training Clerk Gerald Mohan plays an apathetic employee. Right: Sergeant Bret Graham portrays a (very) disruptive inmate.



Pictured below Clockwise beginning top left: A group of ECSD graduates with Sheriff Coppinger; Captain Richard Ferrari receives a *Letter of Appreciation* for his efforts in leading the First Line Leadership Seminar, Two participants from Bristol County Sheriff's Department receive their graduation certificates; Three participants from Worcester County Sheriff's Department receive their graduation certificates. Center: Upon their completion of the course, participants from several sheriffs' department pose with ECSD staff.



Office of Inspections & Compliance and Internal Affairs Division

Office of Inspections & Compliance



Assistant Superintendent Raymond Arcand (pictured left) oversees the newly formed Office of Inspections & Compliance and Internal Affairs Division.

In 2025, the Office of Inspections and Compliance (OIC) and the Internal Affairs Division (IAD) consolidated their command structure under the leadership of Assistant Superintendent Raymond Arcand. This consolidation enhances coordination and reduces administrative duplication while maintaining clear accountability. By bringing inspections, internal affairs, and Prison Rape Elimination Act (PREA) oversight under a single division, Assistant Superintendent Arcand and the Superintendent of Operations are better positioned to address risk, compliance, and accountability in a coordinated and strategic manner.

This realignment allows the Operations Division to adjust supervisory roles without increasing staffing levels, reflecting the department's continued commitment to operational efficiency, effective oversight, and responsible use of resources.

“When conducted regularly, inspections and compliance audits not only identify areas for improvement but also provide an opportunity to recognize the exceptional work of staff and their adherence to policy.”

—Director of Inspections & Compliance Assistant Superintendent Raymond Arcand



Policy Coordinator
Lieutenant Karen
Paluzzi

The Office of Inspections & Compliance is responsible for reviewing departmental policies to ensure compliance with all applicable federal, state, and local laws. In addition, the office ensures adherence to the requirements of the Americans with Disabilities Act (ADA), the Prison Rape Elimination Act (PREA), and standards established by the American Correctional Association (ACA) and the Massachusetts Department of Correction (DOC).

OIC is also responsible for coordinating and overseeing state and federal audits conducted at the Essex County Correctional Facility (ECCF), the Essex County Pre-Release and Reentry Center (ECPRC), and the Women in Transition (WIT) facility.

Audits Conducted in 2025

The DOC Cycle One Audit was completed in December 2025 at the Middleton facility, ECPRC, and WIT.

Results included:

- Middleton facility: 41 standards met, with 4 standards exceeding compliance
- ECPRC and WIT: 37 standards met, with 4 standards exceeding compliance

One of the standards exceeding compliance throughout the Sheriff’s Department was the PREA standard addressing Zero Tolerance of Sexual Abuse and Sexual Harassment.

The U.S. Department of Justice Prison Rape Elimination Act (PREA) audits were completed in April 2025 at ECCF, ECPRC, and WIT.

2025 Highlights



Accreditation Assistant
Lauren Furlong

In 2025, OIC established a Policy Review Committee responsible for conducting monthly policy review meetings with Command Staff and department heads. During these meetings, selected policies are reviewed collaboratively with the personnel responsible for their implementation and oversight.

These meetings provide an opportunity for open dialogue and allow staff members to contribute their expertise to ensure best practices, operational consistency, and policy clarity across the department. All policy revisions are cross-referenced with applicable Codes of Massachusetts Regulations (CMR) and American Correctional Association (ACA) standards.



Displaying our ACA accreditation certificates received in January 2025 are (L to R): Sheriff Kevin Coppinger, Policy Coordinator Lt. Karen Paluzzi, Environmental Health & Safety Officer Lt. Steven Wilkins, Middleton Supt. Aaron Eastman, ECPRC & WIT Supt. Heidi Mora, WIT Director Asst. Supt. Jennifer Murphy, and Office of Professional Standards Director Supt. John Grella

During the first six months of this initiative, the committee received positive feedback from staff and leadership. As a result, a similar review process has been implemented for ECSD’s Post Orders.

OIC Staffing

The Office of Inspections & Compliance is staffed by:

Director: Assistant Superintendent
Raymond R. Arcand

Assistant Superintendent:
Justina Cositore

Policy Coordinator:
Lieutenant Karen Paluzzi

Accreditation Assistant:
Lauren Furlong

Prison Rape Elimination Act (PREA)



The Essex County Sheriff's Department continues to work closely with the U.S. Department of Justice (DOJ), the Office of Justice Programs (OJP), and the Bureau of Justice Assistance (BJA) regarding the implementation of PREA standards through the Protecting Inmates and Safeguarding Communities Program, a PREA grant awarded in 2020.

Assistant Superintendent Cositore (pictured left) works collaboratively with both front-line staff and supervisory personnel to ensure PREA allegations are processed efficiently while maintaining full compliance with PREA standards.

In addition, Assistant Superintendent Cositore conducts PREA assessments with individuals in custody to help ensure they remain free from sexual abuse and sexual harassment while under the care, custody, and control of the Essex County Sheriff's Department.

Internal Affairs Division

Mission Statement



The mission of the Internal Affairs Division (IAD) is to safeguard the public trust and the well-being of individuals in custody by conducting thorough, impartial, and objective investigations into allegations of misconduct and ethical violations.

IAD investigates matters involving potential noncompliance with department Post Orders, the Employee Handbook, departmental policies and procedures, training standards, the Codes of Massachusetts Regulations (CMRs), and applicable laws. Pictured above: IAD Assistant Director Assistant Superintendent Joseph Magnarelli

The division operates independently and serves as a critical checks-and-balances mechanism within the department. IAD promotes a culture of accountability while supporting teamwork, transparency, and professionalism throughout the Essex County Sheriff's Department.

The division remains committed to upholding the department's core values of Honesty, Integrity, and Respect.

The Internal Affairs Division collaborates closely with local, state, and federal law enforcement agencies, as well as with the Essex County District Attorney's Office and the United States Attorney's Office, when investigations require interagency cooperation.



Visitors of our Middleton facility are greeted by our star and our Core Values.

IAD Staffing

The Internal Affairs Division includes the following personnel:

- **Director:** Assistant Superintendent Raymond R. Arcand
- **Assistant Superintendent:** Joseph D. Magnarelli
- **Investigator:** Lauren S. Iannelli
- **Investigator:** David J. Wentzell
- **Investigator:** Leonard E. Desmarais
- **Investigator:** Thomas N. Reddy
- **Investigator:** David A. Earle

IAD Philosophy

The Internal Affairs Division strives to maintain a productive and supportive professional environment where staff members are respected for their knowledge, experience, and contributions.

IAD promotes a collaborative team culture centered on communication, professionalism, and mutual respect. Division personnel remain committed to working closely with all operational units of the Essex County Sheriff's Department in support of the department's overall mission, philosophy, and organizational goals.

The summary in Table 1 represents IAD's workload for the year 2025.

	# of matters
Administrative Activity	75
Employment Background Investigations	143
Investigative Activity	43
IAD Contact Reviews	159
Department Identification Clearance Renewals	98
Law Enforcement Contact Reviews	46
Prisoner Rape Elimination Act (PREA) Promotional Reviews	31
Vendor Security Clearance Reviews	124
Essex County District Attorney's Office Reviews	74
Five-Year PREA Reviews	12
Offender Management System (OMS) Updates	62
Total matters initiated by IAD	867

Employee Wellness, Peer Support, and Employee Assistance

Health and Wellness Director, David Fielding (pictured left) is instrumental in the delivery of employee support programs: Health & Wellness, Peer Support, Critical Incident Stress Management (CISM), and the Employee Assistance Program (EAP).

Employee Wellness Program



The Employee Wellness Program continued to expand in 2025 with the introduction of several new initiatives aimed at supporting the physical, mental, and financial well-being of our staff.

Employee health and wellness remain integrated into our annual In-Service training. Officers receive more than three hours of instruction covering nutrition, sleep health, physical fitness, stress management, and mental health. Throughout 2025, David Fielding delivered 33 courses across In-Service training, our Basic Training Academy, and various leadership programs. Through both training and on-site engagement, the Wellness Program recorded more than 1,000 direct contacts with employees during the year.

Financial wellness remains an important component of the program, helping employees reduce anxiety related to retirement planning. In partnership with our MASS Smart Plan representative, Retirement Readiness Seminars were conducted across multiple sites and shifts. These sessions provided staff with greater clarity about their pension, deferred compensation plans, and retirement benefits. In total, 130 staff members participated in these seminars during 2025.

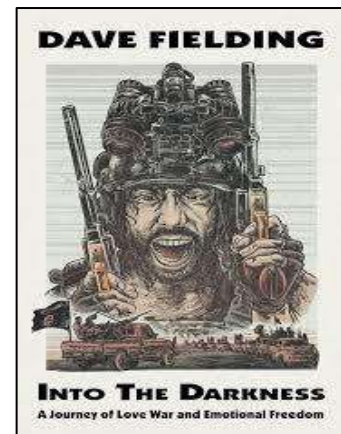
Nutrition remains a central focus of the Wellness Program. In 2025, we launched the Nutre Meal Fridge, at our Middleton facility. The Nutre Meal partnership provides staff with convenient access to healthy, home-cooked meals on-site. Fresh meals are delivered weekly, offering employees a nutritious option while on duty.

In 2025, the department also launched [ECSDWellnessWarrior.com](https://www.ecsdwellnesswarrior.com), a centralized hub for all wellness resources available to staff. The website provides access to the Peer Support Team, substance use and addiction treatment resources, wellness retreats, workout plans, meal preparation guides, and past newsletters. A key feature of the site is the new Wellness Warrior Training Module, which includes a series of educational videos focused on lifestyle-based medicine. These videos were produced by Sergeant George Arauz.

Published Author David Fielding



Research conducted by David Fielding during his master's program and his tenure with ECSD was published in the *TSAC Tactical Strength and Conditioning Report* (Issue 79, October 2025). The research examines chronic disease and illness among correctional officers and presents evidence-based strategies to address these challenges. This work continues to serve as a guiding framework for the development and direction of ECSD's Employee Wellness



Program. In addition, David is the author of the book, Into the Darkness: A journey of Love, War, and Emotional Freedom, which chronicles his time as a U.S. Army Green Beret.

Peer Support Team



The Peer Support team currently consists of 33 CISM-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.

