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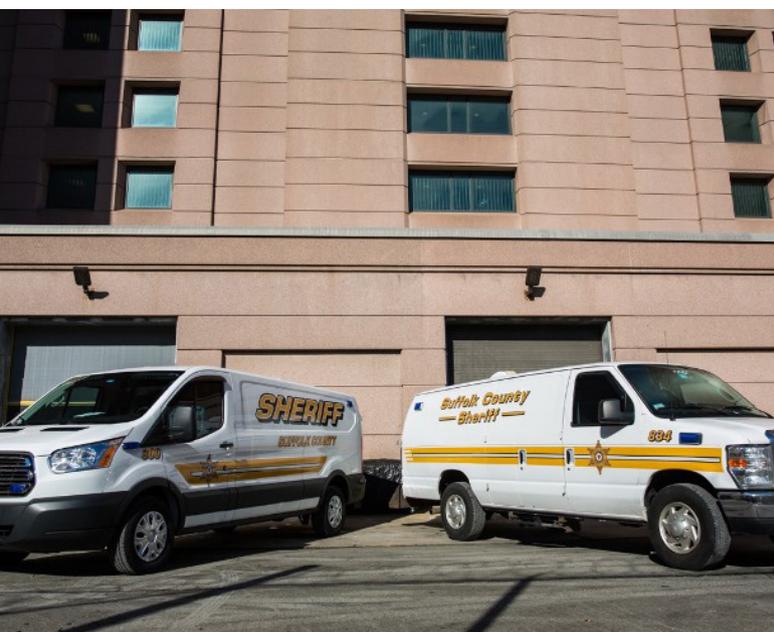
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A PROGRESS REPORT OF THE SUFFOLK COUNTY SHERIFF'S DEPARTMENT (2016-2021)

THE SUFFOLK COUNTY SHERIFF'S DEPARTMENT

First and foremost, the Suffolk County Sheriff's Department provides correctional services. Individuals in the care of the Sheriff are either detained awaiting adjudication, or sentenced to serve a term in a House of Correction two-and-a-half years in duration or less. All offenders whose sentences are longer than two-and-a-half years serve their term with the state prison system, the Department of Correction (DOC). The Suffolk Sheriff's Department works in partnership with DOC and the other 13 sheriff's offices to accomplish its custodial function, transferring jailed individuals across counties and to DOC facilities when security, programmatic, and/or community reentry needs dictate such moves.

In addition, the Department conducts a variety of custodial, programmatic, administrative and law enforcement functions.





STATEMENT OF PURPOSE

The Suffolk County Sheriff's Department is mandated to enforce the laws of the Commonwealth of Massachusetts and to serve and protect the citizens of Suffolk County. The Department accomplishes this mission by:

- Maintaining safe and secure care and custody of inmates and pre-trial detainees; and
- Enhancing public safety by seeking ways to effectively reduce offender recidivism.
- To meet the challenges presented by this mandate, we must set goals that inform and improve our relationship with both the public and among Department staff.

External Goal: To enforce the laws of the Commonwealth and to serve and protect the citizens of Suffolk County by:

- Meeting and exceeding state and national corrections standards for all Department operations; and
- Becoming an accessible public resource by identifying shared goals between the Sheriff's Department and Suffolk County's communities and working to achieve them.

Internal Goal: To build a strong, united, professional organization dedicated to achieving the external goal, by:

- Providing consistent, high quality training and support for all staff;
- Making merit-based promotions based upon objective evaluation of exemplary job performance; and
- Increasing diversity and appreciation for its internal and external benefit to the Department.

DIVERSITY MISSION STATEMENT

Understanding the need for diversity in the workplace and the essential role it plays in its ability to serve the public interest is a priority for the Suffolk County Sheriff's Department. The process by which the Department learns to appreciate the value of internal diversity and its external impact on the communities it serves should be driven by one guiding principle: Our differences are also our strengths.



SUFFOLK COUNTY SHERIFF, STEVEN W. TOMPKINS



Steven W. Tompkins, a member of the Suffolk County Sheriff's Department since 2002, was appointed to serve as the Sheriff of Suffolk County on January 22nd, 2013 by Massachusetts Governor Deval Patrick. In November of 2014, he was elected to the office.

As the Sheriff of Suffolk County, Tompkins manages all operations at the Suffolk County House of Correction, the Suffolk County Jail and the Civil Process Division. In addition to providing care, custody and rehabilitative support for inmates and pre-trial detainees, Tompkins also oversees a management, security and administrative staff of over 1,000.

As the former Chief of External Affairs for the Department, Sheriff Tompkins supervised his own division and was a member of his predecessor's nine-person Executive Team, which was responsible for the day-to-day management of all Sheriff's Department operations. As the Chief of External Affairs he established sustainable partnerships with municipal agencies, neighborhood organizations, civic associations, local businesses and crime watch groups to increase community engagement in

detering youth crime and improving reentry programs. Sheriff Tompkins created the innovative Common Ground Institute, a vocational training and re-entry program that teaches marketable vocation skills in a classroom setting and allows inmates to hone those skills by renovating public lands and facilities throughout Suffolk County. One of CGI's most unique features is its job placement component for graduates with employers who hire with full knowledge of the offender's criminal histories.

His work also focused on youth violence and crime prevention. He created the Choice Program, which sends trained officers into the schools of Boston, Chelsea, Winthrop and Revere to deliver on the program's mission of helping young people to make positive choices for future success while reinforcing the theme of respect for oneself and for others around them. Officers speak with students about a variety of topics specific to today's youths including the dangers of drug use and gang involvement, as well as the consequences of criminal activity. Students are also educated about the role of government and good citizenship.

He also oversaw the popular JailBrake, a program that directly targets youth at risk for involvement in the criminal justice system. JailBrake is designed to help reduce the rise in violent acts committed by adolescents in Suffolk County and to curtail the increase in the number of young people being incarcerated by emphasizing the realities of imprisonment including: lack of control, lack of privacy, and responsibility for one's own actions.

Before assuming his post at the Sheriff's Department, Chief Tompkins served as the Director of Marketing and Public Affairs for the Dimock Community Health Center and served for ten years at AT&T Cable, prior to its purchase by Comcast Cablevision, where he produced scores of television programs, and industrial packages and public service announcements for nonprofit organizations and politicians. While at AT&T, he also served as a member of the communications cadre for the Federal Emergency Management Agency (FEMA) where he was a field producer for the agency's internal television network and press liaison for FEMA's New England Region.

Sheriff Tompkins holds a Bachelor's in Communications from Boston College and a Master's in Public Affairs from the University of Massachusetts.

Sheriff Tompkins is the President of the Massachusetts Sheriff's Association – his second time serving in this capacity – and is an engaged community leader and respected advocate, currently serving as the Chairman of the Board of Trustees for Roxbury Community College and as the Vice President of Region 1 for NOBLE (National Organization of Law Enforcement Executives). He previously served as Vice Chair of the Board of Trustees for Roxbury Community College; was the inaugural President of the Massachusetts Chapter of NOBLE; and completed a three-year term as a member of the prestigious Emerging Adult Justice Learning Community at Harvard University's John F. Kennedy School of Government. In 2011, Tompkins was appointed by Governor Patrick to serve as a Board member of the Boston Finance Commission. Sheriff Tompkins also serves on the Foundation Board and formerly served as chair of the Community Service Board for the Dimock Center, a Roxbury-based community health center that provides convenient access to quality medical and mental health care and human services. The Sheriff previously served as the Dimock Center's Director of Marketing and Public Affairs prior to joining the Suffolk County Sheriff's Department.



SPECIAL SHERIFF MAJOR ABIEZER AYUSO

Special Sheriff Abiezer “Abe” Ayuso joined the Suffolk County Sheriff’s Department in July of 1993. With nearly three decades of service to the Department, Special Sheriff Ayuso has worked in a wide variety of stations, locations and capacities within the Suffolk County Jail, bringing his trademark dedication and high-level of professionalism to all of them, including the Sheriff’s Escort and Response Team (SERT), Transportation, Booking, Central Control, detainee housing units, the Back Gate, and several others.

Over the course of his career, Major Ayuso has ascended the ranks of his fellow officers, rising from Jail Officer and Deputy to Sergeant, Lieutenant, and Assistant Deputy Superintendent.

In June of 2021, Major Ayuso was appointed to serve as the “Special Sheriff,” a designation that requires him to assume the roles and responsibilities of the Sheriff when the Sheriff is out of state or in the event that the sheriff is physically unable to carry out the duties of the position. This appointment also made history, as Major Ayuso became the first Puerto Rican & Latinx person to hold the position of Special Sheriff.

Working as a community affairs officer for the Communications and External Affairs Division, Major Ayuso has held oversight of several of the Department’s outreach programs, which include the Sheriff’s Honor Guard, the Department’s Motorcycle Unit, the Senior Identification Program, and the Ident-A-Youth Program, and he was a founding member of the Department’s Choice Program, which sends officers into schools and community centers across Suffolk County to speak with students, and meet their teachers and administrators to deliver a curriculum that is designed to encourage children to respect themselves and others while preparing for their futures.



Major Ayuso is firearm-certified, consistently qualifying at the top of his class, and has completed trainings and programs designed to enhance his institutional acumen and on-the-job abilities, including his participation in the Northeast Regional Police Institute (NERPI), among others.

Prior to his service to the Department, Special Sheriff Ayuso worked as a member of the Sheet Metal Workers Local 17, and he has volunteered at several community-based agencies and organizations including the Red Cross of Massachusetts, Fair Foods, Classic Bike Club Boston, the Puerto Rican Festival of Massachusetts, and a host of others.

SHERIFF'S SPOTLIGHT: INCREASING DIVERSITY IN HIRING

As previously stated, the Suffolk County Sheriff's Office maintains a series of rigorous standards and practices throughout the hiring process for potential custody and non-custody employees. In addition to these measures, over the past six years, the sheriff's office has also continued to make priority the recruitment of a more diverse workforce not only from a geographic perspective, but with respect to race, ethnicity and gender.



While it is clearly advantageous for any organization to value and support diversity in its staffing when viewed through the lens of social justice and equality, the benefits of a diverse workforce within corrections can also have a powerful institutional impact particularly when it more closely reflects the makeup of the population that it serves.

Diversity, inclusion and cultural competency helps to foster a more harmonious workplace for custody and non-custody staff, and members of the population by promoting a mutual understanding of and respect for cultural differences and social dynamics, which, in-turn, can lead to greater trust, cooperation and safer operation of each facility.

