



**Essex County Sheriff's Department**

*Sheriff Frank G. Cousins, Jr.*

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# Letter

## from the Sheriff

Dear Friends,

For the last 12 years, you have entrusted me with the responsibility of housing and rehabilitating the region's criminal offenders. It is a job I am committed to, and I am humbled by your unambiguous support.

What follows is an inside look at the Essex County Sheriff's Department, where our top priority is to protect the citizens of Essex County and provide rehabilitation to offenders so that they can return to our communities as productive, responsible citizens.



*This is accomplished by:*

- ▶ Housing offenders in the most secure and fairest manner possible.
- ▶ Providing rehabilitation and academic training to offenders so they will not make the same mistakes once they are released. One of the first undertakings launched to meet this objective was the enhancement of substance abuse and domestic violence programs, which has helped reduce recidivism.
- ▶ Taking a holistic view of the re-entry process, where the "continuum of care" for offenders is coordinated from the time they are incarcerated to the time they have finished all their commitments to the legal system. An example of this is incarcerating someone for three-to-six months, and then placing him or her in a pre-release setting for the last 60 days of the sentence. Once the offender has adjusted to this diminution in security, they are transferred to a half way house, while being electronically monitored. They then receive mandatory drug testing, counseling and job skills preparation at the nearest office of community corrections.
- ▶ Advocating for the state Legislature to adopt mandatory post-release supervision for offenders.
- ▶ Continuing to expand the scope of rehabilitative programs offered to offenders at the offices of community corrections in Lawrence, Lynn and Salisbury. These offices work in tandem with the courts and probation. The employees monitor the progress of offenders who are participants in the electronic monitoring program and are on supervised probation.

- ▶ Becoming the hub of a computerized network that allows local, state and federal authorities in the region to share the histories of all criminal offenders. In 2005, a computerized facial recognition program was added, which has given law enforcement the ability to cross reference all the names an offender may use when they are arrested. What this means is all of an offender's aliases will be checked against his or her visual identity. This is cutting edge technology in the fight to deter crime.
- ▶ Operating a regional juvenile lockup facility on the grounds of the Correctional Alternative Center in Lawrence. This center temporarily houses juvenile offenders from the region until the court adjudicates their cases.
- ▶ Reforming the civil process system by opening offices in Salem and Lawrence. This has enhanced public accessibility and raised thousands of dollars for the department, money that has been used to pay for equipment and capital projects.
- ▶ Creating a regional lockup, which will be operated by this department. The facility will allow area police to spend more time on patrol after they have arrested offenders, since they will no longer be responsible for care and custody issues.
- ▶ Hiring uniformed personnel who have served in the military or garnered a minimum of two years of collegiate training. The staff of the Essex County Sheriff's Department has never been better trained or more skilled in the latest techniques in criminal corrections.
- ▶ Establishing programs with other members of law enforcement to help residents fight crime. One such program geared toward helping the elderly is TRIAD, which is Seniors and Law Enforcement Together. Another is having deputies assigned to the Cross Border Initiative program, which combines local, state and federal law enforcement agencies in the fight to stem the intrastate drug trade.
- ▶ Gaining and maintaining our national accreditation from the American Correctional Association. This designation signifies the Middleton House of Correction is an elite correctional facility that operates to the highest national standards. Failure to live up to this assessment on a yearly basis would result in the revocation of this honor.

The Essex County Sheriff's Department is constantly evolving in an effort to improve the services it provides to the residents of the region.

Commitment, leadership and professionalism are the qualities I demand of all who work here. They are the principles that drive us as we look to fulfill our objectives.

It is a pleasure and honor for us to serve you in this role.

Sincerely,

Frank G. Cousins, Jr.  
Sheriff, Essex County



# Our History

**T**hree-hundred-and-twenty years. That is how long the members of the Essex County Sheriff's Department have been serving the public safety needs of the residents of the 34 cities and towns that comprise the region.

The tradition began under the colonial-era leadership of George Corwin, William Gedney, Thomas Wainwright, Daniel Denison, Robert E. Cahill and Michael Farley, and continues today under the watchful eyes of Sheriff Frank G. Cousins Jr.



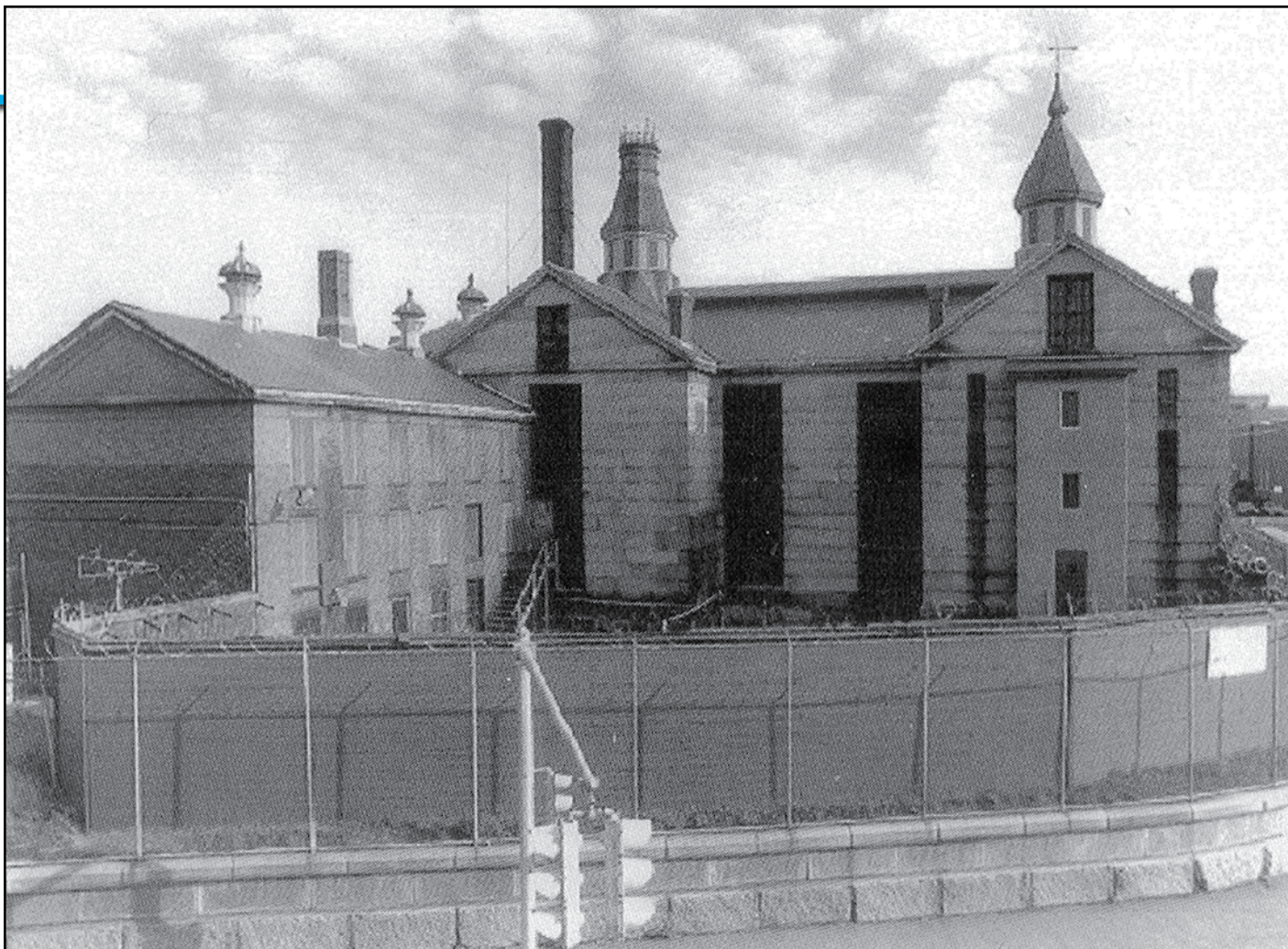
Initially, offenders from the county were housed at two separate facilities in Salem and Lawrence. The first Salem Jail was constructed to serve citizens north of Boston and was operational in 1638. Many historians say it was the first detention facility of its kind built in the country. Located at the corner of Federal and St. Peter streets, the edifice was made of wood, with additions built over the years to accommodate an expanding client base. Some scholars believe victims of Salem's infamous Witch Trials were incarcerated at the jail.