In 2025, our team continued to have a meaningful impact both within our facilities and across the broader community. Team members participated in their annual training hosted by Riverside Community Care, which focused on supporting individuals experiencing trauma and suicidality. The team continued to provide vital peer-to-peer support, offering confidential guidance and helping connect employees with appropriate resources.

Critical Incident Stress Management (CISM)

Five of our employees are also part of the North Shore CISM team. This team 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. Much of their training is provided by the International Critical Incident Stress Foundation, Inc. (ICISF). Our CISM team members responded to 15 critical instances in 2025.



Our thanks our CISM team leaders (L to R): Danvers PD Captain Ashley Saborn (with Peabody PD Captain Scott Richards); Beverly PD Lieutenant Ed Hathon; and Newburyport PD Sergeant Megan Tiene (with ECSD Director of Training & Staff Development Robert Ferullo).



Northeastern Massachusetts Law Enforcement Council (NEMLEC) CISM Team

These five employees from the North Shore CISM team are also members of the NEMLEC CISM team, which assists law enforcement agencies throughout Northeastern Massachusetts.



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.

Operations

Legal Counsel



**Chief Legal Counsel Scott
Sullivan Assistant Legal
Counsel Jordan Mitchell**

Chief Legal Counsel Scott Sullivan and Assistant Legal Counsel Jordan Mitchell oversee a wide range of legal matters within the department's Legal Division. Their responsibilities include contract negotiations, policy review, grievance and arbitration proceedings, personnel and employment-related issues, and providing legal guidance to staff across all levels of the organization. They also manage litigation matters and coordinate with outside law enforcement agencies and external legal counsel.

The Legal Division addresses issues involving inmates, staff, civilians, and external agencies. These matters may arise in a variety of settings, including internal administrative proceedings, regulatory bodies, arbitration forums, and the court system. In collaboration with outside litigation counsel, Attorneys Sullivan and Mitchell are responsible for the review, management, and administration of all legal matters affecting the Department.

Reflecting on the dynamic nature of their work, Attorney Sullivan noted that the Legal Division works closely with multiple departments and handles a broad spectrum of legal issues, making each day unique. Attorney Mitchell similarly emphasized that the role presents new challenges daily, providing continual opportunities to learn and grow professionally.

Grant Funding



Assistant Superintendent Leah Harrington, Grant Administrator (pictured left), brings extensive expertise in state and federal funding opportunities, application requirements, and the operational priorities of the Essex County Sheriff's Department.

Under Sheriff Coppinger's administration, the department established a Grants Committee to identify best and evidence-based practices and to guide the development of programmatically and correctionally sound

initiatives. The committee includes representatives from Programs, Security, Executive Administration, and the Superintendent's offices, along with contracted vendors serving as subject matter experts. Through this structure, the department aligns grant development with strategic planning and mission-driven implementation. Harrington was also invited to serve on the Executive Office of Public Safety and Security's Office of Grants and Research Byrne JAG Strategic Planning Committee, which supports the distribution of more than \$10 million to over 250 state and local agencies.

In 2025, the Grant Funding Office partnered with our Special Investigations Division to secure funding for the purchase of necessary specialized equipment. The office also worked with our Programs Division and the Amealio Tech Goes Home Project to supply tablets for justice involved individuals.

The Grants Office oversees compliance, reporting, implementation, and closeout for every award received. Grant funding advances the department's re-entry strategy, opioid-response initiatives, facility modernization, workforce development, youth programming, and employee wellness efforts.

Total Awards 14	2025 Funding Secured \$7.11M	Priority Areas Re-entry, treatment, workforce, public safety
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Program Impact

Through the successful implementation of the department's COSSAP award, Sheriff Coppinger and the MOUD team hosted a two-day national peer exchange that convened correctional leaders and community partners to share best practices in opioid treatment within correctional settings.

The exchange highlighted ECSD's nationally recognized model, including its distinction as one of the few correctional systems in the country operating its own licensed Opioid Treatment Program. The event was sponsored by the Opioid Response Network and supported with SAMHSA funding in collaboration with Rulo Strategies.

Independent evaluators Danielle Marie Lacorazza, Ph.D., and Rimonda Maroun, Ph.D., identified the transition to a fully licensed Opioid Treatment Program as the department's most significant sustainability achievement, citing stronger continuity of care and improved regulatory compliance.

2025 Grant Awards

Funding Source	Grant / Program	Award	Purpose and Use of Funds
MA Executive Office of Public Safety and Security (EOPSS)	Edward J. Byrne Memorial Justice Assistance Grant Program	\$60,000	Equipment to strengthen staff and inmate safety, address facility vulnerabilities, and support mutual-aid operations.

Funding Source	Grant / Program	Award	Purpose and Use of Funds
MA Executive Office of Public Safety and Security (EOPSS)	Homeland Security Division State Share Cybersecurity Grant Program	\$110,138	Development of a written cybersecurity incident response plan, plus tabletop exercises with cross-functional staff and senior leadership to test and refine the plan.
MA Executive Office of Public Safety and Security (EOPSS)	Residential Substance Abuse Treatment	\$30,000	Support for the Correctional Recovery Academy, a therapeutic community model that promotes recovery planning and pro-social decision-making.
MA Department of Energy Resources	Leading by Example Clean Energy Grant for State Entities - Fleet EVSE Deployment 2.0	\$87,120	Installation of four fleet EVSE chargers at the Middleton House of Correction and two chargers at the Lawrence Pre-Release Center.
MA Clean Energy Center	FY25 Equity Workforce Training Implementation Grant, Tier 1 Plumbing Program (Year 1 of 3)	\$1,199,999	Training for 60 incarcerated individuals over three years to earn Tier 1 plumbing certification, with job placement and wraparound case management provided in partnership with Volunteers of America Massachusetts.
Department of Justice, Bureau of Justice Assistance	Justice and Mental Health Collaboration Program Category III, Implementation and Expansion (Year 2 of 3)	\$550,000	Expansion of the Essex County Mental Health Diversion Program for pre-trial participants with co-occurring mental health and substance use disorders.
Department of Justice, Office of Community Oriented Policing Services	FY2022 Law Enforcement Mental Health and Wellness Act Program (Year 4 of 4)	\$175,000	Support for the ECSD Wellness Initiative, including suicide prevention, peer support, clinical services, and family support for current and retired employees.
Department of Health and Human Services (SAMHSA)	Medications for Prescription Drug and Opioid Addiction (MOUD-PDOA) (Year 5 of 5)	\$2.625 million	The Essex Medication Re-Entry Grant Expansion will serve 950 clients through expanded MOUD, psychosocial services, and whole-person re-entry support in partnership with community-based providers.
Department of Justice, Bureau of Justice Assistance	FY2020 Improving Re-Entry for Adults with Substance Use Disorders Program (Year 4 of 4)	\$900,000	Support for the Essex County Opioid Recovery and Behavior Change Project in partnership with ROCA and UTEC, delivering pre- and post-release cognitive behavioral therapy for high-risk youth.

Funding Source	Grant / Program	Award	Purpose and Use of Funds
Department of Justice, Bureau of Justice Assistance	FY2020 Comprehensive Opioid, Stimulant, and Substance Abuse Site-based Program (COSSAP) (Year 5 of 5)	\$1.2 million	Expansion of the Essex Medication Assisted Treatment Recovery Project, enhancing evidence-based treatment and recovery support for up to 3,000 incarcerated individuals.
MA Department of Elementary and Secondary Education	Perkins	\$64,100	Partnership with Essex North Shore Technical School to deliver a Hardscape Program that provides an industry-recognized credential, a Job Readiness certificate, and OSHA-30 certification.
MA Department of Elementary and Secondary Education	HiSET	\$1,000	Technology for incarcerated learners to complete HiSET high school equivalency examinations.
New England High Intensity Drug Trafficking Area (NEHIDTA)	Essex County Youth Leadership Academy	\$88,000	Support for a prevention-focused summer program serving approximately 500 youth ages 8 to 14 through leadership development, education, and team-building experiences.
Essex County Outreach	Youth Leadership Academy Internship Program	\$20,000	Support for the Youth Leadership Academy internship program.



Pictured clockwise from top left: Electric vehicle charging stations at our Middleton facility; Youth Leadership Academy cadets; Inmate participants in our Hardscape Program; L to R: Grant Administrator A.S. Leah Harrington, ECPRC Dir. of Programming A.S. Krystina McFarland, Hardscape Instructor Dave Collins, and ECPRC & WIT Supt. Heidi Mora

Communications

At the Essex County Sheriff's Department, we remain proud of the work our staff and partners do every day to support rehabilitation, personal growth, and successful reentry. Through strong partnerships with community organizations, our department continues to offer a wide range of educational, vocational, behavioral health, and reentry programs designed to provide individuals in our care with the skills, resources, and support needed to build productive lives after incarceration.

Throughout the year, we also strive to highlight the meaningful work taking place within our facilities and the many success stories that reflect the impact of these programs. Through photos, videos, and program highlights shared on our website and social media platforms, we aim to provide transparency, celebrate progress, and keep our community informed about the work of the Essex County Sheriff's Department. Updates and stories from our programs can be found at www.essexsheriffma.org and on our social media channels, including Facebook, Instagram, LinkedIn, and X.

Research & Statistics Division



Mission Statement

The Research and Statistics Division of the Essex County Sheriff's Department is committed to remaining at the forefront of data collection, analysis, and reporting. Through diligence, integrity, and a strong attention to detail, the division provides reliable, timely, and meaningful information to support informed decision-making and operational excellence across the department.

Assistant Superintendent Maurice Pratt, BS, MBA, MA (pictured above left) serves as the Director of Research and Statistics. In addition to overseeing the division, he contributes to several departmental and regional initiatives, including:

- Member, North Shore/Northeastern Massachusetts Law Enforcement Council (NEMLEC) Critical Incident Stress Management (CISM) Team
- Member, K-9 Review Board
- Member, Use of Force Review Board
- Address Confidentiality Program Liaison, assisting victims of domestic violence
- Triad Director, collaborating with Councils on Aging throughout Essex County
- Certified CarFit Technician, helping drivers improve safety and comfort in their vehicles

Responsibilities

The Research and Statistics Division supports the mission of the Essex County Sheriff's Department through the following functions:

- Conduct research and statistical analysis to produce reports and support ad hoc projects, including data required for grant applications, state and federal reporting requirements, and collaborative initiatives with educational, clinical, and law enforcement partners.
- Present research findings, reports, and data analyses to department personnel, leadership, partner agencies, and the public.
- Serve as the primary point of contact for external research requests, ensuring that requests for data and reports are authorized and consistent with departmental policies and legal requirements.
- Review and evaluate requests to conduct research within the department and, when appropriate, forward proposals to the Superintendent of Middleton for consideration.
- Conduct monthly, semi-annual, annual, and biennial Armory audits to ensure accountability and compliance.
- Conduct semi-annual Evidence audits.
- Produce the Essex County Sheriff's Department Annual Report.
- Deliver educational presentations throughout Essex County on topics such as Senior Scams, Senior Safety, Senior Bullying, and an Overview of the Essex County Sheriff's Department.
- Facilitate visits to our Middleton facility if feasible.