Nationally, Black and Latinx citizens who account for just 32% of the U.S. population make up more than 56% of the nation's prison population. In Suffolk County, this same demographic now comprises almost 40% of all residents, but accounts for more than 70% of the incarcerated population, with women making up about 16% of the overall admissions into custody over the past five years.

Within that same span of time, the Suffolk County Sheriff's Office has hired 465 new employees. Though 357 of those hires were men, the 108 women hired by the sheriff's office reflects a notable increase in what is typically, due to prevailing cultural and societal norms, a heavily male-dominated field.

With respect to racial diversity, the numbers have been even more substantial. Of the 465 new hires by the sheriff's office from 2016 to 2021, 199 were Black, 141 were white, 101 were Latinx, and 24 were Asian.

Over a similar duration, 191 employees received promotions, reflecting similar demographic characteristics. Of the 191 promotions given by the sheriff's office, 110 were white, 53 were Black, 23 were Latinx, 3 were Asian and 2 were Native American.

Broken down by gender, men accounted for 136 of the promotions while 55 women received promotions.

SCSD POPULATION DEMOGRAPHICS

The following chart provides demographic insight information about the number of men, women and people of color in Department custody from 2017 to 2021.

7/1/2017	Male	Female	Total	ASIAN/ PA	BLACK	HISPANIC	AMERICAN INDIAN	WHITE	UNKNOWN	Total
HOC	951	117	1068	20	419	359	0	244	26	1068
%	89%	11%	100%	2%	39%	34%	0%	23%	2%	100%
SCJ	690	1	691	6	358	200	2	124	1	691
%	100%	0%	100%	1%	52%	29%	0%	18%	0%	100%
7/1/2018	Male	Female	Total	ASIAN/ PA	BLACK	HISPANIC	AMERICAN INDIAN	WHITE	UNKNOWN	Total
HOC	786	111	897	15	356	278	0	234	14	897
%	88%	12%	100%	2%	40%	31%	0%	26%	1%	100%
SCJ	603	1	604	5	336	155	0	106	2	604
%	100%	0%	100%	1%	56%	26%	0%	17%	0%	100%
7/1/2019	Male	Female	Total	ASIAN/ PA	BLACK	HISPANIC	AMERICAN INDIAN	WHITE	UNKNOWN	Total
HOC	780	94	874	12	360	290	0	187	25	874
%	89%	11%	100%	2%	41%	33%	0%	21%	3%	100%
SCJ	540	0	540	6	290	149	0	88	7	540
%	100%	0%	100%	1%	54%	28%	0%	16%	1%	100%
7/1/2020	Male	Female	Total	ASIAN/ PA	BLACK	HISPANIC	AMERICAN INDIAN	WHITE	UNKNOWN	Total
HOC	308	116	424	8	153	107	0	151	5	424
%	73%	27%	100%	2%	36%	25%	0%	36%	1%	100%
SCJ	440	2	442	4	240	111	1	85	1	442
%	100%	0%	100%	1%	55%	25%	0%	19%	0%	100%
7/1/2021	Male	Female	Total	ASIAN/ PA	BLACK	HISPANIC	AMERICAN INDIAN	WHITE	UNKNOWN	Total
HOC	537	173	710	4	284	199	1	211	11	710
%	76%	24%	100%	1%	40%	28%	0%	30%	1%	100%
SCJ	324	0	324	7	181	67	0	68	1	324
%	100%	0%	100%	2%	56%	21%	0%	21%	0%	100%

Approximately 72% of the overall population in Department care and custody are pre-sentenced or pre-trial individuals, with 30% of the men and 26% of the women making up the sentenced population. The average length of stay for sentenced men is approximately 11 months and about 6 months for sentenced women.



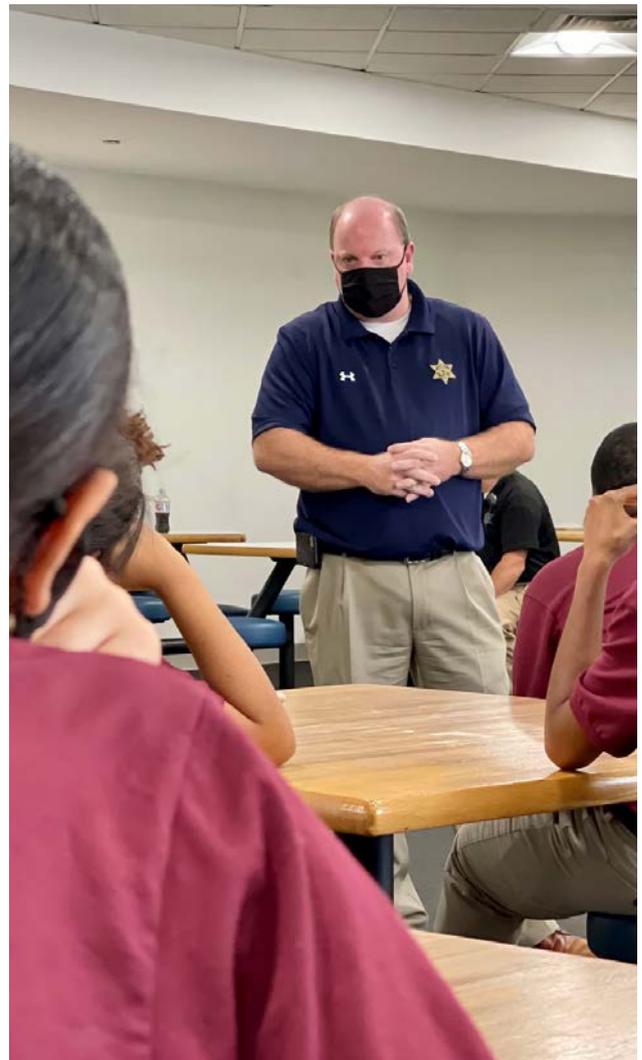
SUPERINTENDENT HOUSE OF CORRECTION WILLIAM SWEENEY

Superintendent William Sweeney is a Nationally Certified Jail Manager and a 31 year veteran of the Sheriff's Department. As the Superintendent of the House of Correction, Superintendent Sweeney oversees the eight-building South Bay facility with a daily population of nearly 700 inmates and more than 500 trained correction officers. He also represents the Department in many liaison roles with external law enforcement agencies, the judiciary, state and city administrators, and various legislators.

Superintendent Sweeney began his career with the Department in 1990 working as a Custodian on the evening shift while he attended college during the day. He has served in many roles during his career, including Custodian Supervisor, Accounts Payable Clerk, Contract Manager, Assistant Director of Personnel, Director of Human Resources, Assistant Deputy Superintendent, and Assistant Superintendent, and elevating to the rank of Superintendent in 2020.

Superintendent Sweeney earned a Bachelor of Arts degree from Western New England College and a Juris Doctor from Massachusetts School of Law in Andover.

Superintendent Sweeney also holds the Society for Human Resources Management Senior Certified Professional certification and the Massachusetts Certified Public Procurement Officer certification. Superintendent Sweeney is an approved Massachusetts Commission Against Discrimination (MCAD) investigator of harassment and discrimination in the workplace, has been a Local Board Member for the Selective Service Commission for 20 years, and is a former SEIU (Service Employees International Union) Local 285 Chapter President.



Suffolk County House of Correction

As many already know, the Suffolk County House of Correction was built to replace its antiquated predecessor on Deer Island, opening on December 26, 1991. The eight building facility houses adult male and female inmates convicted of crimes with a sentence of two-and-a-half years or less. This decentralized, direct supervision correctional center is comprised of 27 separate housing units to which inmates are assigned in accordance with a comprehensive classification system. Following the opening of the House of Correction, the population steadily increased from 832 offenders to as high as 1,900 in 2000. On trend with national statistics, the House of Correction, over the last several years, has seen a decline in the number of offenders housed. The average daily population in 2015 was approximately 950.

During their incarceration, sentenced inmates have the opportunity to participate in a number of programs, which include: substance use programming, anger management, vocational training, English for Speakers of Other Languages (ESOL), educational courses ranging from basic literacy to college preparation classes, job skills, parenting skills and reintegration programming. These programs are designed to prepare offenders for a successful reentry back into the community as well as hold them accountable and responsible for their past actions. Comprehensive medical and mental health services are also provided to the offenders at the House of Correction. The medical and mental health providers ensure that the population at the House of Correction receive proper care as well as discharge planning services for continuity of care upon release.

Suffolk County Sheriff's Department South Bay House of Correction

20 Bradston Street
Boston, MA 02118
(617) 635-1000

Fast Facts About The House of Correction:

- Built in 1990 at a cost of \$115 million.
- 674 cells, 32 housing units, 1,892 beds.
- Originally designed to accommodate 900 inmates, but has housed close to 2,000 offenders.
- More than 20,000 medical appointments are held each year.
- The top three floors of the Main Tower hold our female population and the program areas dedicated for that population.
- More than 5,000 meals are served in the modern kitchen facilities.



SUPERINTENDENT SUFFOLK COUNTY JAIL MICHAEL COLWELL

In over 28 years of service, Michael Colwell has served in a variety of ranks and roles with the Suffolk County Sheriff's Department. Superintendent Colwell joined the Department in 1991 as a Jail officer and, throughout his career, served as a front-line supervisor in the ranks of Sergeant, Lieutenant, Captain and Shift Commander.

In 2019, Colwell was elevated to the position of Superintendent of the Suffolk County Jail.

While a Lieutenant, Superintendent Colwell received training as an instructor in the principals of Direct Supervision at the U.S. Department of Justice, National Institute of Corrections in Longmont, Colorado and has completed instruction in the Federal Law Enforcement Training Center's Incident Command System as well as the Massachusetts Sheriffs' Association Education and Training Council's (MSAETC) Train the Trainer program. As a guest speaker at SAETC conferences, Superintendent Colwell has presented material on various industry-relevant topics.

Since 2005, Superintendent Colwell has assisted the Department's Training Division by creating and delivering a course of instruction for new supervisors that aims to explore the challenges of leadership and peer management.

In 2011, Superintendent Colwell was assigned to provide technical support and assistance during the filming of MSNBC's documentary program Lockup: Extended Stay: Boston.