As the years passed, the jail began to outgrow its usefulness. In 1810, the Board of County Commissioners called for a series of meetings to ponder construction of a new jail made of stone. After a year of discussion,



*The old Lawrence Jail opened in 1853.*





*The old Salem Jail opened in 1638.*

the commissioners voted to purchase a  $\frac{3}{4}$  acre site at the corner of Bridge and St. Peter streets, next to the original jail.

The commissioners went to work after they secured \$80,000 to cover construction costs. Sometime in 1812, a foundation made of granite was set eight feet into the ground. The building was then sectioned off to accommodate 112 offenders. The first jail closed and the new facility opened a year later.

In 1884, an addition to the jail enabled all sections of the building to be woven together. The new space expanded the capacity from 112 to 150 inmates. It would be the final upgrade.

Housing for offenders from the northern section of the county was created in Lawrence in 1853. The Auburn Street House of Correction initially cost \$100,000. Through the years, enlargements were made that increased the capacity from 127 men to 237.

The jail, the country's second oldest, was unique for its octagon shape and three-tiered wings that protruded north, east and west.

The Lawrence and Salem jails were retired after state officials deemed them to be out of date in the late 1980s. Offenders that had been housed at

those facilities were moved into the state-of-the-art, \$53 million Middleton jail on Feb 15, 1991.

The 10-building Middleton complex sits on 20 acres that overlooks the communities of Danvers and Middleton. It is adjacent to Essex Agricultural Institute and a parcel of land owned by the Massachusetts Institute of Technology. By April 2009, a regional lockup facility is expected to be open and operating adjacent to the jail.

The Middleton facility opened with 550 offenders. Today, that number fluctuates between 995 and 1300. The central inmate housing area is enclosed by a pair of chain-link fences and is topped with coiled wire, motion detectors, and a special lower segment. The administration building, warehouse, and garage are located outside the fence.

The Essex County Sheriff's Department houses sentenced county inmates, pre-trial county inmates and sentenced state inmates. It also houses federal prisoners.

The average sentence for a county inmate is 10 months. The average sentence for a state inmate is eight years. The department processes approximately 7,000 new inmates per year. The average age of each inmate is 21. Seventy percent do not have a high school diploma.



# Our Mission



*Essex County Correctional Officer Sherri Marshall celebrates her graduation with her nephews, Jacob and Jackson Marshall.*

**T**he Essex County Sheriff's Department top priority is to protect residents in the region from criminal offenders.

*This is accomplished by:*

- ▶ Housing offenders in a secure and fair manner.
- ▶ Utilizing correctional policies that comply with all local, state and federal laws.
- ▶ Using innovative correctional approaches that are in accord with the Essex County Sheriff's Department top mission.
- ▶ Informing and educating the public about the department through the media, tours of the facility and public appearances by the sheriff, administrators, K-9 Unit, and uniformed personnel.
- ▶ Providing a professional working environment for the staff, which takes into account at all times its welfare, safety and opportunities for professional advancement.
- ▶ Introducing vocational and academic training to offenders while they are incarcerated, so they will not repeat their mistakes once they are released.
- ▶ Devising and structuring post-release supervision plans for offenders, so their transition back into the communities where they live will be successful. This includes providing them with a 24-hour Help Line that they can call any time, providing the offender with a referral to the appropriate reintegration and/or aftercare service.
- ▶ Partnering with local, state and federal law enforcement agencies in the development of campaigns and programs that fight crime and promote public safety initiatives. Much of this is done through our participation in the Essex County Anti-Crime Council, which is led by Essex County Sheriff Frank G. Cousins Jr. and Essex County District Attorney Jonathan Blodgett.



*Above, Correctional Officer Alex Baez. At right, Assistant Superintendent Jim Petrosino, Reintegration Coordinator Patricia Papa, and Assistant Superintendent David McCoy.*



*At right, Correctional Officer inspects an incoming package.*



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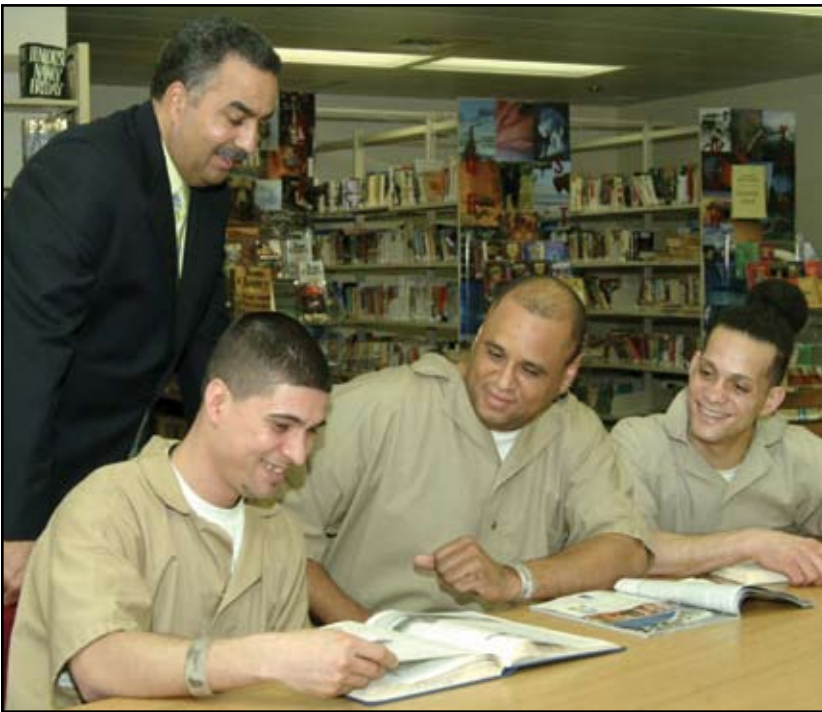
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# Operations

In the 12 years he has served as the leader of the Essex County Sheriff's Department, Frank G. Cousins Jr. has incorporated a number of initiatives that have enhanced the organization's efficiency.