A.S. Maurice Pratt with Lt. David Ostrovitz of Marblehead PD and Marblehead Triad members

Accommodating an ECSD Visitor

In December 2025, A.S. Pratt worked with Peabody PD Captain Scott Richards to facilitate a group visiting our Middleton facility. One individual had some unique challenges, but Pratt and Richards went to great lengths to accommodate his visit.

Following is the visitor's response, which he posted online as a, "Public acknowledgement of how wonderful...Captain Scott Richards of the Peabody Police Department and (Assistant) Superintendent Maurice Pratt of the Essex County House of Corrections are."

The gentleman wrote, "As you can imagine, allowing someone with my unique set of challenges to tour the facility is difficult, to put it mildly. But these two esteemed law enforcement officers went miles out of their way to facilitate it so it could happen."

2025 Highlights

Key accomplishments and activities included:

- February: A. S. Pratt completed a three-day Specialized Investigation Training.
- February: Conducted a full physical audit of the ECSD Armory.
- April: A.S. Pratt completed a two-day Struggle Well Training program.
- August: Conducted a comprehensive Evidence Audit.

- October: As part of the Faith & Blue Initiative, the Essex County Sheriff's Department celebrated partnerships with faith-based organizations, nonprofit organizations, and law enforcement agencies. During the event, Lieutenant Brendan K. Walsh was recognized as *Corrections Officer of the Year* for his service to public safety and commitment to the Catholic faith.
- A.S. Pratt represented ECSD on the MSA Data Governance Council for the statewide CJ360 Cross-Tracking Project, an initiative designed to develop and maintain a public data dashboard on inmate population statistics while supporting Criminal Justice Reform reporting requirements.

Community Partnerships

The Research and Statistics Division collaborates with organizations across Essex County to provide education, share information, and strengthen partnerships that promote public safety and community awareness.

Special Investigations Unit (SIU)



Led by Director of Special Investigations (SI) Assistant Superintendent Glen Coletti (pictured left), the unit investigates alleged criminal activity in the department. This includes assault, sexual assault, possession of contraband, and conspiracy to commit a crime. They also work on the interdiction of controlled substances, with an emphasis on curbing illicit narcotics entering the facilities.

Personnel

During the reporting period, Sheriff Coppinger promoted Correctional Officers Timothy Banahan and Vincent Troisi to the rank of Investigator within the Special Investigations Unit. Investigators Banahan and Troisi joined the unit with professionalism, enthusiasm, and a strong commitment to its mission. Both are veteran officers who bring extensive correctional experience and valuable institutional knowledge, strengthening the overall effectiveness of the unit

With the continued support and leadership of Sheriff Coppinger, the Special Investigations Unit acquired two critically needed chemical analysis devices. This equipment has significantly enhanced the department's ability to identify previously unknown illicit substances seized within the facility. These acquisitions represent a substantial advancement in the department's efforts to combat contraband and to pursue criminal charges against individuals responsible for introducing illegal substances into our facilities.

Investigator John Zaccari was reassigned and designated to represent the department on a federal drug task force. Investigator Zaccari is currently assigned to the United States Drug Enforcement Administration (DEA) as a member of the Cross Border Initiative (CBI) Drug Task

Force, which targets major drug trafficking organizations operating in Essex County. His extensive knowledge of the ECSD inmate population has proven instrumental in supporting the task force’s investigative successes

“We value our strong relationship with the Essex County Sheriff’s Department and deeply appreciate the partnership which benefits the safety and security of Essex County. We consistently rely on Sheriff Kevin Coppinger and his staff to assist us in so many ways and we are grateful to have such a cooperative and supportive affiliation.”

—Essex County District Attorney Paul Tucker



Investigator Leonardo Jorge was selected to represent ECSD as a member of the Massachusetts State Police Commonwealth Interstate Narcotics Reduction Enforcement Team (CINRET) North Drug Task Force. Serving in a part-time capacity, Investigator Jorge has helped expand interagency partnerships and strengthen collaborative enforcement efforts between investigations conducted within the jail and those occurring in the community. His expertise regarding the ECSD gang population and street gang dynamics has been a valuable asset to the task force

Investigator Stephen D’Apolito assumed the role of SIU Court Liaison Officer. In this capacity, Investigator D’Apolito works closely with the Essex County District Attorney’s Office on a daily basis to support investigations and case coordination. Additionally, the Special Investigations Unit implemented a new electronic case file management system, along with a seizure tracking and Security Threat Group (STG) validation database. Developed with the strong support of the department’s Information Technology Unit, these systems have significantly improved the unit’s ability to manage, analyze, and utilize critical investigative data.

Table 1 shows the vast scope of investigations handled by SIU.

Table 1: 2025 Special Investigations Statistics	
Clearances	800
Inmate requests/assistance	154
Criminal cases	73
Non-criminal cases	212
Gang validations	272
Prison Rape Elimination Act (PREA) cases	64
General/Intelligence case files	18
Contraband/Seizure tracking*	71

*Seizure tracking database initiated July 2025

Fleet, Logistics & Operations



Assistant Superintendent Christopher Smith (pictured left) a dedicated member of the Essex County Sheriff's Department for more than 35 years, leads the Fleet, Logistics, and Operations (FLO) Division. Under his leadership, the division provides a broad range of essential services that support the daily operations of the department. From fleet maintenance and procurement of supplies to operational property management, the FLO team ensures that critical infrastructure and resources are maintained efficiently and reliably.

Supporting Smith in fleet operations is Officer Jeffrey Cruz (pictured right) who oversees the daily functions of the department's automotive garage. Officer Cruz has served the department for 17 years and plays a vital role in ensuring that the fleet remains safe, operational, and ready for service. Maintaining a fleet of this size requires a skilled and collaborative team. In addition to ECSD staff, appropriately cleared incarcerated individuals participate in the automotive program at the Middleton facility, working five days per week in the garage where they gain hands-on experience in general vehicle maintenance and mechanical skills.



The division also welcomed Mechanic Jason Speropolous as a new addition to the team. His expertise has expanded the department's ability to complete larger fleet repair projects in-house, resulting in significant cost savings by reducing the need for outside repair services. The Fleet, Logistics & Operations Division plays a critical role in supporting the operational efficiency, security, and daily functioning of the correctional facility.

Key Responsibilities

Warehouse Management

The division oversees the receipt, storage, inventory control, and distribution of all supplies and equipment required for facility operations. This includes food, clothing, medical supplies, and other essential commodities. Staff ensure accurate inventory tracking, proper storage conditions, compliance with security protocols, and timely fulfillment of departmental requisitions while minimizing waste and preventing the introduction of contraband.

Fleet Management

The division manages the department's vehicle fleet, including scheduling, maintenance, repairs, fuel management, and regulatory compliance. Vehicles are assigned and coordinated to support inmate transportation, staff operations, emergency response, and off-site deliveries. The goal is to maintain a fleet that is secure, reliable, and cost-effective.

Logistics Coordination

The team coordinates the transportation of goods, materials, and personnel both into and out of the facility. This includes managing vendor deliveries, shipping and receiving processes, route planning, and coordination with external partners and agencies. All activities are

conducted under strict security screening and documentation requirements to ensure safety and accountability.

Through the dedication of its staff, the division maintains high standards of accountability, security, and operational efficiency. The team works collaboratively with security, housing, program, administrative, and support staff to meet the facility's needs promptly and professionally.

Fleet and Operations Highlights

- 117 vehicles currently maintained in the department fleet
- 835,080 total fleet miles logged in 2025
- Two new 16-passenger vans added to support the Essex County Pre-Release and Re-entry Center (ECPRC)
- Two new fully equipped transportation vans added for higher-custody inmate transport

Jason Speropolous Brings Experience and Military Service to ECSD



Jason Speropolous (pictured left) joined the Essex County Sheriff's Department (ECSD) with more than 20 years of experience as an automotive mechanic. Prior to joining the department, Jason worked at several local service stations and a car dealership, most recently serving as a lead mechanic where he supervised a team of three technicians.

During his time in the private sector, Jason embraced the philosophy that "the customer is always right." He continues to apply that approach at ECSD and shares it with the inmate workers assigned to the department's garage. Jason values the opportunity to mentor and teach inmates practical automotive skills.

"We show them how to perform oil changes, brake work, and other basic maintenance," Jason explained. "The inmates are always supervised, and we check their work, but they feel a real sense of accomplishment when they finish a job."

Jason's background also includes distinguished military service. As a former U.S. Marine (pictured right) he appreciates the paramilitary structure of ECSD. While serving in the Marines, Jason worked as a Nuclear, Biological, and Chemical Defense Specialist, where he was responsible for training his entire battalion. In recognition of his leadership and dedication, he was awarded the Navy and Marine Corps Achievement Medal for helping prepare his battalion for the rigors of combat.



Jason notes that ECSD offers the same sense of structure, teamwork, and respect that initially drew him to military service. He also acknowledged that joining the department required learning many new procedures and responsibilities.

“From understanding the department’s structure and procedures to learning radio communications and security protocols, I wanted to make sure I was doing everything the right way,” Jason said. “But I enjoy learning new things.”

Jason’s contributions have already made a positive impact on the team. When asked about Jason’s performance, his supervisor, Officer Jeffery Cruz, shared high praise: “He’s a great addition to the team.” Cruz continued, “Jason has extensive knowledge and experience, and he’s very skilled at troubleshooting problems.”

ECSD is proud to welcome Jason Speropolous to the department.

Facilities & Maintenance



The Facilities & Maintenance Division is led by Director Jeffrey MaGuire (pictured left) and Assistant Director Jason Orsini (pictured right) who oversee the daily operations and extensive project portfolio of the department. Together with a dedicated and skilled staff, the division is responsible for the upkeep, safety, and continuous improvement of all department and state-



owned facilities. Their work ensures that infrastructure remains secure, functional, and responsive to evolving operational needs.