For several years, Superintendent Colwell has assisted the Human Resources/Recruitment Division through his



participation in the screening of new correction officer applicants, and he has served on command staff promotional interview panels for both neighboring county sheriffs' departments and the Massachusetts Department of Correction (DOC).

Superintendent Colwell serves as the Suffolk County Jail's point of contact for the Massachusetts DOC Standards and Compliance division, meeting regularly to discuss changes to laws and regulations relative to their impact on annual DOC compliance audits.

In 2016, Superintendent Colwell successfully oversaw a comprehensive national accreditation effort by the American Correctional Association as the Accreditation Manager for the Suffolk County Jail. Superintendent Colwell credits the dedicated professionalism of both uniform and civilian staff in achieving a near perfect compliance rating.



Suffolk County Jail



The Suffolk County Jail on Nashua Street opened in 1990 and is the replacement facility for the historical Charles Street Jail, which operated from 1851 until 1991. The Jail is a maximum security facility with over 700 available beds. The Suffolk County Jail has been accredited by the American Correctional Association since 1991.

Transportation, booking and property also maintain effective operations of the facility. Annually, the kitchen staff serve more than 700,000 meals to detainees. The staff also takes time to prepare separate meals for days honoring different ethnic, religious, and cultural holidays.

The Jail continues to use the latest in correctional technology to maintain safe and secure housing units for pretrial detainees. Along with the House of Correction, the Jail is fully compliant with all health and safety codes including the Americans With Disabilities Act. The command staff, along with all Jail employees continue to maintain a modern facility for the care and custody of detainees.

Suffolk County Jail at Nashua Street
200 Nashua Street
Boston, MA 02114
(617) 635-1100

Fast Facts About The Suffolk County Jail

- Opened in 1990 and replaced the Charles Street Jail, which was in operation since 1851;
- Is built on 2.1 acres of land, and totals 249,540 square feet; and
- Is a maximum security facility with over 700 available beds.



GENERAL COUNSEL

GENERAL COUNSEL ALLEN FORBES, ESQ.

The Office of the General Counsel represents the Suffolk County Sheriff's Department in legal matters including, but not limited to those brought in state and federal trial and appellate courts, as well as state administrative agencies such as the Labor Relations Commission and the Massachusetts Commission Against Discrimination (MCAD). It also reviews and drafts contracts involving the Department, including those for the procurement of goods and services. The Office of the General Counsel also represents the Sheriff in all arbitration proceedings.

Allen Forbes was appointed to the position of General Counsel in December, 2012. He began his career with the Department in 2008 as an Assistant General Counsel, handling employment, civil rights, contract, and discrimination cases in state and federal trial courts. Forbes has also served as Chief Civil Deputy of the Department's Civil Process Division.

Forbes earned a B.A. in Philosophy from the Pennsylvania State University in 1983 and a Juris Doctor from Northeastern University School of Law in 1989.

Additionally, the Office of the General Counsel, through the Inmate Legal Services Division at the Jail and House of Correction, is responsible for the provision of certain legal services to inmates and detainees committed to the Department's custody. Such services include bail reviews, emergency Superior Court overcrowding sessions and the processing of numerous inmate and detainee legal requests, requiring research into myriad areas of criminal and civil law.

Virtually all legal work for the Department is performed in-house.

This past year, attorneys and support staff in the General Counsel's Office met with tremendous successes in a wide variety of cases and in many different forums.

The Department has also realized ongoing success in defending complaints filed at the MCAD, which it attributes to the vastly superior training of Department employees, a more balanced and consistent approach to the imposition of employee discipline, as well as the high quality of attorneys and



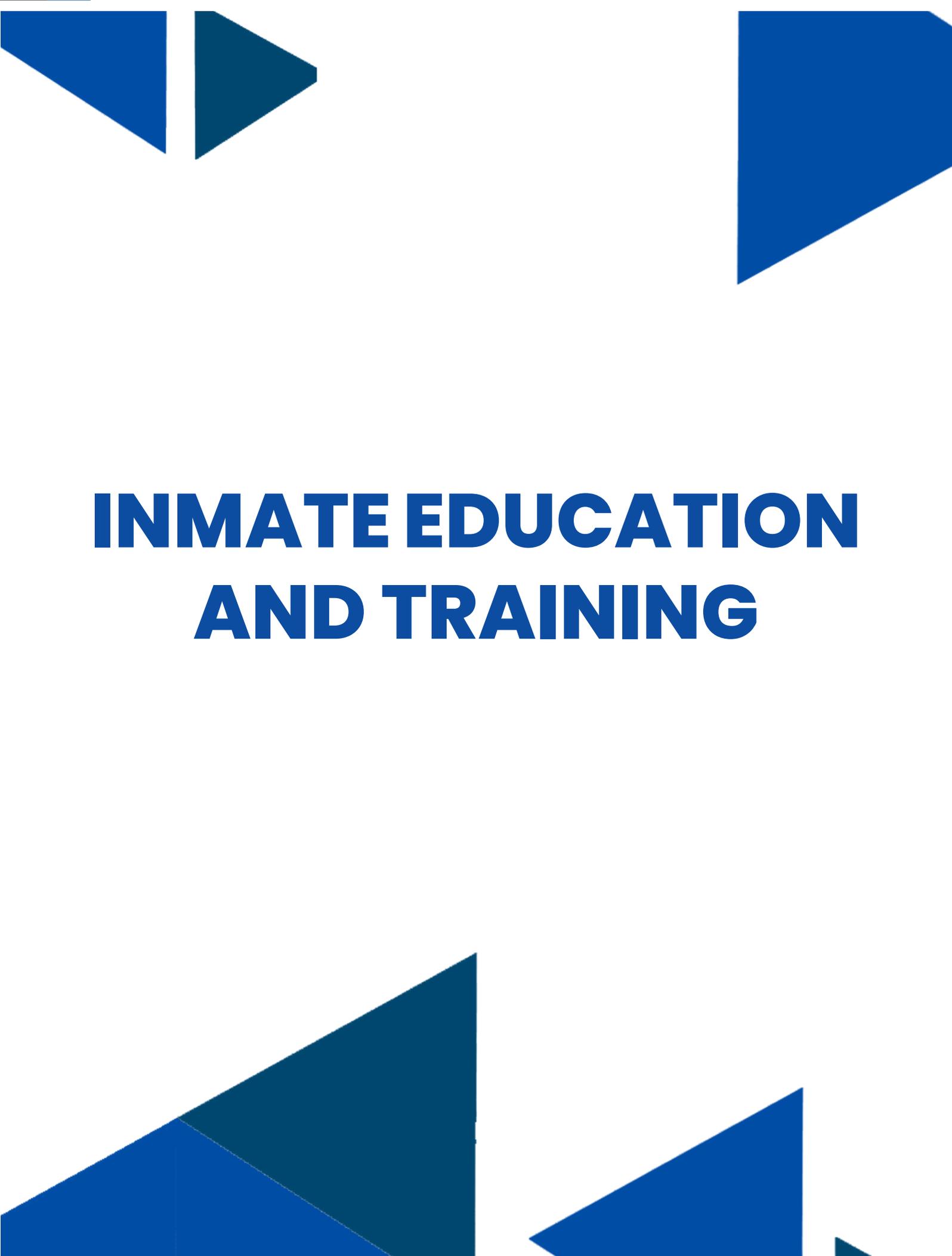
support staff within the Office of the General Counsel. Recent filings by this division with the MCAD have been extremely thorough and transparent, and the results have been solid.

The Department's General Counsel staff is encouraged to attend outside training to supplement the comprehensive training that they've received from the Department, and the Office of the General Counsel also works with the Training Division to provide instruction to both custody and non-custody staff on such issues as criminal offender record information, supervisory liability, issues relating to the recording and monitoring of inmate telephone calls, mail searches, interrogations, and other pertinent legal topics.

The Office of the General Counsel has continued to strengthen its bond with the Sheriff's Investigative Division, which has resulted in more thorough investigations that have in turn led to more success in the number of disciplinary decisions that have been upheld at arbitration. The enhanced investigations have also contributed to the success of matters referred for appropriate criminal prosecution.

Though many of the cases worked on in the Department are of a reactionary nature, the General Counsel and his staff are proactive, taking preventative measures in an effort to identify and prevent potential legal issues in the future.

Members of the Office of the General Counsel have also developed and cultivated relationships with numerous law enforcement entities throughout the Commonwealth of Massachusetts that have assisted with internal investigations, as well as arbitration matters related to off-site employee misconduct cases.



INMATE EDUCATION AND TRAINING

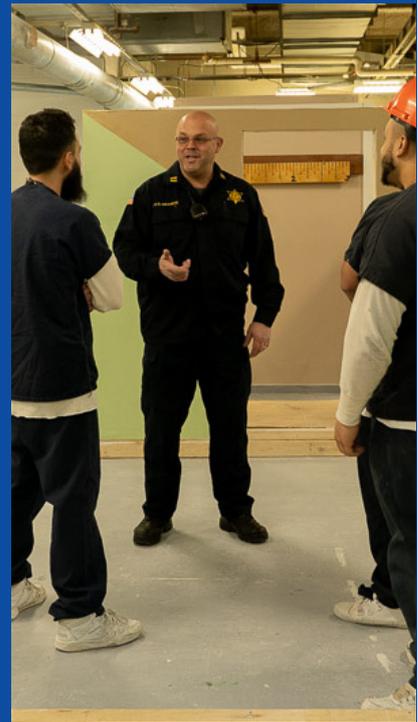
SHERIFF'S SPOTLIGHT: THE COMMON GROUND INSTITUTE (CGI)

In 2005, Sheriff Steven W. Tompkins, in his earlier role as the Chief of External Affairs and Communications, created the Common Ground Institute (CGI) with the intention of making the population at the House of Correction more employable and able to take advantage of work opportunities available in the building trades and construction industry as individuals transitioned back into society. Through this program, the Department addresses recidivism, teaches life and employment skills and helps to make Suffolk County a safer place to live.

CGI - a national model in corrections and the first prison program to be sponsored by the Massachusetts Division of Apprentice Training - is a 10-week vocational skill based program that is divided into two 5-week modules, and a post-release 3-week module, which includes: a jobs readiness program whose goal is to prepare individuals to become mentally and emotionally work ready. The program emphasizes development of the soft skills that are necessary to obtain and retain employment. Concurrent to that 5-week module, CGI students spend their afternoons in classrooms where they are taught carpentry, custodial maintenance, painting and landscaping. Additionally, class participants will become OSHA (Occupational Safety and Health Administration) certified during the academic module by completing a 10-hour course for general industrial safety and health standards. Upon completion of the course and graduation from the program, students receive an OSHA certificate that enhances their access to federal employment.