From day one, the top administrative priority of Sheriff Cousins has been to deliver a superior standard of law enforcement services to taxpayers while maintaining a fiscally conservative approach.



*Sheriff Frank G. Cousins Jr. visits with inmates in the library.*

This has been done by:

- ▶ Hiring uniformed full-time staff to reduce overtime expenditures. Correctional officers must have an associate's degree or military background to be considered for a job. This assures the acquisition of talented and dedicated professionals.
- ▶ Operating the Civil Process Division. The sheriff's department manages this function in Essex County and the money raised is reinvested into the department and used to pay for training and capital projects. A portion of the proceeds is turned over to the state's general fund.
- ▶ Providing 40 hours of yearly in-service training to all employees. The training equips the correctional staff with the newest techniques in conflict resolution, defense skills and inmate counseling, ensuring that those incarcerated are being dealt with in the fairest manner possible.

*Continued on Page 8*







# Operations

*Continued from Page 6*



*Chief of Staff  
Barbara Smith.*

- ▶ Promotion examinations for all staff. This ensures the most qualified employees are provided the opportunity for advancement.
- ▶ Creating a line-item budget for the department. All senior administrators are responsible for their own budgets. This assures monthly accountability and protects against overspending.
- ▶ Renovating unused space at the department's different facilities to provide new work areas for drug counselors and mental health clinicians. This reduced overcrowded offices at the Middleton Jail and Lawrence Correctional Alternative Center.
- ▶ Maintaining the rigorous accreditation standards set forth by the American Correctional Association. The department received its accreditation from this national organization in 2003. Of the more than 300 standards needed to gain accreditation, the sheriff's department was graded with a score of 98 percent out of 100. Of the 5000 comparable correctional facilities in the country, only 104 others have achieved this endorsement.



*Above, Correctional Alternative Center Superintendent Joseph A. Furnari II. At right, Correctional Officer Christopher Kane and Human Resources Director Joanne Marks.*





- Maintaining partnerships with local, state and federal law enforcement agencies and developing regionalized solutions to issues dealing with public safety. One way this is achieved is through the department's membership in the Essex County Anti-Crime Council, which is comprised of representatives from the law enforcement, education, religious and business communities in the 34 municipalities in the district. The members are dedicated to elevating public awareness about crime concerns, with a goal of furnishing residents with resources that will improve the quality of their lives. Sheriff Cousins and Essex County District Attorney Jonathan W. Blodgett formed the Council in 2004 from the shared perspective that through a combined approach to crime fighting, more could be accomplished to enhance the greater good of all.

Council members determine what issues will be addressed annually. Topics selected are those that negatively impact the social and familial fabrics of our communities and create a financial and manpower strain for law enforcement. Once an issue is chosen, the Council meets regularly to determine the course of action that will raise awareness about the subject and provide the public with the needed resources to address the dilemma. Since 2004, the Council has addressed issues such as heroin/opiate abuse, domestic violence, and gangs.



*Sheriff Cousins is accompanied by Capt. Michael Halley inside the Middleton facility.*



# Information and Technology Department

**T**he Essex County Sheriff's Department's Information and Technology Division provides computerized platforms for local and state law enforcement agencies that aid in the apprehension of criminals charged with a variety of infractions.

The multifaceted work consists of:

► **SERVING** as the hub of a computerized network that assists the work performed by the 50-member Northeastern Massachusetts Law Enforcement Council (NEMLEC). The information stored on this network is used to apprehend criminals by the 50 police departments that comprise NEMLEC. The departments are in Essex and Middlesex counties. This hub allows police to obtain the information needed to catch offenders at an expedited pace.

► **PROVIDING** a platform of computerized services for the 85 communities in Essex and Middlesex counties that are part of the consortium that comprise the Northeast Homeland Security Planning Region (NERAC). The services include the provision of a Web-enabled management system that secures real-time information that can be disseminated to decision makers in NERAC municipalities in case of a crisis.

The department serves as the host of a SharePoint for NERAC. The SharePoint system allows NERAC to:

- assess risks and prevent terrorist attacks or critical incidents;
- collect, analyze, disseminate and manage information;
- constantly upgrade the region's preparedness by enhancing coordination among all public safety officials;
- enhance the ability of first responders to communicate effectively with one another at the scenes of critical incidents in the region.

► **CREATING** a computerized network that enables the

34 members of the Greater North Boston Police Chiefs of Essex County to exchange information on criminal offenders. Police in Seabrook, NH, also use the network. The program allows law enforcement agencies and their various task forces to share information beyond their borders.

► **ESTABLISHING** a computerized facial recognition program that is being used by the Danvers, Middleton, Peabody, Salem, Swampscott, Gloucester, Lawrence, Lynn and Newburyport police departments. This project, begun in 2005, with the technology now available to all Essex County police departments, provides bio-metric facial recognition technology to local police departments, as well as other state and federal law enforcement agencies that request it.

Using specially designed facial recognition software, investigators have the ability to match images of unknown/uncooperative suspects against the Essex



*Correctional Officer Robert Schoch takes photo of inmate going on parole for the department's facial recognition system.*



*Information and Technology Department Deputy Superintendent David Marescalchi demonstrates the department's video conferencing technology.*

County Sheriff's Department's booking database comprised of 50,000 images. With this technology investigators have the ability to identify and verify the identities of suspects based on unique facial characteristics rather than relying on information derived verbally from the suspect. By utilizing this technology investigations can become more accurate, successful and considerably less time consuming. This project provides law enforcement the tools they need to investigate, respond to and prevent crime.

► **UTILIZING** video conferencing technology to conduct bail reviews, arraignments and some court appearances for offenders housed at the Middleton House of Correction. This diminishes transportation costs associated with driving some of the offenders to their scheduled court appearances. As this program gains wider acceptance in the legal community, the accumulated savings to the taxpayers will also continue to grow.