New Personnel



We expanded the Facilities team with the hiring of Electrician James “Jim” Razza (pictured left). Jim has his Journeyman’s license and was an electrician in the private sector for seven years before joining ECSD.

Jim was in the Naval Reserves for six years and was deployed to Kuwait. He retired as a Master at Arms. Comparing the military to ECSD, Jim said he likes the camaraderie, stability, and command structure. With a smile, Jim said, “Great group of people.” **Welcome Jim!**

2025 Middleton Maintenance Projects



Throughout 2025, the Facilities & Maintenance team completed a wide range of infrastructure upgrades, renovations, and system improvements, including:

- Installed all new electrical wiring for the Training Center in Danvers
- Constructed and installed a new podium in the 240A Unit
- Replaced exterior double doors from the Kitchen to the yard

- Replaced plumbing pans and drains in the 60 Bed unit and 120B
- Installed Guardian tracking tags throughout the facility
- Fabricated and installed a secure intake area
- Installed a new awning outside Central Control
- Replaced heat exchangers in Programs and the Infirmary
- Installed electric vehicle charging ports behind Intake
- Applied epoxy flooring around new podium areas
- Installed new ceiling grid systems in Control Rooms
- Installed a new transformer in the Voke Building
- Replaced electrical feeders serving the 120 Building and Laundry
- Repaired and replaced multiple posts and railings along the exterior perimeter fencing and basketball courts
- Completed desk and shelving upgrades in all facility cells
- Installed new rubber flooring in the 240 Unit entry area
- Pulled and installed new wiring for the 240A Unit podium
- Mounted multiple 100-inch televisions in the new Training Center
- Completed the \$14.5 million Voke Building renovation project



Whether it is electric charging stations (left) or the new Guardian RFID tags (right, being scanned by Officer Elizabeth Quimby) our focus is on efficiency.

Key members of our team include (L to R) Mechanic Jason Speropolous, Electrician James Razza, Plumber Scott McLaughlin, and Senior Correctional Office, Maintenance Division Benjamin Manseau.

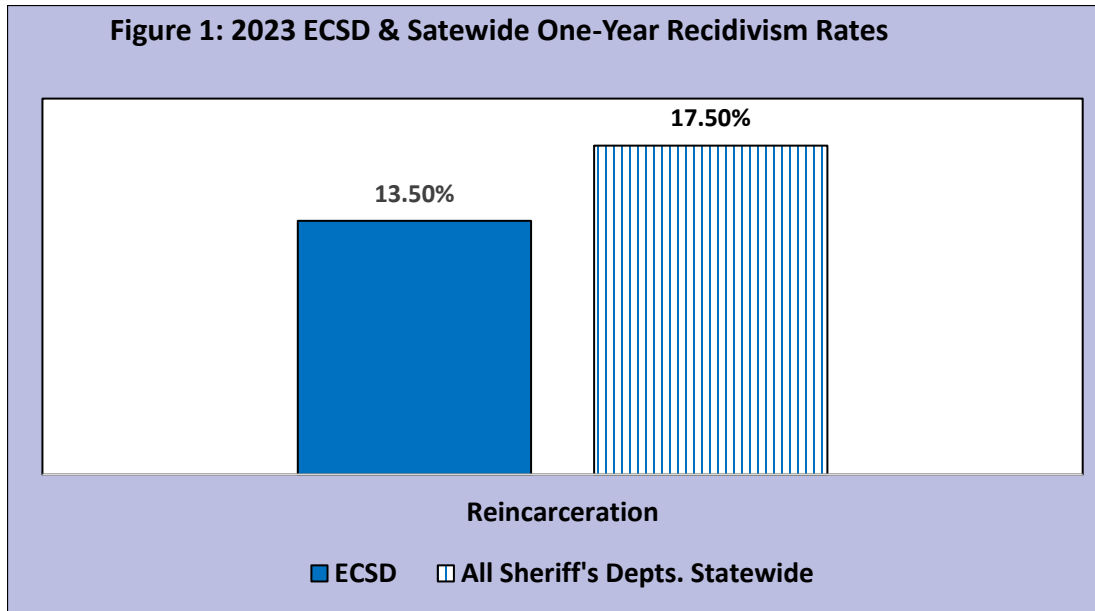


INMATE FOCUS

One-Year Recidivism Rates: 2023

As part of the 2018 Criminal Justice Reform Bill, the Executive Office of Public Safety and Security (EOPSS) tracks recidivism rates across criminal justice agencies in Massachusetts, using standard definitions. The most recent year reported by EOPSS is 2023. Figure 1 below shows the one-year recidivism as measured by the reincarceration rate.

We are proud that we have the lowest reincarceration rate in Massachusetts. ECSD's reincarceration rate is lower than the collective rate of all Sheriffs' Departments in Massachusetts. In addition, we have the lowest rate when compared to the other departments individually. To learn more about state recidivism rates, visit: www.mass.gov/info-details/cross-tracking-system-recidivism



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, Lieutenant George Glynos (pictured left). 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 2,032 grievances submitted in 2025, 116 were approved, 163 were denied, 1,293 were resolved, and 460 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 Sergeants Alexandre Nascimento (left) and Isaac Mercer (right) review 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



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 1 and 2 show the results of the 2,336 formal disciplinary cases heard and the 46 appeals in 2025.

Table 1: 2025 Formal Disciplinary Action	
Disciplinary reports received	2,336
Found not guilty	53
Dismissed	248
Released	144
Found guilty	1,859
No action taken	32

Table B: 2025 Appeals Table 2: 2025 Appeals	
Findings appealed	46
Approved	10
Denied	29
Modified	7

Parole



Institutional Parole Officer (IPO) Sadie Landon (pictured left) supervises Transitional Parole Officer (TPO) Caitlyn Monat and Office Support Specialist (OSS) Stephanie Ruffo. While IPO Landon and TPO Monat have been at ECSD for almost three years, OSS Rufo joined Parole in 2024.

IPO Landon was previously a Parole Officer at Worcester County House of Correction and Souza Baranowski Correctional Center before her transfer here in March 2023. TPO Monat was previously a Parole Officer at MCI Concord/NECC before her transfer in November 2023. Sadie, Caitlyn, and Stephanie 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 the staff are here to help assist all inmates and ECSD 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 1 illustrates Parole’s success with ECSD inmates.

Table 1: 2025 ECSD Inmates Seen by Parole (Release Hearings)				
Status	MIDD	ECPRC	WIT	Total
Saw Parole Board	232	72	15	319
Received Parole*	124	57	14	195
Got Released	70	61	9	140

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

- 1) This number only captures those who saw Parole Board and received a positive vote from the Parole Board.
- 2) The "Got Released" number includes those who were released on Mandatory or Medical Parole as well. There are other reasons why “Got Released” from a particular institution is not exactly a subset of those who “Saw Parole Board” at that institution and “Received Parole”:
 - Some inmates will not have a hearing but will be released as a mandatory or medical release by the Department of Correction. Note there were no such releases from ECSD in 2025.
 - 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” could come from hearings held in the same institution in prior year(s).
 - Some inmates might have their hearing held at the Central Natick Office (instead of the facility in which they are residing).

Food Service



In 2025, Sheriff Coppinger presented Director of Food Service Brittany Feldman with a *Letter of Appreciation* "...for her outstanding leadership and dedication."

Aramark provides the department's food service and inmate commissary. In 2025, our three facilities had a combined average daily population of 888 in-custody inmates (i.e., not including those on the Electronic Monitoring Program). This means the Aramark team prepared approximately 972,360 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.

"Director Feldman's hands-on leadership style fosters teamwork among staff, Aramark employees, and inmates, creating a strong culture of accountability and cooperation."

—Sheriff Kevin Coppinger

In2Work Vocational Training Program

Aramark administers the In2Work Vocational Training Program, a workforce development initiative designed to provide incarcerated individuals with foundational food service skills. Participants who successfully complete the program receive a certificate of completion. In addition, In2Work graduates and their immediate family members are eligible to apply for an Aramark-sponsored scholarship of up to \$2,500 per year to pursue continuing or higher education. As a second-chance employer, Aramark remains committed to hiring qualified individuals with prior justice involvement. An In2Work recipient is pictured at right with Sheriff Coppinger.

iCare Program

The iCare program offers an innovative service that allows family members and loved ones to purchase specialty meals for individuals who are incarcerated. Each meal is individually prepared and delivered to the designated inmate, providing an additional means of support and connection.

"We are part of the lives of many justice-impacted people every day through our food and commissary operations, which provides us with a unique opportunity to affect change and offer hope of new beginnings."

—Tim Barttrun, Aramark President & CEO of Aramark Correctional Services

www.aramark.com/newsroom/news/2025/april/20-years-of-in2work

Aramark’s Soto and ECPRC’s Laubner work to provide healthy meals for inmates

Retired ECSD Sergeant Dennis Laubner oversees the working farm at the ECPRC (see “Inmates Work to Provide for Others” in the *Essex County Pre-Release & Re-Entry Center* section). In 2025, Dennis

“Most of the time, the former inmates are glad I called. But I occasionally speak with the loved one of a former inmate, perhaps a parent, grandparent, spouse or sibling. They are very appreciative for the support we give their loved ones post-incarceration, and they find comfort knowing we are here to help them.”

—Corrections Specialist Dennis Laubner on why he makes follow-up calls

and his inmate crew provided fresh vegetables for our three facilities, and Aramark staff worked to prepare them for inmates. A special thanks to Aramark’s Yvonne Soto who supervised the preparation of over **11,850 pounds** of fresh produce for ECPRC and WIT inmates.

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, in 2025 approximately nine inmates per month received bail assistance from the Massachusetts Bail Fund. In 2025, the Bail Fund posted bail for 110 ECSD inmates, 88 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 2025, Dennis reached out to 127 former inmates. He connected with 98, or 77%, of them. Of the individuals Dennis spoke with, 74 (76%) stated they were working, and five (5%) were disabled. Seventy-seven (79%) stated they were in substance/alcohol counseling or treatment. Upon their release, inmates received cell phones from Behavioral Health for Justice Involved Individuals (BH-JI) through a MassHealth funded grant. This helped Sergeant Laubner in his post-release contact efforts.