During the second five weeks of each CGI cycle, class participants utilize their classroom instruction in a very practical way. Working through the Department's Community Works Program (CWP) students apply their knowledge in carpentry, custodial maintenance, painting and landscaping as a means of community restitution. To realize our aim of reducing recidivism, the Department has partnered with the cities of Boston and Revere in addition to the Commonwealth of Massachusetts. Our CWP crews work in conjunction with multiple local city and state agencies that have included Inspectional Services Department, the Boston Redevelopment Authority, the Boston Public Works, the Department of Conservation and Recreation and the Massachusetts Highway Authority. Each program section is designed to build or enhance employment skills that help inmates make a successful transition back into the community.

During 2016-2020, 1,391 inmates were enrolled in CGI with 55 percent completing the program. In this span, 717 completed the 30-hour training for Occupational Safety and Health Administration (OSHA) certification.



VOCATIONAL EDUCATION

In addition to the sizeable increase in educational programming and mental health and substance use disorder services over the past five years under Sheriff Steven W. Tompkins' leadership, the Department has vastly improved the scope of vocational education and training programs with the intention of expanding the employment options available to returning citizens. Among them are:

Basic Auto 101: This program is intended to advance the participants' knowledge about owning, maintaining, and repairing automobiles. Shop activities include completing design procedures that involve the inspection, replacement, and identification of automotive components.

Small Engine Repair: The course is designed to provide the participants with an introduction and training to the repair, maintenance and safe operation of small engine equipment. Maintenance and troubleshooting procedures of small gasoline combustion engines are emphasized, as well as the techniques for the proper use of this equipment.

Urban Farming Initiative: Participants of this program are taught the basics of urban agriculture. They grow a wide range of produce that is then used in the institution's kitchen. Surplus crops have also been distributed to nearby shelters for unhoused people, recovery and domestic violence.

Culinary Arts Program: The culinary arts program is designed to provide participants with 360 hours of instruction to begin their path in the food service industry. The participants learn food preparation, cooking production, and product schedules while also being trained as preparation cooks, line cooks, assistant bakers, and other vital roles in today's food service industry.

Retail Training Program: The retail training program emphasizes skills utilized in the retail industry and other transferable skills. In addition to reviewing the intricacies of customer service skills, this program teaches participants how to complete a sales transaction, and covers the basics of monitoring inventory, stocking inventory, ordering inventory and presentation of products being sold.

Other inmate skills programs also include basic keyboarding, desktop publishing, computer literacy, and a printing program with a graphic technology component.



ACADEMIC AND INTELLECTUAL EDUCATION

Suffolk County Sheriff's Department offers a wide variety of educational programming to a diverse population. Professionals on the education and social services staff work hard to prepare inmates to become productive members of society as they reenter their neighborhoods.

The majority of educational services offered by the Department take place at the Suffolk County House of Correction (HOC) for an inmate population with varying educational, social and rehabilitative requirements. Because of the more transitory nature of the population at the Suffolk County Jail (SCJ), which consists of detainees awaiting court appearances or trials that may shorten their time at the facility and impede their ability to take part in classes, the number of programs and classes is comparatively lower. However, over the course of the past five years, the Department has reintroduced a more comprehensive slate of programming for detainees at the jail, which includes the I-Can Academy, which was created for the detainees and sentenced men at the Jail in effort to continue education and vocational opportunities that will build skills for success and, ultimately, help serve to reduce recidivism.

The education staff works with inmates who possess an average reading ability that is slightly more advanced than the fifth grade level and whose average mathematics ability is similarly on or around the fifth grade level. A motivated inmate can take classes in many different areas of study and at several different education levels.



All sentenced individuals and detainees at the Suffolk County Sheriff's Department are offered adult basic education classes. Each sentenced individual is tested to assess their literacy level and then offered classes based on the results of the Test of Adult Basic Education (TABE) exam. This is a designation for students under the age of 21. Specific federal funding is available to ensure that educational services are provided for all Title 1 students.

Among the growing list of innovative programs created by Department staff and offered to HOC inmates are:

High School Equivalency Test (HiSET): Individuals taking the HiSET examination will receive high school-level instruction in all subjects covered on the examination. The examination will be at the Suffolk County House of Correction on a regular basis at no cost to the participants.

For the current five-year period (2016-2020), more than 170 students earned their high school equivalency diploma from Adult Basic Education instruction at the House of Correction.

Literacy 1: This course is designed to successfully develop reading, spelling, and writing strategies for participants who read at or less than a fifth grade level.

Literacy 2: This class assists participants in improving their skills in reading comprehension, basic arithmetic, and essay writing.

Special Education: Special Education classes are available for individuals under the age of 22 who have been diagnosed with learning disabilities and had an Individualized Education Program (IEP) while enrolled in public schools.

English as a Second Language (ESL): This program assists non-native English speakers as they practice basic language structures and conversation skills. Within this course, participants will develop their writing ability, reading fluency, vocabulary and much more.

Reading & Writing Coach: Individuals who have difficulty reading and writing can receive one-on-one instruction from a coach. The coach offers workshops on essay writing and reading comprehension for high school-level students.

Civics: This class teaches the basics of civic engagement and participation in our government. The course will cover current election cycles and the basics of state, federal and city government.

Tutoring: Tutoring sessions are available through programs provided by Boston College and Harvard University.

Library: Our library staff teaches an assortment of enrichment classes

throughout the year. Some of the offerings include Book Club, Film Class, Chess Club, Debating, and TV Club.

Financial Literacy: Participants learn how to make sensible financial decisions, manage money and credit, as well as negotiate any financial opportunities and/or problems they may encounter.

Parenting: Members of the population are taught parenting skills as well as skills on nutrition, discipline, nurturing, and developmental issues. Participants also engage in the Fathers Read Aloud program that encourages fathers to read to their children.

Freedom From Violence: This class leads participants to discover the idea that personal freedom is based more on inner control, rather than, external control or domination through violence. A national model within the corrections community, the Freedom From Violence program teaches inmates about managing anger and learning new, non-violent forms of communication through a series of readings, discussions, and workshops in an effort to engage in more positive social behavior.

The Department encourages the pursuit of education at all levels. In addition to the numerous educational programs



provided, we also offer programs to assist individuals in furthering their education to the post-secondary level.

College Bound: This is a transitional program to equip participants with the attitude, skills, and experience to graduate from college.

Inside-Out: Perspectives on Crime, Corrections, And Justice Course: An opportunity for a group of students from Boston College (BC) and the Suffolk County House of Correction to exchange ideas and perceptions about crime, corrections and justice. It is a chance for all participants to gain a deeper understanding of the United States criminal justice system through the integration of theoretical knowledge and practical experience achieved in meetings throughout a semester. Topics include causes and definitions of crime, criminal justice institutions, myths and realities of prison life, experiences of crime victims, theories of punishment and rehabilitation, and the relationship between crime and community. College credit may be earned from BC's Woods School of Advancing Studies upon successful completion of the course.

Educational Counseling: Educational advising is available through a variety of counselors. Participants receive assistance with college applications, financial aid, references, and testing in order to assist their transition to post-secondary education.

Inside-Out: Philosophy of Anger And Aggression: This Inside-Out course is an opportunity for a group of students from MIT (Massachusetts Institute of Technology) and the Suffolk County House of Correction to exchange ideas and perceptions about philosophy regarding human thoughts, ethics, anger, aggression and behavior. College credit may be earned from Roxbury Community College upon successful completion of the course and enrollment at RCC when released.

Through the full service library at the House of Correction, inmates are able to read a great variety of literature and take part in a movie critiquing class and also serve on a debating team, where they have the opportunity to acquire the ability of analytical thinking and non-violent discourse. Poetry classes and a Book Club are offered intermittently.

The Education Division also collaborates with other agencies such as Bunker Hill Community College, the External Diploma Program with the Boston Public Schools, Boston Medical Center, the Boston Center for Families and Children, the Phillips Brooks House at Harvard University, and BC to name only a few.

Other programs, including the Department's art studies and creative writing programs, were created with the intent of providing inmates with new tools through which they can begin implementing a change away from negative behaviors while learning skills and disciplines that they can employ after their sentences are completed.

Survey Course in Business and Entrepreneurship: This course is an introduction to the world of business and finance. Led by two investors at a prominent global growth equity firm, we will explore the public and private markets, the anatomy of a company, practical tools needed to start a business, and more through readings, guest-speakers, and project-based work.



COMMUNICATIONS AND EXTERNAL AFFAIRS

SHERIFF'S SPOTLIGHT: CIVIC ENGAGEMENT

The Suffolk County Sheriff's Department provides programming and training for inmates and detainees that is designed to improve their social, educational and employment skills with the goal of reducing recidivism and contributing to overall community health and safety. As part of those efforts, Sheriff Steven W. Tompkins has emphasized civic participation and responsibility, encouraging those who are eligible to become engaged in the decisions that directly and indirectly affect their communities.

Though Massachusetts currently suspends the right to vote of those who are serving time on felony charges, as does nearly every state across the nation outside of Maine and Vermont, the prohibition of voting rights does not extend to those who are un-sentenced and awaiting trial or people who have been convicted of misdemeanor crimes.

The Department, often with the assistance of numerous outside agencies, holds voter registration drives among the eligible in-custody men and women, and provides materials on the different candidates and ballot initiatives present in a given election cycle. Ballots, once cast, are then delivered to either the city or state elections departments to be officially counted.

In an effort to expand the ability of inmates, detainees, staff and visitors, Sheriff Tompkins partnered with the City of Boston to install election ballot drop boxes at both the Suffolk County House of Correction and Suffolk County Jail.

Currently, the ballot boxes are only authorized for Boston municipal elections, but plans are currently underway to achieve authorization to include state and federal elections.

Additionally, Sheriff Tompkins initiated a first-of-its-kind voter informational series designed to engage eligible in-custody voters with in-person forums featuring candidates for elected office. Beginning with a forum showcasing the six candidates running for Suffolk County District Attorney in 2018, he has since brought before audiences of men and women incarcerated at the House of Correction panels featuring the two candidates running for United States Senate in 2020, and, most recently, the slate of candidates vying to become the Mayor of Boston.