*At right, Deputy Superintendent David Marescalchi, left, and Assistant Deputy Superintendent Jack Gamble look over servers in the Information and Technology Department.*





# Rehabilitation Services

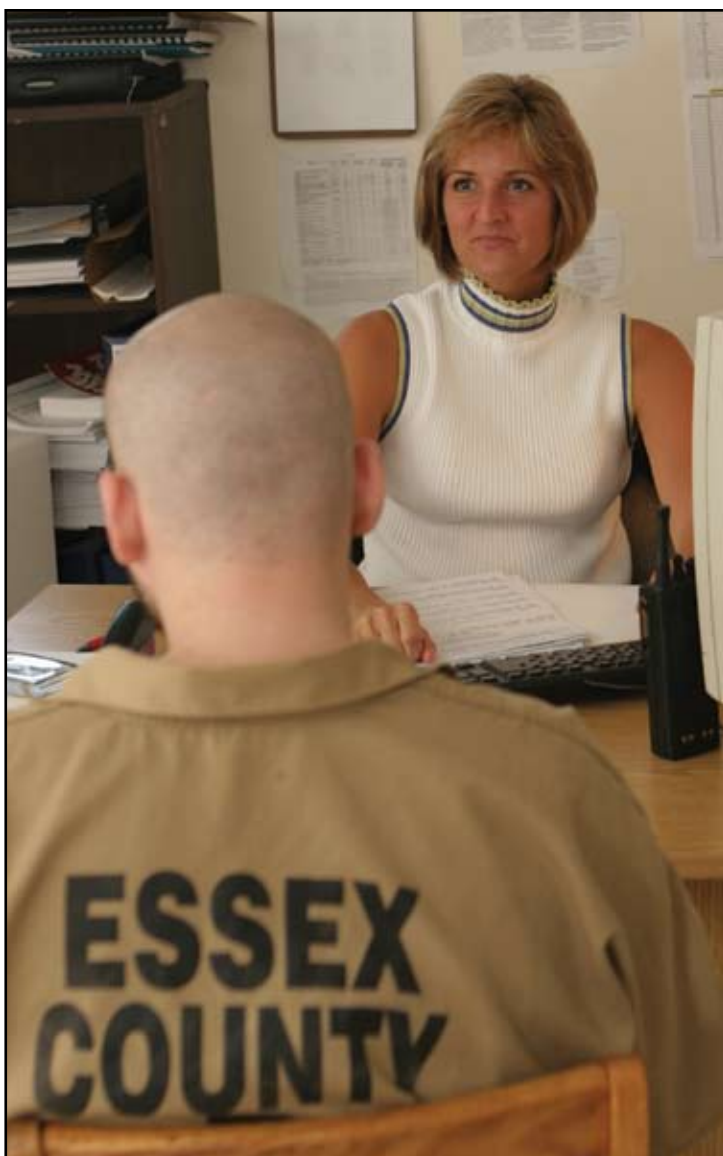
**T**he Essex County Sheriff's Department operates incarceration facilities in Middleton, Lawrence and Salisbury. It also runs Community Corrections Centers in Lawrence, Salisbury and Lynn. At any time, there are approximately 2,000 male and female offenders, pre-trial detainees and probationers in the care and custody of the department. Yearly, the department processes more than 6,000 offenders. The average age is 21 and the youngest is 17. Seventy percent of the offenders and detainees do not have their high school diplomas or equivalent.

Those in the custody of the correctional system are in need of some form of specialized care and/or training, which will give them the tools needed to return to society as productive participants once released.

Treatment needs and rehabilitative programs differ from one offender to the next.

Offenders need to learn how to stop drug and alcohol use, while others need to be taught a vocational skill that will enable them to earn a living.

Since 1996, Sheriff Frank G. Cousins Jr. has introduced numerous innovative programs to meet the varied needs of the county's offenders.



**T**he rehabilitative program for each offender is developed during the intake process. Middleton uses an incentive-based re-entry system, which requires offenders to address the issues that led to their incarceration.

The re-entry journey for offenders starts as soon as they arrive at the Middleton House of Correction. Sentenced inmates have an initial conference with a re-entry coordinator, a programs administrator and a member of the classification department. They develop a rehabilitative program to meet the offender's needs while incarcerated. A written copy is given to the offender to sign, which means he agrees to the treatment plan. If the offender elects not to sign, he will be deemed "non-compliant," and eligible to receive only minimal "good time" during the duration of his sentence.

Under Massachusetts law, an offender can have his sentence reduced based on his willingness to participate in programs, supervised work crews and counseling sessions. If an offender chooses not to participate, he can only earn a reduction of 2.5 days per month.

Since every inmate has a different need profile, there is an extensive list of treatment and educational programs. Some teach offenders how to overcome their abuse of drugs and alcohol, while others teach ESL, GED and Title I.

*Michelle Kravette of the Reintegration office counsels an inmate.*





# Rehabilitation Services

**Programs offered by the Essex County Sheriff's Department include:**



## **TREATMENT IN RECOVERY FROM ADDICTIONS IN CORRECTION (TRAC)**

Since 80 percent of all offenders in Essex County commit their crimes due to drug and alcohol abuse, this is perhaps the most vital treatment program offered in Middleton.

Eligible offenders are enrolled in the program upon their initial meeting with staff and based on their clinical and re-entry needs. The program is housed in a unit separate from the general population. Treatment lasts between four and six months and consists of mandatory attendance at five daily group sessions.

Offenders also participate in weekly individual counseling where the focus is on meeting the goals of their individualized treatment plan. The program emphasizes aftercare, with the goal being to give the offenders the appropriate levels of treatment and assistance they need upon their release. Participants are not allowed to watch TV during programming hours. All are required to perform a janitorial task during their involvement.

The early portion of the TRAC curriculum places a strong emphasis on the 12-step approach to recovery. It includes substance abuse awareness, issues of recovery and challenging criminal thinking. In the latter stages, management of feelings and problem solving are the focal points.

Aftercare referrals range from outpatient counseling and educational services to long term, in-patient residential care programs throughout the state. A partial list of the treatment centers offenders are referred to includes: Ryan House in Lynn; Phoenix East in Haverhill; Link House in Newburyport; the Elms House and Progress House in Amesbury; Hope House in Boston; Project Turnabout in Hingham and the CAB Transitional House in Tewksbury.

## **ALTERNATIVES TO DOMESTIC VIOLENCE (ATV)**

Eligibility for this unit is based on offenders' clinical and re-entry needs. The program is for men who commit domestic violence and is geared toward ending the behavior.

Treatment begins with participants acknowledging their violent behaviors. Next, they confront their attitudes and beliefs that have prevented them from discontinuing the cycle. Once that acknowledgement is reached, they are taught to remain free of violence.

The program runs for five to seven months. Offenders are required to attend 80 hours of domestic violence counseling, based on the Deluth Model of batterers' intervention programs.

**Phase One** is the "Beginners' Group." It consists of 16 hours of education that spans four weeks. It includes three hours of violence intervention education and one hour per week of substance abuse education.

**Phase Two** is the "Ongoing Group." This consists of 16 weeks of education, four hours per week. An hour a week is for substance abuse education.





*Volunteers conduct a group counseling session.*

## ANGER MANAGEMENT

This is an eight-week course that meets once a week for 90 minutes. Offenders are required to describe their violent and angry behavior; recognize the triggers and sources of the outbursts, and monitor daily anger levels and responses.

Participants are introduced to mechanisms designed to help them cope with their feelings and overcome this emotion. Some techniques taught include feelings identification, relaxation and positive communication skills.

Offenders are also expected to finish eight homework assignments that include recognizing anger; expressing anger; anger in the family, an anger diary; "I feel..." statements, now we breathe, resentments, and communication roadblocks.

## SEX OFFENDER COUNSELING

About 10 percent of the population at the Middleton House of Correction is incarcerated because they committed a crime of a sexual nature.

Offenders choose to participate in this program or are mandated by the court.