Financial

Fiscal Services

During 2025, Fiscal Services saw the retirement of former Chief Financial Officer (CFO) Kevin Sullivan and the appointment of his successor, Bryan Perry. In this role, Bryan oversees:

- Budgeting & Reporting
- Procurement
- Accounts Payable
- Contract Services
- Accountable Property
- IT & Communications (ITC)*
- Grant Funding*

*ITC and Grant Funding operate outside of the “Fiscal” team but have a synergetic relationship, making it efficient for the groups to be in the same division.



In addition to handling all the fiscal transactions for the department, this unit assists with the processing of mutual aid/police details, interdepartmental departmental service agreements, and the Civil Process Division.

Personnel

In addition to the CFO, the fiscal team includes five Budget staff, three Procurement/Contract staff, one Property Officer, and four ITC staff.

“Fiscal” staff has a combined 150+ years of state service. This level of experience has enabled the staff to work together as a team to promote the objectives of ECSD to eliminate waste, fraud, and abuse to maintain an efficient and well-run operation.

Budget

The Essex County Sheriff’s Department operates on the Commonwealth’s fiscal year, which begins on July 1.

The Department’s FY2026 budget was approved by the Legislature at \$88,103,829 with another \$4,836,354 in projected reserve funding for a total of \$92,940,183.

We are proud to say that Essex County continues to operate in an efficient and effective manner while recognizing the importance of our fiscal goals and responsibilities.

In 2025, our cost per inmate was \$101,270 — the lowest amongst all Sheriffs’ offices in the state! Even more importantly, we pair that fiscal efficiency with strong outcomes: Essex County maintains one of the lowest recidivism rates in the state at 13.5%. In other words, we deliver a very positive return on the taxpayers’ investment in our operations — one that

helps lower the incarceration rate, reduce crime, and increases the quality of life in our 34 cities and towns.

Long-term fiscal projections warn that future years will be leaner than they have been in recent times. We will continue to work diligently to find cost saving measures while also seeking out new revenue sources with our state and federal partners to help meet our needs here locally.

Like most public safety agencies, our largest cost driver is people. We employ approximately 574 dedicated professionals along with 173 staff from privatized vendors who ensure the safety and security of our facilities while supporting rehabilitation efforts for those in our custody. On average, we are responsible for the care, control, and custody of 891 individuals daily — an inherently complex and resource-intensive mission.

Other key budget drivers include:

- Taxpayer-funded phone calls: \$1,588,333
- Contractual salary increases: \$2,368,618
- Medication Assisted Treatment (MAT) and related clinical costs: \$2,618,217

Budgeting for a correctional facility requires forecasting expenses a full year in advance. Rising costs — particularly for inmate medical care, utilities, food, and fuel — continue to present challenges due to inflation and other world-wide events beyond our control.

We remain committed to this path forward: managing resources responsibly while investing in programs and services that reduce recidivism, strengthen rehabilitation, and keep our communities safe.

Officer Details

The Fiscal Division works jointly with Human Resources, Payroll, and Central Scheduling Division to provide officer detail services. Detail assignments involve Essex County Sheriff Department Officers working with other law enforcement agencies, public entities, and private companies to provide safety, security, and transportation of inmates as needed.

In 2025, in relation to Detail activity, the Fiscal Division generated the following services:

- Community/Town Details:
 - Processed 780 detail assignments for 15 plus communities and 145 vendors
 - Issued 464 invoices. In response to an increase in detail requests, our invoicing process was streamlined, resulting in the issuing of one invoice per vendor per pay period instead of daily.
 - 56 Correctional Officers performed detail services
- Commonwealth of MA - Department of Transportation (January – June 2025) – 71 assignments for the general upkeep of state highways and facilities.

Budget Team

The five-person Budget Team works very closely with the Procurement Team to purchase best value merchandise and services, while accurately processing receivable and payables. The team processed the following transactions:

- Externally issued 3,372 payments to over 394 vendors totaling just over \$36MM funded by nine sources
- Internally transferred 71 payments to other state agencies (several agencies converted to quarterly payments vs monthly)



**Budget Director
Marilyn Scott**

The Budget Team has been preparing for the roll out of the new statewide accounting and payroll system transition from MMARs to Mosaic which is cloud-based, including Multi-Factor Authentication (MFA). MFA prevents unauthorized access to one's data and applications by requiring a second method of verifying their identity, making transactions much more secure. The system was launched in February 2026. Phase two will involve Human Resource transactions.

Procurement



Under the direction of Sarika Shrestha (pictured left) the Procurement Division ensures that all purchases of goods and services are conducted using the Best Value procurement method and in accordance with departmental procedures, as well as applicable state and federal regulations. This approach guarantees an open, fair, and competitive procurement process while promoting efficiency, transparency, and fiscal responsibility.

Through this commitment to best practices, ESCD achieved several significant procurement successes in 2025, strengthening operations, safety, training, and inmate care.

In 2025, Jenna MacKenzie was hired as the Procurement Specialist, further strengthening the department's capacity to manage high-volume purchasing of goods and services.

2025 Major Procurement Achievements

Comprehensive Medical and Health Care Services / Medication Assisted Treatment (MAT)

Contract: In 2025, ESCD made a major advancement in inmate health care by procuring comprehensive medical and behavioral health services through a competitive, open, and fair procurement process. This contract also includes Medication Assisted Treatment (MAT) for individuals struggling with substance use disorders.

This initiative ensures inmates receive evidence-based, integrated medical care that addresses both physical and behavioral health needs while maintaining full compliance with state and federal correctional health regulations.

By incorporating MAT services into jail operations, ESCD supports rehabilitation and recovery, reduces health-related emergencies, and promotes safer facilities. This procurement reflects ESCD's commitment to humane, health-focused corrections and stands as one of the department's most impactful achievements of 2025.

Fire Protection Service Solution Contract: Under the TRD03 OSD contract, in 2025, ESCD strengthened facility safety and operational readiness by securing a comprehensive fire protection service contract. This procurement included the installation, inspection, and ongoing maintenance of advanced fire suppression systems across critical operational areas. These upgrades ensure that control rooms and other high-risk areas are fully equipped to prevent, detect, and respond to fire incidents, enhancing staff and inmate safety while ensuring regulatory compliance.

Electric Vehicle Charging Stations

In support of modernization and sustainability efforts, ESCD enhanced fleet infrastructure in 2025 through the installation of electric vehicle charging stations, positioning the department to support current and future electric vehicle use.

ESCD Training Center

In 2025, ESCD procured the lease for the training center, a facility exceeding 8,264 square feet. The center includes office space for eight staff members, conference space, and three training rooms. Each training room is equipped with state-of-the-art audiovisual technology, allowing training to be recorded and live-streamed, significantly expanding training capacity and accessibility.

STAR Lynn Facility

ESCD also secured the STAR Lynn facility lease, a space exceeding 6,802 square feet that includes office space for six staff members, conference areas, and three training rooms, further expanding ESCD's training and operational capabilities.

Training Simulators (Virtra)

Through an open and transparent bidding procurement process, ESCD acquired a Virtra training simulator to enhance officer readiness, safety, and decision-making. The simulator provides realistic, scenario-based training that replicates high-stress, real-world encounters in a controlled environment. The system promotes standardized instruction while emphasizing critical skills such as threat assessment, de-escalation, communication, and appropriate use of force. By improving judgment under pressure and allowing performance to be evaluated and documented, the simulator reduces risk, strengthens accountability, and elevates the overall quality of training across the agency.

Training Center Security System

The procurement of a Training Center Security System supports a safe and controlled learning environment for staff, instructors, and visitors. The system enhances security through access control, surveillance, and incident documentation, helping prevent unauthorized access and

enabling rapid response to security concerns. This investment protects personnel, equipment, and sensitive areas while supporting uninterrupted training operations and compliance with correctional safety standards.

Accountable Property Officer

William “Bill” Raynard (pictured right) provides guidance and training to staff on inventory control, surplus policy procedures, disposal of obsolete equipment, and records retention. He ensures compliance with state and correctional regulations regarding the records retention schedule of the Secretary of State. Some of the projects Bill worked on in 2024 were:



Oversaw records retention efforts focused on modernizing recordkeeping through expanded digital use, consistent with the Massachusetts Statewide Records Retention Schedule.

- Oversaw the moving contractor and coordinated the relocation of records, materials, and furniture based on established priorities from Salisbury to our Danvers Training Center.
- Managed certified electronics recycling through Trident Electronics Recycling.
- Lead a working group to support Artificial Intelligence adoption with guidance from the Massachusetts Executive Office of Technology Services and Security (MEOTTS).
- Destroyed 3,850 pounds of paper records in accordance with the Records Conservation Board schedule.
- Maintained 1,158 records boxes in storage under the Massachusetts Statewide Records Retention Schedule.
- 151 boxes added.
- 97 boxes shredded.
- Over on ton recycled.
- 148 items recycled.
- 2,667 pounds total, including computers, servers, monitors, printers, batteries, and peripherals.
- Recycling met all local, state, and federal standards.
- Continued agency-wide guidance on inventory controls, surplus procedures, and compliant disposal practices.

Contracts Management



Our Contract Management Liaison, Rosemary Bevins (pictured left) 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. ‘

2025 Highlights

- We continued to efficiently maintain established quality indicators with our four major service contracts . These are inmate dining, medical/nursing/ MOUD support, educational/training programs, and re-entry programmatic services.
- Our Medical /MOUD(MAT) contracts have been consistently staffed, and we continue to correctly support our population’s complex medical and clinical needs. This contract went out to bid in early 2025 and was awarded to Vital Core Health Services in June 2025.
- There was a seamless transition, and all initial benchmarks have been met or exceeded by VitalCore Health.
- Our Aramark Food Services Management team has worked hard to ensure the correct staffing levels are maintained. Increased purchasing efficiencies and an expanded menu were implemented in June 2025 with good results. The Department of Public Health (DPH) survey in October was highly complementary regarding the current kitchen operations. Equipment upgrades were made to the kitchens in our three facilities with a new refrigeration/freezer system being completed at the ECPRC.
- Programmatic, re-entry, and psycho behavioral services provided by Spectrum Health Systems, Inc, are ongoing at the STAR Program in Lawrence, Lynn, and Middleton. These supports have also been maintained and expanded at the ECPRC and the WIT. This contract will be rebid in February 2026
- Northern Essex Community College has expanded all educational services this year providing over 6,800 educational hours to 1,285 students. Read more in the *Programs* section.