Sheriff Tompkins also presided over two additional "firsts," inviting members of the Boston City Council to hold the first-ever city council hearings inside of a correctional institution in 2015 and again in 2018.



COMMUNICATIONS AND EXTERNAL AFFAIRS

Combining the Office of Community Affairs, Office of Communications, and the Project Development Division, the Communications and External Affairs Division oversees all community outreach efforts implemented on behalf of the sheriff's office. The goal of this division is to develop healthy media relations, increase community accessibility, raise the level of transparency with respect to operations and deliver the Sheriff's public safety message to criminal justice practitioners, the community at large and the media.

As the former Chief of Communications and External Affairs, serving with the Department through the past five years until her departure in January of 2022, Sandy Zamor Calixte helped to communicate Sheriff Steven W. Tompkins and the Department's community outreach efforts.

Improvements and innovations made in the Communications and External Affairs Division over the past five years include the overhaul of the Department's public website which provides visitors with a user-friendly and wide ranging source of information about programming, staff, facilities, news, photo tours, job opportunities, contact information, and more and a revamping of the sheriff's office's external communication vehicle, the Common Ground newsletter, to reflect the office in its similarly modernized functions.

In addition to these more traditional communications vehicles, the Communications and External Affairs Division also uses Constant Contact, a mass emailing service, which has given the Department a more versatile and professional delivery method for the office's newsletters, weekly press releases and special publications that incorporates the ability to link to electronic photos for media download; social media including Facebook, Twitter and Instagram; and a video podcast, Real Talk In The Commonwealth, With Suffolk County Sheriff Steven W. Tompkins, which covers a range of topics and issues of interest to internal and external stakeholders.

Included among the many community outreach and external relations programs created by Sheriff Tompkins to achieve the above stated goals is the Summer Enrichment Program, which is a paid internship program for motivated high school juniors and seniors, that enables participants to gain insight into the world of law enforcement through job shadowing, weekly presentations by members of law enforcement, roundtable discussions, law enforcement related field trips and educational tours.

Members of the Division also attend numerous civic and crime watch meetings to connect with the community at large and share in an exchange of ideas about ways in which the Department can work cooperatively with other groups and organizations to help make the neighborhoods of Suffolk County safer, in addition to speaking about the role, responsibilities and programming of the Department.

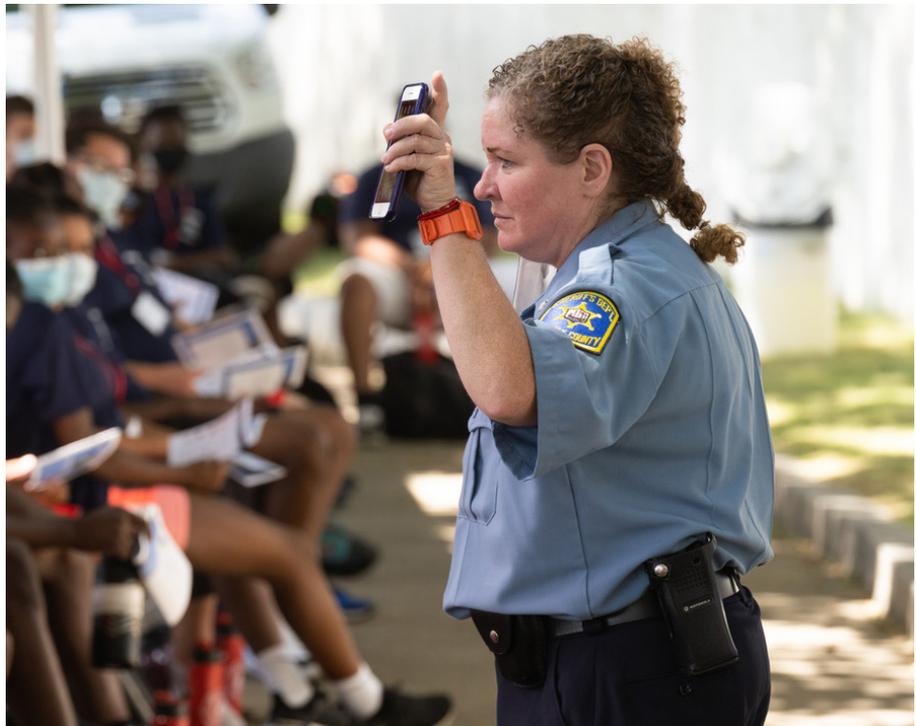
An additional outreach program that is made available to the general public is the Choice Program, which consists of a cadre of specially trained officers who travel to schools throughout Suffolk County to encourage children to respect themselves and others while preparing for their futures, tackling such themes as violence, the value of



schoolwork, bullying, peer-pressure, personal responsibility, public safety, and more. The program also offers a Civics component, which was created in response to cutbacks in funding for school programming that resulted in a diminished number of schools offering such subject matter.

Other components of the sheriff's office's outreach efforts include custody and non-custody staff members attendance at numerous events throughout Boston, Winthrop, Revere, and Chelsea to run informational tables and administer the "Ident-A-Youth

fingerprinting program for parents and their children; distribute safety tips coloring books for children with such topics as internet safety, abduction prevention, bicycle safety, fire prevention, and maintaining accessible emergency contact numbers; the Sheriff's Senior Identification Program for elder adults of Suffolk County, which provides a free identification card that contains more extensive information than a state issued I.D., with names of doctors, emergency contacts, and blood type



along with the name and address of the I.D. recipient. It can also be used as a secondary form of identification for a variety of purposes.

The Department also trains and deploys officers as the Sheriff's Honor Guard to present the colors of the United States of America and the Commonwealth of Massachusetts and represent the county in memorials held nationally, at city and state funerals, special ceremonies, sporting contests, and public events held throughout Suffolk County.

Adding to its community outreach efforts, the sheriff's office holds a free quarterly town hall speaker series, titled "Directions for Corrections," in which the public is invited to participate in relevant discussions about working to address some of the day's social and public safety issues. The office has hosted a wide variety of elected officials, community leaders and experts from a vast array of community organizations to take part in forums that have included: women offenders; the functions of city and state government; racism; gun violence, truancy; addiction and mental illness; understanding the CORI (Criminal Offender Record Information); race relations; and a slew of other topics.

Internally, the Department also hosts legislative tours at the House of Correction as a means of introduction for members of city and state government to the functions of the Department, delivering information to legislators about the important work that is being done within its walls. The Department works with other city and state agencies in crafting innovative public safety strategies and these tours foster a better atmosphere of understanding and rehabilitation for incarcerated individuals. This outreach has helped to secure vital streams of funding for operational necessities.

SHERIFF'S SPOTLIGHT: THE SUMMER ENRICHMENT PROGRAM



Created and launched in 2014 by Suffolk County Sheriff Steven W. Tompkins, the Summer Enrichment Program (SEP) is a seven-week paid internship that gives young people the opportunity to learn about the multitude of law enforcement and criminal justice agencies in and around Suffolk County with the purpose of strengthening both their focus on future employment within the field and their relationships with its professionals. And, though participants still engage in job shadowing, weekly presentations by members of law enforcement, roundtable discussions, law enforcement-related field trips, and educational tours, the Department has continued to mandate health and safety protocols for both SEP members and staff.

The program, held between the months of July and August, invites twenty participants, selected from a group of high school students, to the Suffolk County Sheriff's Department to learn about careers in law enforcement. Participants typically work 21 hours a week on Mondays, Wednesdays and Fridays, from 8am to 4pm, and are compensated at the prevailing hourly minimum wage rate of pay. During each week of the internship, members participate in a "meet and greet" with members of the law enforcement community.

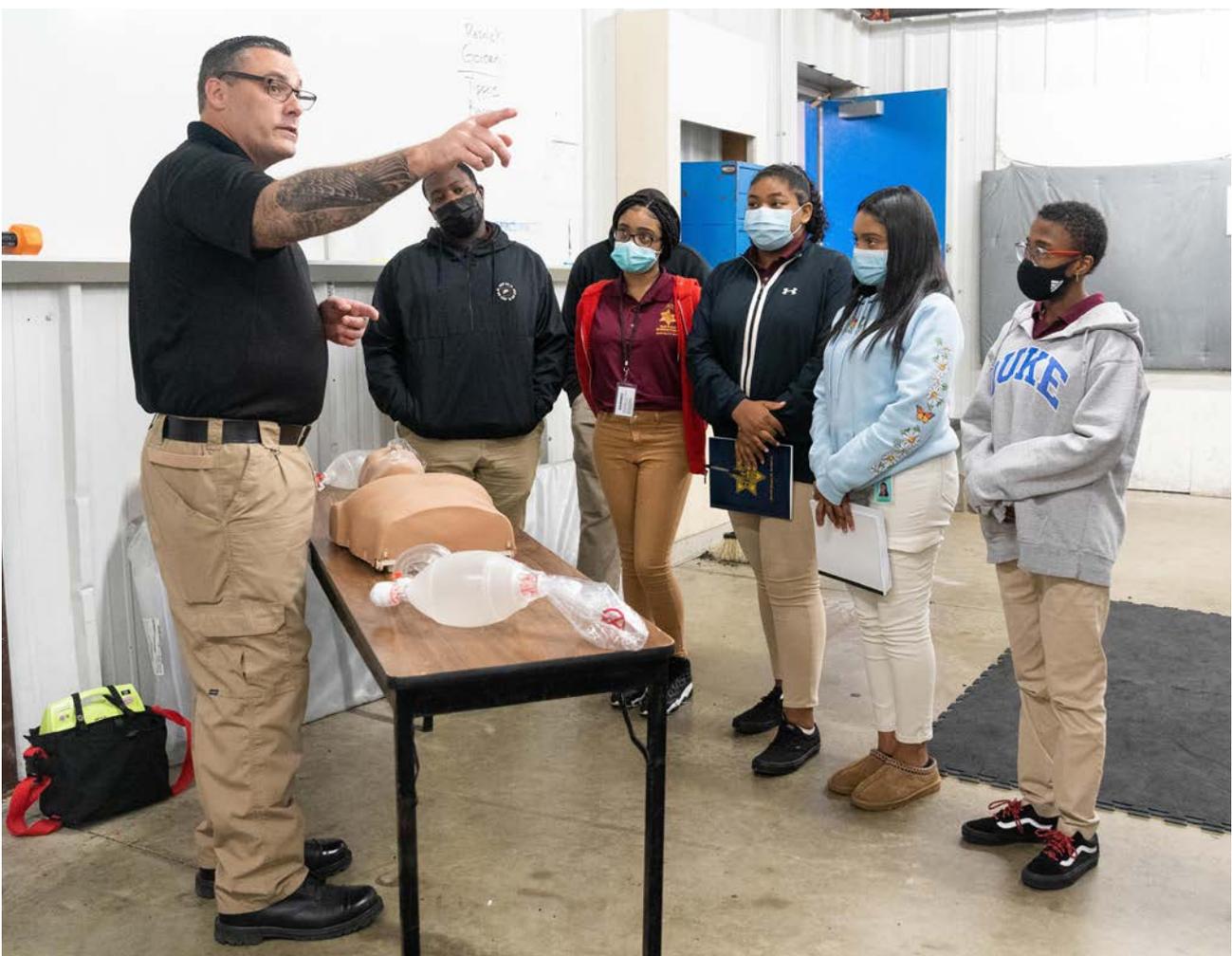


At the conclusion of the program, all participants have completed and received CPR (Cardiopulmonary Resuscitation) Certification, in addition to a Certificate of Completion from the Department. By the end of their participation, members of the program will have not only gained insight into the world of law enforcement and met a variety of notable law enforcement officials, but they also will have gained transferable job skills they can utilize later on in their careers.