Sentenced offenders attend two group-counseling sessions per week. Each group lasts two hours and focuses on relapse prevention and behavior modification. Individual counseling is

available to those who are interested. Pre-trial offenders not eligible for group treatment can request individual counseling.

The curriculum uses the workbook "Facing the Shadow," by Barbara K. Schwartz, PhD., and Gregory M.S. Canfield, MSW.

Issues addressed by offenders and their counselors include: deviance; your physical self in recovery; your cognitive self in recovery; your feelings in recovery; your spirituality and recovery; looking at families; and planning for your recovery.

## DRUG AND ALCOHOL COUNSELING

Group counseling is provided to offenders who elect to participate in this program. Treatment focuses on substance abuse education and addressing those issues that led to the abuse and incarceration.

The curriculum centers on issues of denial, recovery tools, personal inventory, dynamics of addiction, self help groups and the disease of addiction. Groups last for one hour.

Most offenders in this program are usually awaiting placement in the TRAC program. Some, however, do not require TRAC. Graduates of the TRAC program are enrolled in this course as part of the next phase of their treatment.

Participants who finish this program are referred to clinically appropriate aftercare placements. Per year, this course averages 8,400 units of service.

# Rehabilitation Services

## HIV AND INFECTIOUS DISEASES

This program provides services to offenders living with HIV, Hepatitis C and other infectious diseases. It also gives prevention education courses to the general population.

Operated by a member of the sheriff's department's programs staff, the employee follows the offender from the time of his entrance to the time of his release; schedules appointments for the offender with the infectious disease clinic; schedules discharge plans for offenders; maintains a database with information on the status of all HIV-positive offenders and makes all referrals to the HIV Drug Assistance Plan (HDAP).

This person also ensures all offenders are given the opportunity for a confidential HIV test with pre and post-test counseling. Offenders involved in this program are discharged and reintegrated into society in three phases:

- ▶ The first includes HIV/AIDS education and counseling, and weekly support group meetings. There are also classes in crisis intervention and life skills. Suitable offenders are referred to educational services and encouraged to address any other clinical needs, such as issues of anger and substance abuse.

- ▶ The second occurs 60 days after incarceration and focuses on medical needs, housing issues and economic concerns, such as SSI and SSD. Counseling is a continued component.
- ▶ The third and final phase is activated 30 days prior to an offender's release. Another needs assessment is conducted to determine the offender's post incarceration requirements. This assessment determines what the offender will need for housing, medical care and, if necessary, substance abuse counseling.

On average, 31 offenders receive these services per month in Middleton. The number of offenders who are placed in housing as a result of their participation varies.

## MENTAL HEALTH TRANSITIONAL SERVICES

Nearly 25 percent of our population suffers from a mental health disorder. On top of that, most also have a substance abuse issue and/or chronic medical condition.

This program finds suitable housing for these offenders upon their release. An aftercare worker sees to these offenders' needs, which creates the desired continuum of care.







**PARENTING PROGRAM**

This program is offered in conjunction with the Massachusetts Department of Revenue and Catholic Charities of the North Shore.

The “Incarcerated Parents Program” provides a foundation so parents can build and maintain positive relationships with their children and custodial parent while they are incarcerated. This 24-hour course lasts for 12 weeks. Offenders who have completed or are participating in treatment programs can partake in this offering.

**LIFE SKILLS/PRE-RELEASE**

This program runs twice a week for eight weeks. It provides offenders with the skills they need to interact with employers. Life skills classes taught include attitudes, job-search techniques, cover letters and resume writing, interviewing, understanding CORI and federal bonding.

The 90-minute pre-release class instructs offenders about the social services available to them in their communities. The coordinator constantly updates the information presented. Offenders learn the locales for halfway houses, self-help groups,

community mental health agencies, transitional housing, substance-abuse treatment programs, outpatient appointments and the machinations of Massachusetts’s health insurance.

**DON DANELLS SCHOLARSHIP FUND**

Offenders who have completed their sentences may be eligible for this award, which will pay for additional coursework at North Shore Community College upon their release from the Middleton House of Correction and/or the Lawrence Correctional Alternative Center.

The scholarship is awarded every two years to four individuals who have demonstrated a commitment to improve their lives by changing their behavior. To be eligible, applicants must have completed the Alternatives to Violence Program, TRAC, or the GED program, and must be planning to pursue an associate’s degree or certificate granting program from North Shore Community College upon their release.

The scholarship is named after Don Danells, a longtime volunteer who has tirelessly worked with offenders for the last 10 years, volunteering to assist those enrolled in the various rehabilitative programs offered at the Middleton House of Correction and Lawrence Correctional Alternative Center.

# Educational Training



**T**he educational and vocational training classes available to offenders involved with the Essex County Sheriff's Department are as varied as the rehabilitative services offered.

Educators from the Massachusetts Department of Education and staff manage this program. Offenders voluntarily participate after they have taken a standardized reading and math test to determine their proficiency.

## ***Classes offered include:***

### **SPECIAL EDUCATION**

This is designed for offenders under age 22 who can benefit from small group instruction. Offenders are taught according to a current or expired individualized educational plan (IEP) written by educators in the school district they last attended.

### **TITLE I**

This is for offenders under age 22 who need small classes to learn remedial reading and math. Computer-aided instruction is used.

### **ADULT BASIC EDUCATION**

Classes are offered to offenders over age 22 in Adult Basic Education and General Equivalency Diploma instruction. Writing skills, social studies, science, literature and math are taught. Computer-aided instruction is used.

### **ENGLISH FOR SPEAKERS OF OTHER LANGUAGES**

This program develops listening, speaking, reading and writing skills in English for offenders whose native language is other than English. The focus is on mechanics, structure, culture, learning strategies and systems. Computer-aided instruction is used.

### **COMPUTER SKILLS**

This is for post-GED students and offers training in Microsoft Word, PowerPoint, Access, and Excel.



*Top photo: Sean LeBroda, Director of the Essex County Re-Entry Center, works with an inmate.*

*At right, Director of the Print Shop Tom Donovan with inmate.*





# Vocational Training

Offenders incarcerated in the Middleton House of Correction have the chance to learn one of the following vocational skills.

## HVAC

The principles of heating, ventilation and air conditioning are taught, along with the components and accessories used in the trade. This course has led offenders to gain their certification in refrigerant recovery and recycling from the Air Conditioning Contractors of America.

## SCHOOL OF BARBERING

All areas of men's haircutting are taught, including shaving and facials. This 1,000-hour course also provides instruction in the state's sanitary codes. After passing the state's practical and written exam, the offender earns a Massachusetts Apprentice Barber's License.

## GRAPHIC ARTS

Typesetting, layout, design, offset press operation, use of single and two-color press, camera/plate-marking procedures and bindery operations are taught in the department's print shop. This training prepares the offender for an entry-level position in the printing business upon his release.

## CULINARY ARTS

Food safety, storage, preparation and sanitization are the topics covered in this four-part course. Each session begins with a list of learning objectives presented in English and Spanish. The list is augmented with a video presentation. At the end of each class participants are given a culinary test. At the conclusion of the fourth class, all of the material that was presented is reviewed a final time.