Information Technology & Communications



**ITC Assistant
Superintendent
David Marescalchi**

The ECSD’s IT & Communications (ITC) staff and vendors are resourceful and knowledgeable, serving our seven locations and meeting the needs of our staff and vendors’ needs 24/7/365.

In 2025, in addition to daily duties , the ITC team continued to expand the technological capabilities of staff, vendors, and inmates by quickly installing pertinent services and equipment as needed during normal operations, off-shift, and immediate response in emergency situations.

Disaster Backup Recovery System Grant for Operations Continuity 2025

In 2024, funds were awarded to the ECSD thanks to Grants Administrator Leah Harrington and Strategic Planning Director Barbara Maher-Ferraro working

with ITC to successfully apply for state & federal cybersecurity grant opportunities resulting in approximately \$110,000 in funds.

In 2025 with these funds, we were able to meet the requirements of the grant and were able to procure services such as cyber awareness training for IT, multiple tabletop scenarios sessions which gave us the resources to create policy and provide training to initiate a disaster recovery/backup system to service and protect ECSD.



In addition to training and backup systems, the grant provided funding for laptops, recovery servers, backup recovery systems as well as accessories for use in cybersecurity training sessions and for disaster recovery if needed.

Digital Radio Upgrade Implementation, 2025

In 2025 the ECSD implemented a digital radio system for all ECSD facilities that was years in the making. Thanks to the experience and expertise of Assistant Superintendent David Spinosa, the ITC and cooperation with ECSD staff we were able to distribute the new mobile & portable radio hardware including dispatch consoles quickly and efficiently.



New Medical Vendor VitalCore

The ECSD ITC Division was a primary factor in the design, planning, implementation and installation of ECSD's new Medical and MAT vendor VitalCore at each the ECSD's three correctional facilities.



In addition, ITC worked with the previous medical vendor Wellpath and VitalCore to ensure safe, secure transfer of tens of thousands of medical records from one medical system to another.

New Training Facility Spring 2025



In 2025, the ECSD Training & Staff Development Division found its new home. ITC helped design, develop, and implement the new facilities information systems hardware, wi-fi/hardwired networks, CCTV, and door control systems.

With the assistance of the ECSD Operations staff we were able to create an in-house AV/presentation system for multiple classrooms and offices. By doing the research, testing, and installing the AV system using in-house resources and commercial off-the-shelf (COTS) technology, we were able to save approximately \$100,000 in costs.

Guardian RFID Inmate ID System

Along with Guardian project manager, Assistant Superintendent Christine Arsenault, ITC worked with Guardian to scope out the requirements and needs of Guardian to implement at the ECSD. ITC designed the wi-fi network and secure connectivity for the Spartan devices and staff Guardian access.



Youth Leadership Academy Technology

With the assistance of the HR and the Grants Divisions, ITC was able to create a secure offsite technology center that allowed Youth Academy campers access to a managed tablet system for surveys, testing, and educational purposes .

New Lynn STAR Facility, Spring 2025



Assisted in the move of the Lynn STAR facility’s technology, network infrastructure and hardware to a new more versatile location.

Basic Training Academy Relocation

Relocated the ECSD Basic Training Academy offices, classrooms, technology twice due to ongoing construction at the host facility .

ITC continues to work with the MSA, EOPSS, EOTSS and Offender Management System (OMS) vendor Viapath on the OMS for ongoing software and hardware systems updates.

The table below shows the team and years of experience.

Rank/Title	Staff	Years of State Service
Assistant Superintendent V/CIO	David Marescalchi	32
Systems Manager	Kosta Spanos	32
Communications Director/NEMLEC	David Spinosa	25
Assistant Superintendent I/Asst Dir. Of IT	Neil Turmenne	27
Senior Correctional Officer/IT Officer	Chris Warren	33
IT Technician	Gledion “Oni” Doga	1
Assistant Superintendent IV/Project Manager	Christine Arsenault	25

Upcoming Projects: 2026

- Guardian RFID - Expand ECSD Wi-Fi resources to increase Spartan coverage and network speeds at the three correctional facilities.
- Middleton CCTV & Door Control - Assist in the implementation and use of the new system.
- Cyber Security Training – Implement Cyber Security training resources for staff.
- Digital Radio System - Continue to improve the department’s digital radio system coverage and encrypt radio communications.

- Mobile/Cellular System – Upgrade ECSD cellular resources ranging from phones , hotspots, tablets and routers. Integrate cellular communication into radio systems for expanded coverage.
- Mobile Device Management (MDM) -Use MDM software to deploy and manage the cellular devices

Civil Process



The knowledge and strong work ethic of Director of Civil Process Assistant Superintendent Kerri Patterson (pictured left) and Assistant Director Caroline Siebert have resulted in an efficient and effective Civil Process Division, including over \$750,000 in revenues in 2025.

2025 Highlights

The Civil Process Division continued its strong performance in 2025, building upon the successes of the prior year with increased efficiency, expanded services, and continued dedication from staff. During the year, the Division handled 16,144 cases, reflecting a growing demand for civil process services across Essex County. Revenue generated totaled \$753,186.81, demonstrating steady fiscal growth and operational effectiveness.

Enforcement activity remained a vital component of the Division’s work, with 84 evictions, 133 physical arrests, and 45 personal property seizures completed in 2025. Additionally, National Grid shutoff services increased significantly, with 945 shutoffs in 2025, up from 593 in 2024, representing an approximate 59.4% increase in service volume over one year.

Customer service remained a priority in 2025, with the division assisting 4,718 walk-in customers across the Salem and Lawrence offices. While walk-in volume increased from the previous year, the continued expansion of electronic service submissions has also helped.

Personnel

The division also experienced important staffing developments. After being promoted to Clerk, Julia Kennedy joined the team full-time in April, strengthening administrative operations. We welcomed two new part-time serving deputies, Victor Martinez and Joseph Fitzgerald. Deputy Fitzgerald is a retired Gloucester Police Department Deputy Chief, whose experience and professionalism have been valuable additions to the team.

Above all, 2025 was a year marked by teamwork and collaboration. The accomplishments of the Civil Process Division are the result of the collective efforts of every member of the staff — full-time, part-time, enforcement, and administrative. We are deeply grateful for the dedication, flexibility, and professionalism shown throughout the year. None of this work is accomplished alone, and our continued success is a direct reflection of our commitment to supporting one another as a team.

Community Service



Participation in all community service assignments requires a clean disciplinary record, reinforcing accountability and promoting positive engagement among participants. These programs remain highly regarded within the incarcerated population and serve as meaningful opportunities for skill development, community contribution, and successful reintegration.

In addition to overseeing all major facility projects at the ECPRC, Assistant Superintendent Sean Gallagher (pictured left) 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.

The Pre-Release Community Service Program experienced another highly productive year in 2025. Under the supervision of Director of Operations Sean Gallagher, a total of 1,022 crews were deployed from the Lawrence facility and the Women in Transition facility in Salisbury to locations throughout Essex County and Boston, demonstrating the program's broad regional impact.



Each crew, consisting of five-to-eight incarcerated individuals, provided valuable support through painting, repairs, moving assistance, and landscaping services. Municipal partners included the Departments of Public Works in Haverhill, Saugus, Rockport, Newburyport, and Salisbury. Crews also assisted numerous housing authorities, churches, cemeteries, and non-profit organizations.



The ECPRC continued its strong tradition of supporting community events, including the Festivals of Trees in Methuen and Salisbury, The Longest Table in Haverhill, and the Feast of the Three Saints in Lawrence. Additionally, crews once again provided three weeks of assistance at the Topsfield Fair.

In partnership with the Massachusetts Department of Transportation, highway crews were dispatched daily to maintain roadways throughout the county. In 2025, 79 crews were deployed for roadside litter removal across Essex County. The Anti-Graffiti Unit remained a highly successful initiative. Led by Officer Wilson Geronimo, the unit responds to community requests for graffiti removal,



including immediate response in cases involving offensive material, particularly at churches and courthouses. In 2025, the Anti-Graffiti Unit was dispatched 131 times.

The State House crew, supervised by Officer Andrew Parsons, traveled to Boston 197 times during the year to assist with maintenance projects. In addition, pre-release crews were deployed to the Middleton facility on 251 occasions to provide landscaping, snow removal, and operational support within the garage and warehouse.

Communities interested in partnering with the Pre-Release Community Service Program are encouraged to contact Deputy Sean Gallagher at 978-750-1900, extension 4311.

Victim Services Unit

The Victim Services Unit is overseen by Records Clerk Shane Brown. In partnership with the Victim Service Registry of Massachusetts, the unit is dedicated to supporting certified victims of crime, as well as their family members, witnesses, and others impacted by criminal activity. The unit provides a range of services, including but not limited to:

- Access to victim-related resources
- Notification of offender status changes, including:
 - Final release from incarceration
 - Transfer to a lower security facility
 - Transfer to another correctional facility
 - Escape
 - Death of an offender
- Safety planning and crisis intervention
- Victim advocacy and coordination with external agencies
- Enrollment assistance for the Address Confidentiality Program

The Criminal Records Division is responsible for issuing notifications from the District Attorney's Office related to pre-trial inmates when victim notification is required. This process ensures that victims receive timely information and access to relevant offender-related resources.

2025 Highlights

- A total of 167 offenders with certified victims were newly incarcerated during the year. Some offenders experienced multiple incarcerations and have since been released.
- As of December 31, 2025, 87 offenders with certified victims remained in custody.
- The total number of offenders with certified victims held during 2025 was 254, consisting of 167 newly incarcerated offenders and 87 carried over from 2024.
- While most offenders have between one and six certified victims, some cases involved a higher number.
- Notifications were issued to approximately 273 newly certified victims throughout the year.

Legal & Legislative Affairs



Assistant Superintendent of
Legal & Legislative Affairs
Attorney Joseph McGowan

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

In 2025, attorney McGowan was instrumental in these capital projects and legislative initiatives:

Middleton Camera and Security Systems Replacement

We have initiated a comprehensive replacement of the camera and security systems at the Middleton facility. These upgrades are currently underway and are expected to be completed by June 2026, enhancing safety, security, and operational oversight.