Among the many places that the SEP interns visit include: the Massachusetts State House, the Suffolk County District Attorney's office, the U.S. Marshals' office, the Massachusetts Bay Transportation Authority (MBTA) Transit Police Training Facility, and the Office of the Mayor of Boston. The interns also visit the Dorchester District Court, the Boston Police Department, the FBI (Federal Bureau of Investigation) and more. While on their visits, SEP participants have the opportunity to speak with the respective representatives of each agency.

While alterations to the program had to be made to accommodate stringent COVID-19 prevention policies and practices, the SEP went virtual for 2020 with a Zoom forum, hosted by Sheriff Tompkins and attended by graduates from past years of SEP and was able to resume in-facility operations for the Summer of 2021, albeit with strict safety precautions observed.

To date, nearly 150 Suffolk County students have completed the SEP program.



HUMAN RESOURCES

HUMAN RESOURCES

JOHN MCLAUGHLIN SUPERINTENDENT

With almost 30 years of service with the Suffolk County Sheriff's Department, Superintendent of Human Resources McLaughlin brings a wide breadth of experience to Sheriff Tompkins' management team. With his expertise in both the financial operations of the agency in addition to years of work in the field of labor relations, John brings both expertise and knowledge of the institutional history of the Department.

Superintendent McLaughlin started at the Suffolk County Jail in 1994 in what was the Budget Division before moving over the House of Correction five years later. He has served in various roles over the years, and was named Superintendent by Sheriff Tompkins in June of 2021.

The Department utilizes a hiring process that includes some of the most stringent pre-employment requirements in corrections. To create a more mature workforce with greater and more diverse life experience, the minimum hiring age was increased from 18 to 21 years of age, college-level degrees or military experience are strongly preferred, and all applications are initially screened using criterion that includes a thorough review of past job history, a character assessment and a criminal history check.

In-depth requirements of potential candidates include:

- Testing for Adult Basic Education (TABE) levels to discern 12th grade learning proficiency
- A written skills assessment



- A physical fitness exam
- An interview by a panel of custody command supervisors and human resource professionals for suitability for working in the challenging field of corrections
- Screening for the use of illegal substances and vetting in an extensive, FBI-level background investigation

Applicants who meet the required standards are considered finalists for correction officer positions. Every finalist must then meet with Sheriff Tompkins for a one-on-one interview. During the

course of that interview, Sheriff Tompkins discusses exactly what he expects from the applicant should she or he become a Suffolk County corrections officer. The interview focuses heavily on professional conduct, adherence to policy and procedure and ethical choices. If, at the conclusion of the interview, Sheriff Tompkins feels the candidate is suitable, he or she will be offered a position with a caveat that successful completion of a 13-week Officer Candidate Training Academy and an 18-month on-the-job probationary period are pre-requisites to permanent employment. During the probationary period, a new officer's behavior, attendance and performance is reviewed on a quarterly basis and he or she can be dismissed for failure to meet employment standards.

For those occasions when instances of employee misconduct arise, the Department utilizes a consistent and uniform approach to addressing and correcting employee infractions. Utilizing a process of stern, progressive discipline, fewer serious disciplinary matters have occurred, but when they do happen, they are dealt with promptly and appropriately.

Because good hiring and promotional standards are front end solutions to professionalizing a workforce, mandatory annual performance evaluations are required for all staff. These evaluations help managers recognize good performance and help identify poor performance so that remedial action can be taken.

The Department's merit-based promotion policy is predicated upon proven ability and past performance. The process includes a comprehensive written test that measures knowledge and practical application of Department policies. The oral interview measures the officer's demeanor and ability to articulate command decisions as they are made and a peer review evaluates the officer's reputation for competence, fairness and professionalism on the job. Consistent with the rigorous standards and practices for new hires is an equally rigorous promotion policy. Utilization of this process has resulted in over 191 promotions office-wide, over a period of six years.

In the area of expanding information technology for employee access to personal benefits information, the Department rolled out new Human Resources information system that allows employees to access accrual balances and timesheet remotely from personal mobile devices.

Finally, as one of the only remaining law enforcement agencies to maintain an in-house, independent Employee Assistance Program (EAP), the Suffolk County Sheriff's Department is committed to providing custody and non-custody employees alike with the most comprehensive resources available to help them maintain optimum mental and physical health. While many agencies have chosen to outsource their EAP in an effort to become more cost effective, the Department provides the necessary staffing and funding in order to uphold a higher standard of care for its employees. This valuable resource provides confidential, off-site assistance and referrals for employees with substance use issues, mental healthcare needs, family related concerns, and other on the job stressors that are unique to the corrections profession. The Department strives to offer the most multi-dimensional EAP in the law enforcement community.

CUSTODY ASSESSMENT AND PROGRAMMING

CUSTODY ASSESSMENT & PROGRAMMING

Sheriff Tompkins is strong proponent of the philosophy that an ex-offender's best chance at successful reentry into the community begins from the moment of incarceration.

Under the Department's comprehensive classification process, inmates and detainees are immediately given complete assessments to screen for such items as health, level of security risk, and to determine the proper Individual Service Plan, which acts as a guide for their educational, vocational, and medical services throughout the length of their incarceration.

Within the first hours of their incarceration, all inmates and detainees receive a community resource guide that contains a list of services and programs available to them throughout Suffolk County that they can utilize upon their release. This guide provides even the shortest-term detainee or inmate with information that can assist them in obtaining needed mental and physical health services, as well as social services, employment and educational resources.

Also within the first 24 hours of booking, inmates and detainees are assigned a caseworker and given information about the comprehensive services available through the Department's network of programming. While sentenced to the House of Correction, inmates are administered gender-specific trauma-informed educational and vocational programming, along with social, psychological and medical services designed to provide them with the best possible opportunity at success outside while lessening the chances that they will recidivate.

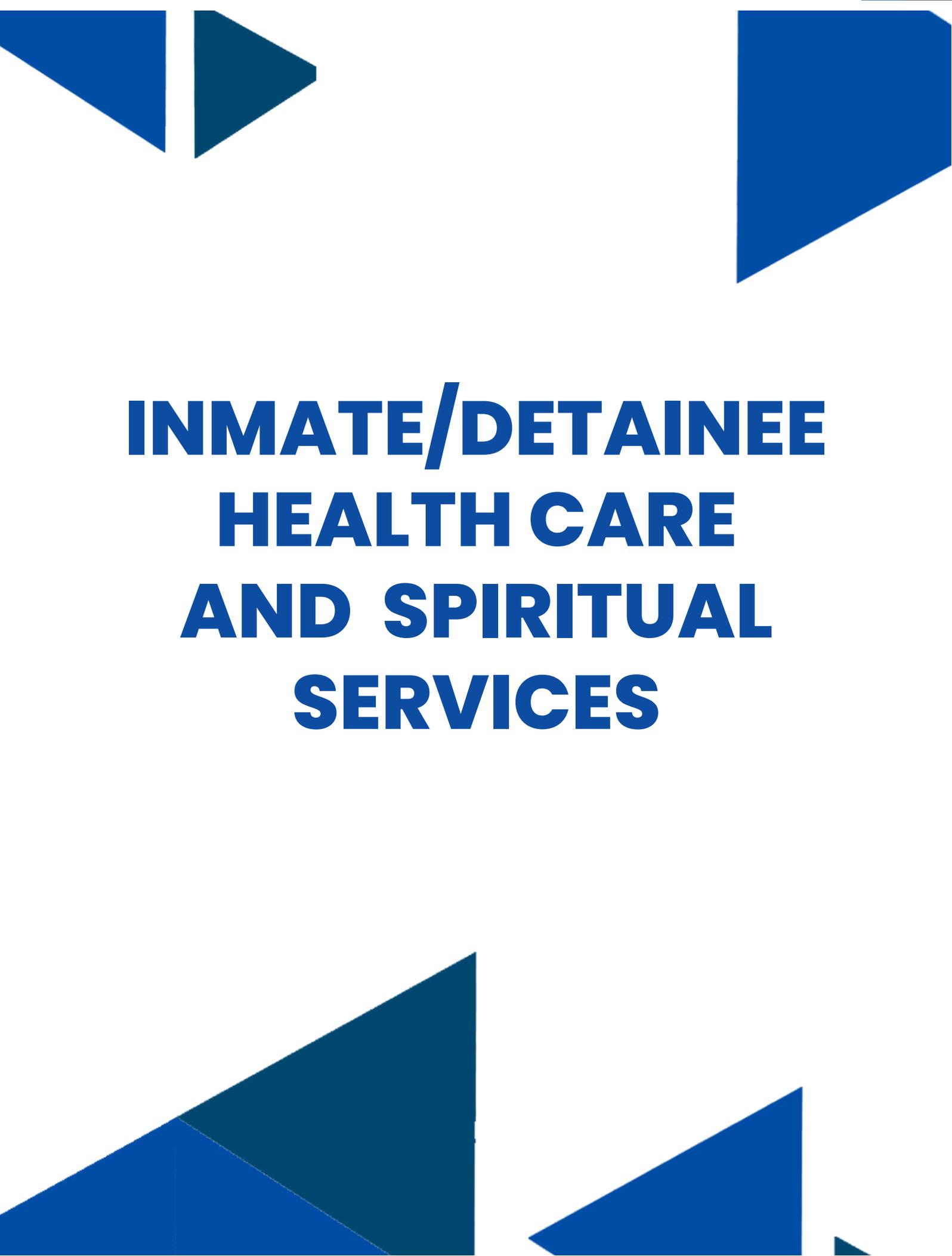
In addition, for in-custody women, the Sheriff's Department addresses needs that have been identified as specific to the female population, with recovery, re-entry and life skills, domestic violence, and anger management having been targeted as areas of programming focus.