Upon completion, each offender is given a Certificate of Completion in Food Safety and Sanitation.



Photos from top to bottom: Sheriff Frank G. Cousins, Jr. watches as an inmate gives a haircut; Inmate patches his clothing; Print Shop Director Tom Donovan provides instruction to two inmates.

At left, Director of the Fleet Jeff Webber works with an inmate in the garage.





# Lawrence Correctional Alternative Center

The Essex County Sheriff's Department gained operational control of the Correctional Alternative Center in April 1976. The facility sits on 13 acres bordered by the Merrimack River and Interstate 495. Seven of the 13 acres is farmland used to grow eggplant, corn, squash, pumpkins, onions and tomatoes that are harvested to feed the male and female offenders incarcerated in Middleton, Lawrence and Salisbury.

The Marston Street complex was initially opened by the City of Lawrence in 1869 as a reform school for boys with behavioral problems. Today, the site is being used as a pre-release facility to turn offenders with drug and alcohol addictions into productive members of society.



## REHABILITATION AND EDUCATIONAL SERVICES

The CAC has the capacity to house 340 offenders. Violent criminals and sex offenders are ineligible for placement. Offenders are assigned through a re-entry process conducted at the Middleton House of Correction.

### *Programs offered include:*

- ▶ Treatment in Recovery from Addictions in Corrections (TRAC)
- ▶ Alternatives To Domestic Violence
- ▶ Anger Management
- ▶ Adult Basic Education
- ▶ Family Literacy
- ▶ AA
- ▶ NA
- ▶ Principles of Agriculture



*At right, Director of  
Rehabilitation Programs  
Joe Ouellette.*







# Lawrence Correctional Alternative Center

## RE-ENTRY CENTER

This 54-bed treatment facility opened in January 2005. A new concept in Massachusetts corrections, the center is geared toward providing housing and treatment services to minimum-security offenders, which creates additional space for offenders at the Middleton House of Correction and the CAC.

### Offenders eligible for placement are:

- ▶ Those 30-60 days from release who are awaiting placement to a halfway house
- ▶ Those who have received parole-reserve dates, but are awaiting parole-approved, post-release housing
- ▶ Parolees, probationers and pre-release offenders who have committed technical violations of the terms of their conditional releases that do not rise to a level of seriousness calling for them to be re-incarcerated in Middleton or at the CAC
- ▶ Those eligible for enrollment in the Electronic Monitoring Program (EMP)

The center is in a newly renovated back building. The rehabilitation work was paid for through a one time, federal disbursement of \$246,000. Offenders live in dormitory-style rooms that adjoin larger common areas, where they meet with their counselors and individual caseworkers for job development, life skills and drug and alcohol counseling sessions.

The program is modeled after one used by the state of Delaware's correctional system. It consists of using therapeutic-based programming to treat and modify the behaviors of substance abusers in prison and in a work-release center. Participants are required to help themselves and others to change their behavior and reduce their drug use.

### The curriculum is broken into six sections:

1. **Intake and Orientation:** This helps the offender prepare for the process of change and discusses why drugs and criminal behavior are so closely related.
2. **Criminal and Addictive Thinking:** Helps correlate the thinking problem and the behavior problem. Offenders recognize their thinking patterns and learn new skills.

3. **Drug and Alcohol Education:** The offender begins to understand that addiction is a chronic, progressive, yet treatable disease. The offender will learn about the nature and symptoms of addiction and the process of recovery, and also how the effects of alcohol and drugs cause emotional, financial, spiritual, social, legal and vocational dilemmas.

4. **Socialization:** The offender will learn that empathy for others can be developed; that the inability to admit fault keeps you isolated; that genuine relationships are based on honesty; conflict is a natural part of relationships; and alcohol and drugs distort the way we experience relationships.

5. **Relapse Prevention:** The offender is taught the importance of avoiding high-risk situations; utilizing the 12-step recovery process; finding a good sponsor; and making decisions based upon sound moral and responsible thinking patterns.

6. **Release and Re-integration:** This prepares the offender for his return to the community by providing him with the tools and skills needed to find employment, deal with free time, and structure an appropriate support system that is suitable to his specific needs.

### Offenders in the program are taught to:

- ▶ Understand the reasons for their addictions, while at the same time learn how to confront their issues of denial
- ▶ Recognize and disrupt their own criminal thinking patterns
- ▶ Accept responsibility for their behavior
- ▶ Develop and implement a relapse prevention plan
- ▶ Develop and use support networks when they feel they are on the verge of relapsing
- ▶ Improve their ability to understand the thoughts and feelings of others
- ▶ Integrate pro-social attitudes in their daily lives
- ▶ Understand the thoughts and feelings of others, particularly those they may have hurt and the reasons why





**WORK RELEASE**

Offenders who have completed mandatory rehabilitative programs and are on the verge of being released are eligible for this program. Working with staff, offenders are placed in jobs throughout the region. Depending upon the program, the employer will pick up the offender at the facility and return him when the shift has concluded. Other offenders are brought to and from their jobs by staff.

Department employees conduct frequent security checks on these offenders. Wages earned are held by the department for the offenders and given to them upon their release. The money is also used to pay room and board, legal fees, fines, and child support and victim restitution.

**COMMUNITY SERVICE**

More than 100 offenders participate in this program. Work crews, under the supervision of staff, tend to various municipal projects in the 34 cities and towns that comprise the county. Some of the work consists of trash pickup on the region's roadways.

*At right, inmate at the Lawrence Correctional Alternative Center works at the facility's farm. Below, two inmates from the CAC prepare a lawnmower to cut the grass at the farm.*





# Women

## in Transition facility

**T**he Essex County Sheriff's Department's Women In Transition Facility (WIT) opened Jan. 8, 2001. Located in Salisbury, this pre-release facility serves 24 women with drug and alcohol addictions. An additional 20 women reside in an adjacent sober housing wing and are participants in the electronic monitoring program.

Participants are non-violent and have not committed sex offenses. Eligibility is dependant on the offenders having resolved all legal issues that would prevent them from being placed in a minimum-security facility. Prior to this facility being opened, women offenders from Essex County were destined to serve their sentences at the Massachusetts Correctional Institute for Women in Framingham.

When Sheriff Cousins opened this facility, he had a simple goal: Provide the same rehabilitative programming opportunities to the women of Essex County that had always been available to men.

Upon arrival, offenders are given orientation booklets that they review with staff. Next, they are given a curriculum booklet that lists and explains all of the available rehabilitative programs. They then sit with a clinician and develop individualized rehabilitation plans that best meet their needs.

All offenders are expected to attend weekly group counseling sessions and actively participate in regular collaborative sessions with their reintegration worker. Participation in the large group counseling sessions is mandatory. Programs are available for those who do not possess their high school diploma.