New Medical Building – Middleton Jail & House of Correction

In collaboration with DCAMM and HDR Architects, we have successfully secured \$58 million in funding and completed the certified study for a new medical building at our Middleton facility. The project is currently finalizing design and construction documents and is expected to be put out to bid this summer. Once completed, the new complex will address existing capacity challenges and provide a modern, high-quality healthcare environment for incarcerated individuals

Kitchen Renovation Project

We are working with HDR Architects to advance a kitchen renovation project originally developed as part of the Inmate Services Building (ISB). The ISB project, which underwent five years of planning and design, ultimately exceeded the scope and cost parameters authorized by the Division of Capital Asset Management and Maintenance (DCAMM). In response, DCAMM has launched a new competitive initiative to fund capital projects of up to \$30 million.

Special Corrections Consolidation Commission

The Essex County Sheriff's Department continues to actively engage with the Special Corrections Consolidation Commission to highlight the high-quality work performed by the department and to provide critical information regarding budgetary requirements and operational capacity. This Commission is one of several forums in which the department's performance and professionalism have distinguished it among its peers statewide

Youth Leadership Academy



The Essex County Sheriff's Department, in partnership with the New England High Intensity Drug Trafficking Area (HIDTA) Program, proudly operates the Youth Leadership Academy (YLA), a no-cost youth development program serving approximately 560 young people ages eight to 14 from across Essex County. YLA is the only program of its kind in the county offering comprehensive prevention and educational activities, leadership development, team-building experiences, and full transportation for all participants.

The mission of the Youth Leadership Academy is to provide participants, referred to as Cadets, with a safe, structured, and engaging environment where they can build teamwork, coping, leadership, and decision-making skills. Through hands-on activities, demonstrations, classes, and field trips, Cadets are encouraged to strengthen their resilience and make positive choices. Program discussions address a range of critical topics, including the dangers of illicit drug use, gang involvement, anger management, bullying, social media awareness, and ethics.

The 2025 YLA was held from June 23 through August 15 and operated at full capacity thanks to the support of ECSD and funding from HIDTA. This year, YLA served 561 participants representing all 34 Essex County communities—at no cost to families.

Each one-week session provided a balanced combination of structured learning, physical activity, and recreational experiences. Educational modules and engaging field trips were woven into a disciplined yet supportive environment that challenged Cadets both mentally and physically. Safety remained the highest priority throughout the eight-week program.

The professionalism and dedication of the YLA staff continue to elevate the program each year. Staff training has evolved in response to the growing social pressures and challenges faced by today's youth. YLA personnel participate in a range of internal and external training programs, equipping them with the skills necessary to support diverse personalities and complex social or behavioral needs. Staff also work collaboratively with parents to understand each Cadet's unique circumstances, including medical considerations, behavioral needs (such as Autism, ADD/ADHD), gender identity, shyness, separation anxiety, and allergies.

Program Curriculum Includes:

- CPR
- Injury Prevention
- Gang Awareness Presentation
- Exercise and Stretching
- Team-Building Games and Rope Course
- Injury Prevention by Children’s Hospital staff
- Anti-Bullying/Social Media Awareness
- Internet Safety
- Drug, Tobacco, and Alcohol Awareness
- Community Day with Local Police and Fire Departments
- K-9 Demonstration
- Stranger Safety
- Curious Creatures
- Field Trips, including:
 - Trampoline park, bowling, and laser tag
 - Richardson’s Ice Cream
 - Whale watch, Plum Island, and deep-sea fishing
- Graduation and Cookout



Congratulations and sincere thanks to the Youth Leadership Academy staff for their continued commitment and exceptional work in shaping the next generation of leaders.



K-9



Virtus Disciplinae Officium Courage, Discipline, Duty

"He is your friend, your partner, your defender, your dog. You are his life, his love, his leader. He will be yours, faithful and true, to the last beat of his heart. You owe it to him to be worthy of such devotion."

- Author Unknown

The ECSD K-9 Unit continued its mission in 2025, ensuring public safety by providing a secure environment for staff and inmates while working collaboratively with the community and other law enforcement agencies.

Community engagement is a vital part of our mission. Our K-9 teams had 1,470 deployments in 2025, an 11% increase over 2024. The Table below provides a breakdown of deployments by type.

2025 K-9 Division Deployments			
Deployment Type	ECSD	Mutual-Aid	Total
Patrol	530	71	601
Officer Back-Up/No Deployment	0	13	13
Narcotics	759	41	800
Demonstrations	39	17	56
Total	1,328	142	1,470

Our K-9 Unit participated in 56 K-9 Demonstrations in 2025. These events serve to educate the public about the role of the K-9 Unit and foster stronger relationships between the Sheriff's Department and the communities we serve. We extended mutual aid services to 125 requests which included narcotic searches, tracking and apprehending subjects. Some of the mutual aid requests included working patrol shifts for the cities of Lawrence and Haverhill. The K-9 Unit is dedicated to training and continues to partner with the Boston Police K-9 Unit. Our K-9 Teams are certified by organizations such as the Boston Police K-9, United States Police Canine Association (USPCA), North American Police Work Dog Association (NAPWDA) and International Police Work Dog Association (IPWDA).

In addition to our day-to-day operations, we hosted the USPCA Region IV PD1 Certification. In continuing to showcase their exceptional skills, some of our K-9 teams participated in the Connecticut K-9 Special Olympics in Enfield, CT. Indeed, it was another busy and successful year for our K-9 Unit.

2025 Award Winners

On Saturday, June 21, 2025, ECSD K-9 Unit hosted the United States Police Canine Association Patrol Dog Region IV, PD1 Certification at Danvers High School. We had three K-9 teams representing ECSD: K-9 Officer Boleski and partner Blue, K-9 Officer Kidger and partner Alvin, and K-9 Officer Tobyne and partner Apex. All the hard work, dedication and training paid off!



Boleski and Blue (pictured below left) won 2nd place in Obedience, 2nd place in Apprehension, 3rd place in Evidence Recovery and 2nd place Overall. Their overall score was 635.17. Kidger and Alvin (pictured below right) won 3rd place in Apprehension and were 4th place Overall. Their overall score was 625.51.



2025 Certifications:

- K-9 Officer Justin Boleski and partner Blue were certified by the USPCA in Patrol and Narcotics.
- K-9 Officer Caitlyn Hill and partner Zeppelin were certified by the International Police Work Dog Association (IPWADA) in Narcotics and certified by Boston Police K-9 in Patrol.

- K-9 Officer Peter Karvelas and partner Vlad were certified by IPWADA in Narcotics.
- K-9 Officer Kyle Kidger and partner Alvin were certified by the USPCA in Patrol and Narcotics.
- K-9 Officer Julianna King and partner Freya were certified by the USPCA in Narcotics.
- K-9 Officer Justin Perry and partner Hex were certified by the North American Police Work Dog Association (NAPWDA) in Patrol.
- K-9 Officer Matthew Ritvo-Cabezas and partner Odin were certified by NAPWDA in Narcotics and Patrol.
- K-9 Officer Shane Tobbyne and partner Apex were certified by NAPWDA in Patrol.
- K-9 Officer John Troiano and partner Riggs were certified by NAPWDA in Patrol and Narcotics.

ECSD K-9 Unit Showcases their Skills at Connecticut K-9 Special Olympics

On Saturday, September 20, 2025, three K-9 teams competed and showcased their skills at the 33rd Annual Connecticut K-9 Olympics in Enfield. K-9 Officer Boleski and partner Blue, K-9 Officer Troiano and partner Riggs, and K-9 Officer Kidger and partner Alvin took on challenging events ranging from obedience and obstacle courses to criminal apprehension drills.



2025 Personal Highlights:



K-9 Officer Caitlyn Hill and partner Zeppelin (pictured right) and K-9 Officer Peter Karvelas and partner Vlad (pictured left) graduated from the Boston K-9 Narcotic Academy in February 2025.



K-9 Demonstrations

The K-9 Unit conducted 56 demonstrations in 2025. These included our very own Youth Leadership Academy and Basic Training Academy Family Night, Massachusetts School of Law Animal Rights Day, Warrior Weekend (Veterans Event) at Beverly High School, Boys and Girls Club in Lawrence, Marblehead Senior Center, Goddard School in Middleton, Topsfield Fair, and Opportunity Works in Haverhill, just to name a few.



K-9 Officer Troiano and K-9 Riggs at the Topsfield Fair (L).

K-9 Officer Kidger and K-9 Alvin with K-9 Officer Troiano and K-9 Riggs at Peabody High School (R).

Notable Mentions for K-9 Mutual Aid Callouts

- K-9 Officer Matthew Ritvo-Cabezas and partner Odin (pictured right) received a mutual aid request from Lawrence Police Department to assist with serving an arrest warrant. Seven suspects came out of a trailer, and 35 grams of cocaine were subsequently located in the trailer.
- K-9 Officer Perry and partner Hex received a mutual aid request from Wenham Police Department to assist in searching for a suspect who made suicidal statements. After an extended search in the woods and several announcements for the suspect to come out, the suspect complied and was taken into custody.
- K-9 Officer Troiano and partner Riggs received a mutual aid request from Lawrence Police Department to assist in tracking a suspect who fled on foot from a stolen motor vehicle. K-9 Officer Troiano and K-9 Riggs tracked the subject down a steep embankment. The suspect yelled, “I’m coming out don’t send the dog,” and was taken into custody.



- K-9 Officer Ritvo-Cabezas and partner Odin responded to a local walking trail in a request for officer backup. K-9 Odin was deployed and after multiple announcements the suspect surrendered. An illegal firearm was successfully recovered.
- K-9 Officer Boleski and partner Blue answered a mutual aid request from the DEA. K-9 Blue searched several packages and found approximately three kilograms of narcotics.
- Later that day, K-9 Sergeant Christopher Auger and partner Bain assisted in apprehending suspects during a vehicle stop in Lawrence.
- K-9 Officer Ritvo-Cabezas and partner Odin responded to a mutual aid call for a breaking and entering. After a vehicle pursuit turned into a foot chase, K-9 Odin was deployed into the woods, and the suspect was spotted climbing a fence. After clear commands were given, the suspect surrendered without incident.
- K-9 Officer Ritvo-Cabezas and partner Odin responded to a mutual aid call for a fugitive hiding in a residential neighborhood. After tracking through several yards and muddy terrain, K-9 Odin alerted to where the suspect was hiding underneath a log. The suspect was taken into custody without incident.
- K-9 Officer Karvelas and partner Vlad responded to a mutual aid call in Lawrence for three-armed robbery suspects. K-9 Vlad found the suspects hiding under a bridge in Lawrence. All three suspects were taken into custody.
- K-9 Officer Ritvo-Cabezas and partner Odin responded to a mutual aid call in Haverhill after a suspect fled a motor vehicle stop. K-9 Odin was able to track the suspect down in the woods and the suspect was taken into custody.
- K-9 Officer Hill and partner Zepplin responded to a mutual aid request in Haverhill for a vehicle search. K-9 Zepplin located 29.7 grams of crack cocaine and 2.3 grams of fentanyl. The narcotics were hidden in a black magnetic box secured to the frame of the car.
- K-9 Officer Perry and partner Hex responded to a mutual aid call from Middleton Police Department of a possible breaking and entering. K-9 Hex was able to apprehend two suspects, and they were taken into custody.
- K-9 Officer Tobyne and partner Apex responded to a mutual aid request from Haverhill Police Department to locate a person related to a domestic incident. K-9 Apex was able to locate the suspect after a brief chase and the suspect was taken into custody without further incident.