The Department's ability to better identify offenders has provided safer and more cost-effective housing options, which include:

- Flexible housing that may be easily collapsed or changed based upon population needs.
- The forging of stronger relationships by Custody Assessment and Classification with security staff to better manage the population.

All areas of Custody Assessment; classification, records, inmate discipline and grievances have been found in full compliance by Department of Correction audits. The Suffolk County Sheriff's Office has also been lauded by the State Police CODIS (Combined DNA Index Systems) lab for our efforts in the collection of DNA. We remain steadfast in compliance with VOCA (Victims Of Crime Act) requirement regarding victim notification and sex offender registration, as well as with PREA (Prison Rape Elimination Act).





INMATE/DETAINEE HEALTH CARE AND SPIRITUAL SERVICES

INMATE/DETAINEE HEALTH CARE AND SPIRITUAL SERVICES

RACHELLE STEINBERG **ASSISTANT SUPERINTENDENT**

Assistant Superintendent Rachelle Steinberg began her career at the Suffolk County Sheriff's Department as an intern in 2002 with the Boston Reentry Initiative (BRI), and in 2003, was hired by the Sheriff's Department to oversee BRI.

In 2005, she was promoted as the Assistant Director of Classification and Custody Assessment. In this role, she oversaw the Special Management, Disciplinary and Classification units and the movement of inmates and detainees throughout the House of Correction.

In 2010, she was promoted to the position of Assistant Deputy Superintendent (ADS) to oversee the medical and mental health services contract, male and female program services, education and grant management. As ADS, she managed the medical and mental health services at the House of Correction and Jail as well as a number of treatment initiatives such as: the OASIS (Opioid and Addiction Services Inside South Bay) treatment program and the implementation of the Medication Assisted Treatment (MAT) program for the Department.

In 2021, she was promoted to the position Assistant Superintendent. She currently oversees the Department's comprehensive medical and mental health services and food contracts, various treatment programs and initiatives, and is the Department's liaison to the Massachusetts Trial Court, Specialty Courts and Probation.

Assistant Superintendent Steinberg received a Bachelor's degree from Springfield College, a Juris Doctor from Suffolk University Law School and a Double Masters in Criminal Justice and Mental Health Counseling from Suffolk University Graduate School.



PHYSICAL AND MENTAL HEALTH

The Department contracts with a correctional medical vendor to provide 24 hour comprehensive medical and mental health services. Every individual admitted to Department custody receives a medical and mental health intake. Those with medical or mental health diagnoses will be seen by a higher level provider to continue any further care or treatment needed.

The Department serves as a de facto medical, behavioral health, and substance use treatment provider for the men and women in our custody. Many of the individuals who come into our facilities have had limited care, if any at all, in the community requiring increased support and treatment. The Department offers comprehensive



medical detoxification for individuals who require such treatment in order to assist in the first phase of recovery. The Department admits nearly 100 incarcerated individuals to detoxification each month.

Furthermore, the mental health staff at our Jail and House of Correction report that over thirty percent of those newly remanded to the custody of the Department have required mental health services following their initial evaluation. This number does not include those individuals already working with the mental health team.

Delivering substance use treatment in a correctional setting is one of the most important ways in which we address the root causes of criminal conduct. Many incarcerated individuals report active substance and alcohol use. Providing detoxification for those medically indicated is the first step. Following the intake process, all individuals are offered substance use treatment throughout their time with the Department.

The co-morbidity of mental health problems and substance use disorder is at the nexus of correctional treatment. Approximately 40% of the total population presents with some form of mental illness and upwards of 75% of the Department's female offenders present with co-occurring substance use disorders and mental health problems.

At the time of the printing of this report, approximately 43% of intakes at the Suffolk County Jail and Suffolk County House of Correction were entered into detoxification protocols.

Among the many services offered to the men and women remanded to the care and custody of the Department,

Medication Assisted Treatment (MAT/MOUD): The Department offers all three forms of FDA approved medications for those suffering from Opioid Use Disorder (OUD) and Alcohol Use Disorder (AUD). Medication in addition to a counseling approach to treatment assists patients with the much needed support they need to continue their recovery. Individuals requesting treatment are screened by program and medical staff to ensure appropriateness. After all assessments are completed one can be initiated on medication as well as enrolled in treatment groups. In preparation for an individual's release, medical/mental health discharge planners will make follow-up appointments to a community based treatment team to provide a continuum of care. Department staff works diligently to ensure delivery of care, both pre and post release

Narcan: Through shared education and training protocols across counties, Suffolk County Sheriff's Department staff has been trained to administer this opioid overdose reversal drug. Through this training, Department staff members are among many law

enforcement and citizen partners alike who are trained to address the opioid crisis in our communities.

Community Health Center Partnerships: Part of ensuring a pathway to successful recovery post-release is working with individuals to build social networks in the communities where they live. Community health centers and their staff are critical partners for the Department in strengthening neighborhood ties in recovery. The Department partners with a number of local hospitals and clinics in order to give newly-released individuals the services they need to healthfully reenter their community.

OASIS Program: The OASIS (Opioid and Addiction Services Inside South Bay) Program stems from a grant opportunity from the Massachusetts Executive Office of Public Safety and Security through the Edward Byrne JAG (Justice Assistance Grant) fund. The funding was made available to state-level law enforcement agencies so that they might implement innovative strategies to address Massachusetts' opioid crisis. The OASIS program is an intensive treatment unit for pretrial and sentenced men.. The Department partners with a treatment provider to provide groups and one-on-one counseling as well as partnering with other agencies and organizations in Suffolk County designed to divert people with substance use disorders out of the correctional system and into treatment. The Department can house 50 individuals in the OASIS unit at a time, and each of these individuals has a team of service providers dedicated to ensuring that his/needs are assessed and services are delivered to him prior to the adjudication of their cases.

Substance Use Treatment Programs: The Department partners with a number of community based treatment providers to offer groups, one-on-one counseling, and recovery based programming and reentry planning to the men and women in custody. Our community partners work inside both facilities to meet with individuals for treatment and to assist with scheduling continued recovery in the community. Department staff also works in collaboration with community partners to deliver individual recovery counseling services such as peer-based recovery services like Alcoholics/Narcotics Anonymous. Women's Programming does not have a designated unit, however operates a similar intensive treatment model through its three-phased programming model, overtly focusing on substance use disorders, trauma based coping mechanisms, and how to negotiate early recovery post-release. All of this counseling and case management continues into the community post-release through partnerships with community-based service organizations.

The Department works to ensure that timely, comprehensive and coordinated medical, dental and mental health services are delivered, to include medical and mental health discharge planning. As the need has grown for a population that presents with increasingly



more mental health and substance-related issues, the Department has similarly added to the number of on-site services, including suturing, dialysis treatment, medications administered intravenously, phlebotomy, optometry, x-ray and ultrasound imaging, and physical therapy in addition to comprehensive mental health services.. Additionally, SCSD has a large female population requiring gender specific medical needs. The Department's medical vendor provides weekly OB/GYN clinics, family planning education and health care, to include contraception, and off-site referrals for mammography imaging and pre and postnatal care, delivery and treatment. It is a priority of the Department, that the men and women in its care are offered community level of care.



Along with routine counseling and psychiatric services, there has been an increased focus on group counseling and coordinating services with social services staff. Additionally, the medical and mental health teams collaborate with several local universities, nursing schools and hospitals to offer competitive fellowships and internship opportunities to graduate level students and medical residents.

Both medical and mental health staff collaborate with local community providers, DPH (Department of Public Health), DMH (Department of Mental Health), Boston Healthcare for the Homeless Program and the Boston Public Health Commission to ensure continuity of care for patients once released. Partnerships have also been established with a number of community health centers such as Whittier Street Community Health Center, East Boston Neighborhood Health Center and the South End Community Health Center that assist with the preparation of coordinated discharge planning. Department staff, as well as community partners, assist with MassHealth enrollment for detainees/inmates preparing to be released ensuring they continue to receive necessary medical care, treatment and counseling.

The Department administers a mandatory HIV (Human Immunodeficiency Virus) education program to all incoming detainees and inmates, as well as confidential HIV counseling and testing for those interested.

The Department has also increased the amount of access to mental health coverage to meet the rising numbers of individuals coming into custody with mental health needs. Mental health staff are on-site from 7:30am to 9pm Monday through Friday and on Saturdays. Twenty-four-hour on-call mental health providers is also available. The Department also has cameras installed in the medical housing units for increased monitoring of those most acute and at risk.

The Department undertook a facilities-wide COVID-19 vaccination campaign among both employees and inmates/detainees remanded to our care to ensure the health and safety of all parties living and working within its buildings. Hepatitis and flu shots are made available as an ongoing practice for staff and inmates in collaboration with the Department of Public Health.

Inmates are served meals possessing a composition that has been approved by a professional nutritionist to meet the required daily standards of nutrition.

OPERATIONS DURING THE COVID PANDEMIC



In December of 2019, global awareness about a new coronavirus, identified in China as SARS-CoV-2, was only just beginning. By late February/early March of 2020, it was clear that it had reached both pandemic levels and the shores of the United States as COVID-19 infection was accelerating at a rapid pace across the globe.

Like the rest of the world and its institutions across the globe, the Suffolk County Sheriff's Department experienced a myriad of challenges in fulfilling its prescribed mission due to the global pandemic of COVID-19, with its presence overshadowing nearly every aspect of operations.

But, from the beginning of the pandemic, Department staff took very seriously its collective obligation to protect the people in Department custody, rising to this new challenge by developing and implementing rigorous health and safety protection protocols established in coordination with Centers for Disease Control and Massachusetts Department of Public Health guidance, which proved to be effective in containing the spread of COVID-19 within its facilities.