### **Programs offered include:**

- ▶ Substance Abuse and Relapse Prevention
- ▶ Social Aspects of Recovery
- ▶ Interpersonal Peer Issues and Emotional Healing
- ▶ Bracelet Issues/Interpersonal Group
- ▶ 12-Step Study
- ▶ Self -Esteem
- ▶ Errors in Thinking/Criminal Thinking
- ▶ Houses of Healing
- ▶ Mindfulness Group
- ▶ Relationships
- ▶ Anger Management
- ▶ Domestic Violence
- ▶ Moms' Support Group
- ▶ Mom & Me Activity Nights
- ▶ Health and Nutrition
- ▶ GED



*WIT inmates clean skateboard park in Salisbury as part of their rehabilitation.*

### **RE-ENTRY SERVICES**

All offenders incarcerated at the WIT and/or participating in the electronic monitoring program begin preparing for their release upon their arrival. Participants regularly meet with their reintegration counselor to plan for their aftercare. Topics addressed include: employment, residential and outpatient programming, counseling, education, vocational training, childcare, support groups and health care.

Some of the outside residential treatment centers offenders have been placed in at the conclusion of their sentences are:

Glenice Sheehan Program – Lowell  
Latinas Y Ninos – Roxbury  
Shepard House – Dorchester  
Hello House – Boston and Quincy  
Meridian House – East Boston  
Entre Familia – Mattapan  
Sheehan House – Tewksbury  
Project Cope – Lynn  
Ummi's – Roxbury  
Women's View – Lawrence  
Moores Way – Gloucester  
Saint Francis House – Boston  
Women in Recovery – East Boston

As with their male counterparts incarcerated at the CAC, the women at the WIT also have the opportunity to participate in work release and supervised community service work crews.

***Some areas where the women have made a positive impact with their efforts include:***

#### **Salisbury**

The offenders help the community prepare for its summer visitors by cleaning the beach, parking lots, parks, roadways and sidewalks.

#### **Emmaus House**

The offenders go to this shelter twice a month and clean the common area, kitchen and bathrooms. They also cook for the residents.

#### **Feline Rescue Society**

The offenders visit the Salisbury headquarters and provide cleaning services.

#### **Amesbury Alliance**

The offenders decorate the center of Amesbury at Christmas time.

#### **Women's Crisis Center**

The offenders stuff envelopes and seal and label newsletters for this Newburyport agency.

*At right, an inmate from WIT works at local supermarket.*







# Essex County Community Corrections Centers

**T**he Essex County Sheriff's Department was one of the first law enforcement agencies in the state to embrace the concept of community corrections centers. The department, in collaboration with the state Office of Community Corrections, the Essex County probation offices, state Parole Board, and Essex County District Attorney's Office, opened the first center in Lawrence in July 1988. It was followed in 2000 with the opening of a center in Newburyport, which has since relocated to Salisbury. The third center opened in Lynn in March 2001.

The purpose of these centers is to provide intermediate sanctions to offenders and wean them off drugs and alcohol as intensely as possible before they need to be incarcerated for their crimes.

All drug testing is done at the centers, rather than being sent to outside laboratories, which saves taxpayers thousands of dollars. Participants are screened for marijuana, cocaine, amphetamines, benzodiazepene, alcohol and opiates. A single test costs approximately \$2. The number of drug tests conducted by the three centers is about 55,000 per year.

## ***The objectives of the centers are:***

- ▶ To provide offenders with the opportunity to live and work in their communities while they are treated and held accountable for their conduct by the courts.
- ▶ To structure individualized rehabilitative programs for offenders based on the requirements of their court sentences.
- ▶ To encourage a work ethic in offenders by teaching job skills, assisting in job placements and monitoring employment progress.
- ▶ To reduce the rate of drug abuse by offenders by mandating random drug testing and substance abuse treatment.
- ▶ To foster accountability among offenders by establishing graduated penalties for participants who fail to follow their treatment plans.
- ▶ To have offenders respect and prioritize victims' rights by fulfilling their obligations to those they have harmed.
- ▶ To offer referrals which enhance the academic education of the participants.





The community corrections centers serve two levels of offenders. The court determines the classification level.

Level IV offenders are subject to the most intense program and are accountable to staff for their whereabouts 24 hours a day. This encompasses electronic monitoring every day of the week, day reporting, and inpatient alcohol or drug treatment and halfway house placement.

Level III offenders are accountable for their whereabouts on a daily basis. Electronic monitoring, day reporting, curfews, and intensive probation supervision are the policing mechanisms.

**Services and expectations for Level IV offenders are:**

- ▶ Day reporting for 4-6 hours
- ▶ Five to 10 hours of community service per week
- ▶ AIDS prevention education
- ▶ Alcohol and drug counseling
- ▶ GED classes
- ▶ Job readiness
- ▶ Drug testing
- ▶ Life-skills classes
- ▶ Referrals for additional services

**Services and expectations for Level III offenders are:**

- ▶ Day reporting for 1-4 hours
- ▶ Five to 10 hours of community service per week
- ▶ AIDS prevention education
- ▶ GED classes
- ▶ Job readiness
- ▶ Drug testing
- ▶ Life-skills classes
- ▶ Referrals for additional services

Other rehabilitative classes offered to offenders include: critical and rational thinking skills; the five steps of decision making; interpersonal communication skills; violence prevention; impulse control; stress management and parenting.

Offenders assigned to this program have to meet all the responsibilities they have been given by the courts when sent to a center; which, in many cases, means the length of mandated care they receive is longer than if they were just simply incarcerated, served their sentence, and were released.



*Assistant Deputy Superintendent Mark Cassola.*



# Public Services



*Sheriff Frank G. Cousins, Jr. talks with Sgt. Robert Raymond during a visit inside a Middleton housing unit.*

## **These services are:**

### **CIVIL PROCESS**

Sheriff Frank G. Cousins Jr. established the first Civil Process Division in Salem and Lawrence, works with lawyers throughout the region.

The money generated from this endeavor is used, in part, to sustain the unit and pay for new equipment and capital improvements in the department, which annually saves taxpayers thousands of dollars. A portion of the revenues is also submitted to the state, as required by law, which is deposited into the Commonwealth's general fund.

Prior to 1997, Civil Process operated as a private concern through myriad firms that had no accountability to the sheriff's department.

### **SECURITY INVESTIGATIONS**

Deputy sheriffs are collaborating with local, state and federal law enforcement agencies throughout the region on a variety of projects and specialized task forces. These task forces address criminal activities such as gangs and illegal drugs.

Deputy sheriffs have also worked with local, state, and federal police departments to apprehend fugitives who have outstanding charges against them and have failed to appear in court.

**T**he work of the men and women of the Essex County Sheriff's Department does not stop with the care, custody and rehabilitation of offenders. An array of law enforcement and community outreach programs are also offered.

All of the programs are focused on enhancing the public welfare in Essex County. Some of the offerings deal with the courts. Others deal with the region's youth and elderly populations.

### **K-9 DIVISION**

The Essex County Sheriff's Department's K-9 Division consists of 16 teams with wide-ranging duties.

While all the teams are responsible for providing interior and exterior security at all the department's facilities, they are often called by police departments to aid in the arrest of fugitives, locate missing people, and participate in school drug searches.