K-9 Officers Karvelas (L) and Hill at a dog-friendly event sponsored by Haverhill's Woofstock and Sweet Paws Rescue

- K-9 Officer Ritvo-Cabezas and partner Odin responded to a mutual aid request from the Massachusetts State Police to search for suspicious packages. K-9 Odin was able to locate narcotics soaked in liquid.
- K-9 Officer Boleski and partner Blue responded to a DEA request for a package search. K-9 Blue located three kilos of fentanyl.

A Story of Resilience

It was just one year ago, K-9 Vlad (pictured right with partner K-9 Officer Peter Karvekas) was fighting to save his eye from cancer. We didn't know what the future would hold. Despite the struggles of the unknown, K-9 Vlad has become a story of resilience, strength, and true inspiration.

Since his recovery, K-9 Vlad has:

- Earned a nationally accredited patrol certification (NAPWDA)
- Graduated from the Boston Police K-9 Narcotics Academy
- Responded to numerous mutual aid requests in Essex County
- Helped apprehend three armed robbery suspects in Lawrence



K-9 Vlad did not just make a comeback; he came back stronger than we ever imagined.

A Story of Strength and Determination

K-9 Alvin suffered an injury to his ACL back in August 2025. After having X-rays, consulting two different veterinarians, and researching best practices, we decided that the best course of action was for K-9 Alvin to have ACL surgery. He underwent Tibial Plateau Leveling Osteotomy (TPLO) surgery. Ultimately, a metal plate and screws were implanted, and his ACL was removed. Our veterinarian at Bulger Animal Hospital in Lawrence informed us he had a 75% tear. Luckily, no other damage was done.

K-9 Alvin's surgery was back in November, and K-9 Officer Kyle Kidger has been working diligently with K-9 Alvin to get him back into working condition. K-9 Alvin went through physical therapy at Good Dog Aquatic Fitness in North Andover to regain his strength. Part of his physical therapy included: swimming, red light therapy to reduce pain and inflammation, and working through obstacles and drills.



With an expected 12-week recovery timeline, K-9 Alvin was cleared to return to the jail after just eight weeks. We are so excited to have K-9 Alvin back at work!

In 2025, two of our beloved K-9's passed away. Rest in Peace:



K-9 Deimos
10 years of service
EOW 06/12/2025



K-9 Dash
10 years of service
EOW 06/30/2025

Police K-9 Oath

***I will lay down my life for you
and expect nothing but love in return.
I protect my officer with my life,
and would gladly take a bullet in his place.
I am sent in to find lost children
and fugitives on the run.
I find drugs and weapons and even bombs.
I am the first sent in
and sometimes the last to leave.
I am the nose and ears of my officer.
I will protect and serve him.
I would die for him and for you.
I only ask for compassion and a kind word.***

K-9 Pasky

*Officium Servire
Duty to serve*

*“On a hard day, a dog’s warmth is a small miracle, let it heal you.”
- Unknown Author*



Pasky

The ECSD Comfort Dog Program is in its second year and had continued success in 2025. Pasky’s primary responsibility is to provide support for Correctional Officers and other staff within all ECSD facilities. This year’s focus was all about service.

Handler Officer Christian Guzman and Pasky had a total of 1,392 deployments. Table 1 provides a breakdown of deployments by type.



Handler Officer Christian Guzman and Pasky with Basic Training Academy Class 25-01

Table 1: 2025 Comfort Dog Deployments

Deployment Type	MIDD	WIT	ECPRC	Academy	Training Center	Offsite	Total
Tour	1,133	83	126	4	5	24	1,375
Community Event	0	0	0	1	0	11	12
Crisis	2	0	0	0	0	2	4
Career Fair	0	0	0	0	0	0	0
House Call	0	0	0	0	0	1	1
Other	0	0	0	0	0	0	0
Total	1,135	83	126	5	5	38	1,392

Events



In addition to his ongoing role within ECSD facilities, Pasky remained actively engaged throughout the community during 2025. He participated in a wide range of outreach events including school presentations at Merrimack College and Lynn Shoemaker School; visits with the Beverly Council on Aging and Lynn Senior Center; youth programs such as ECSD’s Youth Leadership Academy and the Boys & Girls Club in Haverhill; job fairs including



Peabody High School; and law enforcement and academy-related events such as ECSD’s Basic

Training Academy Family Nights and the Annual Law Enforcement Stations Day at the Municipal Police Training Committee (MCPT) center in Lynnfield.

Pasky supported individuals with disabilities at Bridgewell Home and encouraged athletes at the Special Olympics for a second consecutive year. Pasky also offered comfort and presence to the Haverhill and Lynn communities during times of tragedy.



Instagram

Pasky continued his Instagram journey in 2025. On his Instagram page, Pasky can be seen receiving treats for being a good boy, training, posing for pictures with our staff, and so much more. Follow Pasky and Officer Guzman at: [K9pasky_essexsheriff](#).

Training

Pasky and Officer Guzman continue to receive their monthly training through Master Trainer Charlie Young from Professional Canine Services in Middleborough, Massachusetts.

Through obedience demonstrations, public engagement, and consistent presence at community and family-focused events, Pasky continued to foster positive connections, promote wellness, and bring comfort and joy to individuals of all ages. Several organizations requested repeat visits, reflecting the continued demand for and value of Pasky's presence, comfort, and positive impact.

Community Involvement

Sheriff Kevin Coppinger

Sheriff Coppinger actively supports residents, charities, and fellow law enforcement agencies. In 2025, he took part in many events. Some of the highlights include:



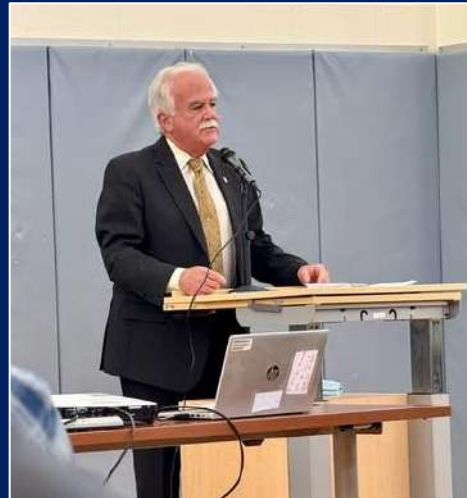
Middleton Assistant Superintendent Jonathan Campbell (L) and Sheriff Coppinger celebrate National Law Enforcement Appreciation Day with Grace Campbell of Sunrise at Gardner Park assisted living, Peabody.



Sheriff Coppinger congratulates graduates of the North Shore Latino Business Association's Business of Hard Knocks Program.



It was beautiful weather for the Danvers Memorial Day Parade, as Sheriff Coppinger marched with Representative Sally Kerans (L) and Senator Joan Lovely.



Sheriff Coppinger was honored to speak at the state Department of Youth Services "Emerging Adults in Essex County" roundtable.



Sheriff Coppinger attended the Lynn Youth Street Outreach Advocacy (LYSOA) Annual Dinner, pictured with Lynn Police Detective Sean Coppinger (L) and LYSOA Co-Founder and Program Director Antonio Gutierrez.



Sheriff Coppinger celebrating the Department of Youth Services Emerging Adults in Essex County event.



Sheriff Coppinger explains the workings of the Sheriff's Department to a group of visitors at our Middleton facility.



On The American Dream show with Attorney Jim Carrigan, Sheriff Coppinger shared ECSD's commitment to providing incarcerated individuals the support they



A sincere thanks to Prospera of Lawrence for hosting a Friendship Lunch, celebrating the relationships and hard work that strengthen the Lawrence community.



Sheriff Coppinger was honored to participate in the Merrimack Valley Chamber of Commerce's annual Public Safety Breakfast.

ECSD Staff

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



ECSD's Honor Guard joined in the dedication of the Massachusetts Gold Star Families Memorial Bridge at Veterans Memorial Park, Lynn.



Our employees donated generously to the Military Friends Foundation's Operation Military Smiles toy drive.



Left: Investigator Jerome Jellison renders a salute during ECSD's annual POW/MIA ceremony at our Middleton facility.

Right: ECSD employees enjoy taking part in Massachusetts Special Olympic events throughout the year.



BTA 23-03 Graduation at Northern Essex Community College

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

20 Central Avenue, 6th Floor
Lynn, MA 01902
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starprogram@essexsheriffma.org

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For Updated Information:



Website: www.essexsheriffma.org



Facebook: www.facebook.com/essexcountysheriffsdepartment



Twitter: [@essexsheriff](https://twitter.com/essexsheriff)



Instagram: www.instagram.com/essexsheriff



LinkedIn: www.linkedin.com/company/essexsheriff

Correctional Officer's Prayer

LORD, WHEN IT'S TIME TO GO INSIDE,
THAT PLACE OF STEEL AND STONE,
I PRAY THAT YOU WILL KEEP ME SAFE,
SO I WON'T WALK ALONE.

HELP ME TO DO MY DUTY,
PLEASE WATCH ME ON MY ROUNDS,
AMONGST THOSE PERILOUS PLACES,
AND SLAMMING STEEL DOOR SOUNDS.
GOD, KEEP MY FELLOW OFFICERS
WELL AND FREE FROM HARM.
LET THEM KNOW I'LL BE THERE TOO,

WHENEVER THERE'S ALARM.
ABOVE ALL WHEN I WALK MY BEAT,
NO MATTER WHERE I ROAM,
LET ME GO BACK WHENCE I CAME,
TO FAMILY AND HOME.