The K-9 division also conducts demonstrations in schools and at parades and fairs throughout the region.

### **ANTI-GRAFFITI TRUCK**

Housed at the Correctional Alternative Center in Lawrence, the anti-graffiti truck is part of that facility's community service program.

Two offenders, supervised by a correctional officer, will take the truck out and visit any community looking to remove graffiti from public or private buildings. Requests to remove the graffiti are usually made by business owners, mayors, town managers, city councils, boards of selectmen, or police chiefs.

In the past several years offenders have removed graffiti from buildings and bridges in Georgetown, Groveland, Haverhill, Ipswich, Lawrence, Lynn, Lynnfield, Marblehead, Methuen, Nahant, Newburyport, Peabody, Salem and Swampscott.

*At right, Lt. Joanne Caron with her partner at the time, Ingo.*







# Public Services



## SERVING OUR ADOLESCENTS RESPONSIBLY (SOAR)

This free program is for any child between the ages of 12 and 15. The goal is to give youth a positive and fun atmosphere that will promote teamwork, build leadership skills and instill a sense of personal responsibility for their actions.

Classes start in the first week of July and run through the last week in August. Each session lasts a week. The academy is headquartered at Essex Agricultural Technical High School in Danvers, which is next door to the Middleton House of Correction.

During the week participants engage in a variety of activities, including a day spent navigating the ropes course at PROJECT ADVENTURE in Beverly, learning about drug and alcohol awareness, bullying, and building leadership skills. Each session concludes with a cookout and awards ceremony for participants and their families at Essex Agricultural Technical High School.

### SOAR Program goals:

- ▶ Increase law-abiding and positive behaviors in the community.
- ▶ Join with community agencies to coordinate services.
- ▶ Educate youth about the danger of street drugs.
- ▶ Improve the environments where adolescents grow up.
- ▶ Encourage adolescents to be leaders in their communities and develop skills to carry into the workforce.
- ▶ Participate in community advocacy for youth-related causes.



*Superintendent of Housing Jerry Robito.*





*Sgt. Karen Paluzzi sorts through paperwork.*

### TRIAD PROGRAM

The Essex County Sheriff's Department, in conjunction with area police and the Essex County District Attorney's Office, has established SALT Councils in several of the county's communities. SALT is shorthand for "Seniors and Law Enforcement Together."

It consists of representatives from this department, the district attorney's office, senior citizens and police officers coming together and solving the safety issues that are important to that elderly community. Each SALT Council focuses on issues of importance in their community.

This three-pronged approach to helping seniors fight crime has existed on the national level for a number of years. Sheriff Cousins introduced it locally in 2002.

Thirty-three of the 34 communities the ECSD serves have active SALT Councils.

### REGIONAL JUVENILE LOCKUP

In April 2005 the Essex County Sheriff's Department began operating a temporary holding facility for juveniles on the grounds of the Correctional Alternative Center in Lawrence. The structure, a 24-foot-by-60-foot modular building, is similar to portable classrooms used in some school districts.

The facility is used to hold arrested juveniles from Essex and Middlesex counties. The young people brought to the site can spend no more than six hours there, according to state and federal laws. Once they are brought to court, if it is adjudicated that they need to remain in custody, they are transferred from court to a permanent Department of Social Services institution.

# Additional Services

## for offenders at the Middleton House of Correction

**R**ehabilitation and the re-entry of offenders are the focus of those who work for the Essex County Sheriff's Department. Additional services, most of which are required by law, are also available.

*They include:*

### **CANTEEN**

The canteen makes snack foods, toiletries, playing cards and soda available to offenders. An account is maintained for each offender and purchases are deducted accordingly.

### **LIBRARY**

A staff librarian manages a facility filled with current law books that are available to all offenders.

### **MEDICAL**

The medical department provides medical attention to offenders as needed. Prescription medications are provided to offenders through the staff doctor. There is a daily sick call for all offenders.

### **PSYCHOLOGICAL**

Psychiatrists and licensed social workers are part of the staff. The appropriate staff members make the referrals.

### **RECREATION**

A gymnasium is available for aerobic pursuits. Accessibility is dependent upon the offender's classification level and rehabilitation schedule.

### **RELIGION**

Denominational and interdenominational services are conducted for all offenders.



*Correctional Officer David Fortune.*



# Communicating with Relatives & Friends



*Major Michael Bachry speaks with students visiting the facility.*

Offenders are encouraged to have family and friends visit. All offenders and detainees, except those who have lost visiting privileges because they are being disciplined, are entitled to have visitors.

*The guidelines for visiting are as follows:*

- ▶ Visiting schedules are posted in the housing units and available in the lobby for visitors.
- ▶ An offender may deny access to a visitor by leaving a written note, in advance, with the visit officer.
- ▶ Positive identification containing photograph, name, current address, identification number and date of birth is required. The identification may be in the form of a driver's license, non-Massachusetts registry card, welfare card, passport, military card, or governmental agency identification card. You must also bring a current utility bill.
- ▶ A maximum of two adults and two children under age 18 may visit an offender at the same time. A parent or guardian must accompany all visitors under 18. Minors are only allowed to visit a parent, stepparent, grandparent, guardian or sibling.
- ▶ Special visits are granted for extreme hardship and extenuating circumstances. All requests for special visits must go through Superintendent Michael Marks.
- ▶ Messages can be conveyed to offenders through U.S. Mail. Mail is received Monday through Saturday from the Post Office. All incoming mail is opened and checked for contraband. Mail sent to an offender must have the housing unit written on the envelope and include a return address. Legal documents are opened in the presence of the offenders. Polaroid pictures and nude photographs are prohibited.
- ▶ Offenders can make collect calls to family and friends.

# Offices

## of the Essex County Sheriff's Dept.



To view the Essex County Sheriff's Department on the Web, visit

**[www.mass.gov](http://www.mass.gov)**

(And then use the corresponding links at the site for "County Government" and "Massachusetts Sheriffs.")

### Essex County Sheriff's Department

Headquarters  
20 Manning Ave.  
Middleton, MA 01949  
(978) 750-1900

### Lawrence Civil Process Office

354 Merrimack St., Bldg. C  
Suite 332  
Lawrence, MA 01841  
(978) 750-1900 Ext. 4401

### Lawrence Community Corrections Center

499 Essex St.  
Lawrence, MA 01841  
(978) 681-4747

### Lawrence Correctional Alternative Center

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

### Lynn Community Corrections Center

38 South Common Ave  
Lynn, MA 01949  
(978) 750-1900 Ext. 3750

### Middleton House of Correction

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

### Salisbury Community Corrections Center

80 Elm Street  
Salisbury, MA 01952  
(978) 750-1900 Ext. 3707

### Salem Civil Process Office

P.O. Box 2019  
Salem, MA 01970  
(978) 750-1900 Ext. 3590

### Women In Transition

197 Elm St  
Salisbury, MA 01952  
(978) 750-1900 Ext. 3720



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Paul Fleming Jr.  
Editor



The Essex County  
**Sheriff's Department**  
*Commonwealth of Massachusetts*