Engaging with medical experts from the Centers for Disease Control and Prevention, the Massachusetts Department of Public Health and the National Commission on Correctional Health Care (NCCHC), and enlisting the expertise of Infectious Disease Specialist Dr. Alysse Wurcel of Tufts Medical Center to bolster the practical and strategic planning of its COVID-19 response, the Department enacted a set of protocols and procedures to ensure that medical practices would be maximally effective and responsive to the COVID-19 pandemic.

The use of masks for all personnel was mandated, symptom screening and the administration of temperature testing was enforced for anyone entering Department facilities, custody and medical staff were assigned personal protective equipment (PPE), and all staff, detainees and inmates were given masks, to be replaced as needed. Enhanced sanitization and decontamination protocols were implemented for the Department, and, in units in which an individual or individuals tested positive, deep cleaning and decontamination procedures were utilized.

While in-person visits for families and friends were suspended on a temporary basis as part of infection prevention protocols, the Department enhanced alternative means of communication, which has included a range of options like: additional phone calls, mail services and increased access to text messaging or video conferencing.

In addition to the protection and mitigation protocols, the Department also worked collaboratively with the courts to reduce the population within its facilities in compliance with the Massachusetts Supreme Judicial Court (SJC) Order 12926.

VACCINATION DISSEMINATION PROGRAM

Continuing with all of its safety and protection protocols, the Department implemented its vaccine dissemination program starting on January 18, 2021. Correctional facilities including the Suffolk County Sheriff's Department began administering their vaccination plans for congregate care settings, in accordance with the timeline established by the Baker Polito Administration and the Department of Public Health in consultation with the Massachusetts Vaccine Advisory Group. Members of the incarcerated population and correctional officers were placed within the Phase One Priority, (D): Congregate Care, which includes both shelters and correctional institutions. Both inmates and correctional staff were vaccinated concurrently.

In an effort to encourage maximal vaccination participation by those remanded to Department custody, several internal forums and information sessions were held to help demystify and deliver transparency about the importance of receiving the vaccine in the fight against the spread of the virus. In addition, Department officials helped to disseminate similar information across custody and non-custody staff channels to achieve a high level of participation in its internal vaccination program.

Finally, the Department provided extensive COVID-vaccination outreach to the community at-large through a series of public service announcements (PSAs) initiated by Sheriff Steven W. Tompkins, in which he gathered teams of elected officials, health professionals and community leaders to encourage everyone to do their part in slowing the spread of the virus.

Though the COVID-19 pandemic required that the Suffolk County Sheriff's Department make extensive alterations to the form and function of daily operations, enacting comprehensive protective protocols and sanitization measures to prevent the contraction and spread of the virus among

our staff and those in our care and custody, the Department still managed to deliver important programming and services inside, while maintaining outreach to the residents of Suffolk County, albeit in a masked and socially-distant capacity.



PROGRAMMING DURING THE PANDEMIC

Whether hosting turkey giveaways to family members of participants in the Department's Family Matters Program; offering parenting, HiSET (High School English Equivalency Test), creative writing, Urban Farming, Women's Programming and more for our in-custody population; bringing outdoor, socially-distant presentations of the Choice Program to teens in our community; co-hosting a virtual CORI (Criminal Offender Record Information)-friendly job fair; delivering toys collected from Department employees for the Toys for Tots program and participating in a revamped Shop With A Cop: Heroes and Helpers event; or broadcasting several live entries of the Department's "Directions for Corrections" community forum series, the Department remained active and engaged despite the challenge of navigating through the pandemic.

As previously stated, the Suffolk County Sheriff's Department is the largest de facto social service provider to the most marginalized residents in Suffolk County. With respect to the population, the Department is not just a social service provider. It is a hospital, detox and substance use treatment facility, mental health treatment and counseling center, school, job-training program, shelter and public transportation provider. Arguably, Suffolk County has one of the highest concentrations of treatment organizations and facilities per capita in the Commonwealth of Massachusetts, however, for many of the individuals who find themselves booked into an SCSD facility, our medical and mental health treatment is the first they've have had access to – by choice or necessity – in some time. As a result, the population in the Department's care and custody includes individuals who are among the sickest members of our society, both physically and mentally with a greater need for services than ever before. Many come into custody with pre-existing illnesses that can run the spectrum from mild to chronic to severe. In Department facilities, which mirror correctional institutions across the country – despite having available the aforementioned comprehensive medical and mental health care, addiction recovery programming and health mitigation services – mortality is still a factor behind the walls, as it is within our communities.

According the 2021 report from the United States Department of Justice/ Bureau of Justice Statistics, nearly 87% of the national population of 65,027 state prisoners and 7,125 federal prisoners who died in custody from 2001 to 2019 died of illness. From 2001 to 2019, 53% of all state prison deaths occurred from cancer and heart disease. In 2018, the leading cause of jail prisoner deaths was suicide (29.9%), followed by heart disease (25.9%) and drug/alcohol intoxication (15.9%).

Echoing the national trends here in Massachusetts, according to the Centers for Disease Control, a total of 2,687 suicides occurred in communities across the state from 2017 to 2020, with 682 in 2017; 740 in 2018; 647 in 2019; and 618 in 2020. Reflecting the national epidemic of addiction here in the Commonwealth that has raged across the country, over the past four years and into the present, the human toll has been staggering. With a grim trajectory that has risen in every year but one, the total number of overdose deaths in Massachusetts from 2017 to 2020 is 8,921.

As a microcosm of society beyond the walls of its facilities, the Suffolk County Sheriff's Department, over the course of the past five years, from 2017 to 2021, has reported among our in-custody population, 4 deaths in 2017, 3 in 2018, 1 in 2019, 1 in 2020 and 5 in 2021. Of this number, 3 were found to be of natural causes, 4 were completed suicides, 2 were ruled accidental deaths from acute fentanyl intoxication and 5 are currently pending the results of the medical examiner.



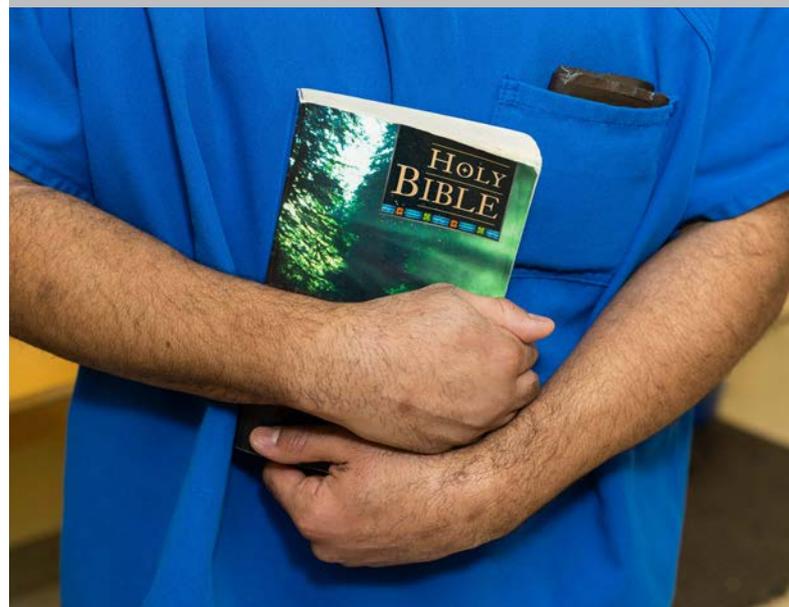
RELIGIOUS SERVICES

The religious services at the Suffolk County Sheriff's Department are provided with the intent to allow individuals to practice their chosen religious tradition with the caveat that their religious beliefs do not conflict with the security of the Department. Department chaplains and volunteers provide scheduled weekly bible study, spiritual counseling, worship services, holy sacraments, men and women spiritual support groups, and spiritual recovery groups that teach biblical tools to address substance use disorder. Outside clergy may also request to visit individuals if they are able to provide the proper credentials of their religious affiliation.

- Catholic services
- Protestant services
- Muslim services
- Jewish services
- Armenian Orthodox services

Additional Authorized Religious Groups and Practices

- Adonai Bible Center
- Bethel Baptist Church
- Born Again Outreach Ministries
- Boston Chinese Evangelical Church
- Calvary Praise and Worship Center
- Christ the King Presbyterian Church
- Christian Science Church
- Elpida HOPE Outreach Ministries
- Holy Tabernacle Church of God and Christ Apostolic
- Immanuel Indonesian Lutheran Church
- Jehovah's Witness
- Jubilee Christian Church
- New Life Assembly of God
- New Life Baptist Church
- Peace Assembly of God
- Presbyterian Immigrant Ministries
- Refugee Immigration Ministries (RIM)
- Shawmut Community Church
- St. Paul's AME (African Methodist Episcopal) Church
- United Church of Christ



SHERIFF'S SPOTLIGHT:

WOMEN'S PROGRAMMING

Women's Program Services aim to deliver gender-specific, trauma-informed and individualized reintegration programming to females at the Suffolk County House of Correction. Every woman is enrolled in a three-phase program model that helps address the psychological and educational barriers that have hindered her success in order to better prepare them for reentry.

Phase One is a one-day program that provides an overview of the rules and regulations of the Department. Upon completing Orientation, they immediately move on to Phase Two.

In **Phase Two**, women participate in two weeks of psycho-educational workshops addressing four main topics: recovery; reentry (life skills and job skills); domestic violence and anger management. For each woman, an Individual Service Plan (ISP) is created at the conclusion of Phase Two and is subsequently placed into longer-term programming that meets her individual needs during Phase Three.

During **Phase Three**, the women participate in the specific treatment programs determined by the results of comprehensive assessments and the development of the ISP.

Phase Three programs include:

- Alcoholics Anonymous (AA)
- Anger Management
- Art and Spirituality
- College Bound
- Community Reentry for Women
- Culinary Arts and Food Sanitation
- Domestic Violence
- Financial Literacy
- HiSET
- Impulse Control
- Narcotics Anonymous (NA)
- Parenting
- Parents Helping Parents
- Pastel Art
- Recovery
- Retail Training
- Relapse Prevention
- Writing Workshop
- Yoga
- Culinary Arts

Survivors of Abuse Feelings Empowered for Reentry Program (SAFER)

SAFER is a unique collaboration between the Suffolk County Sheriff's Department

and RESPOND, Inc. Respond, Inc., a pioneer in the movement to end domestic violence, as New England's first domestic violence prevention agency and the second in the nation.

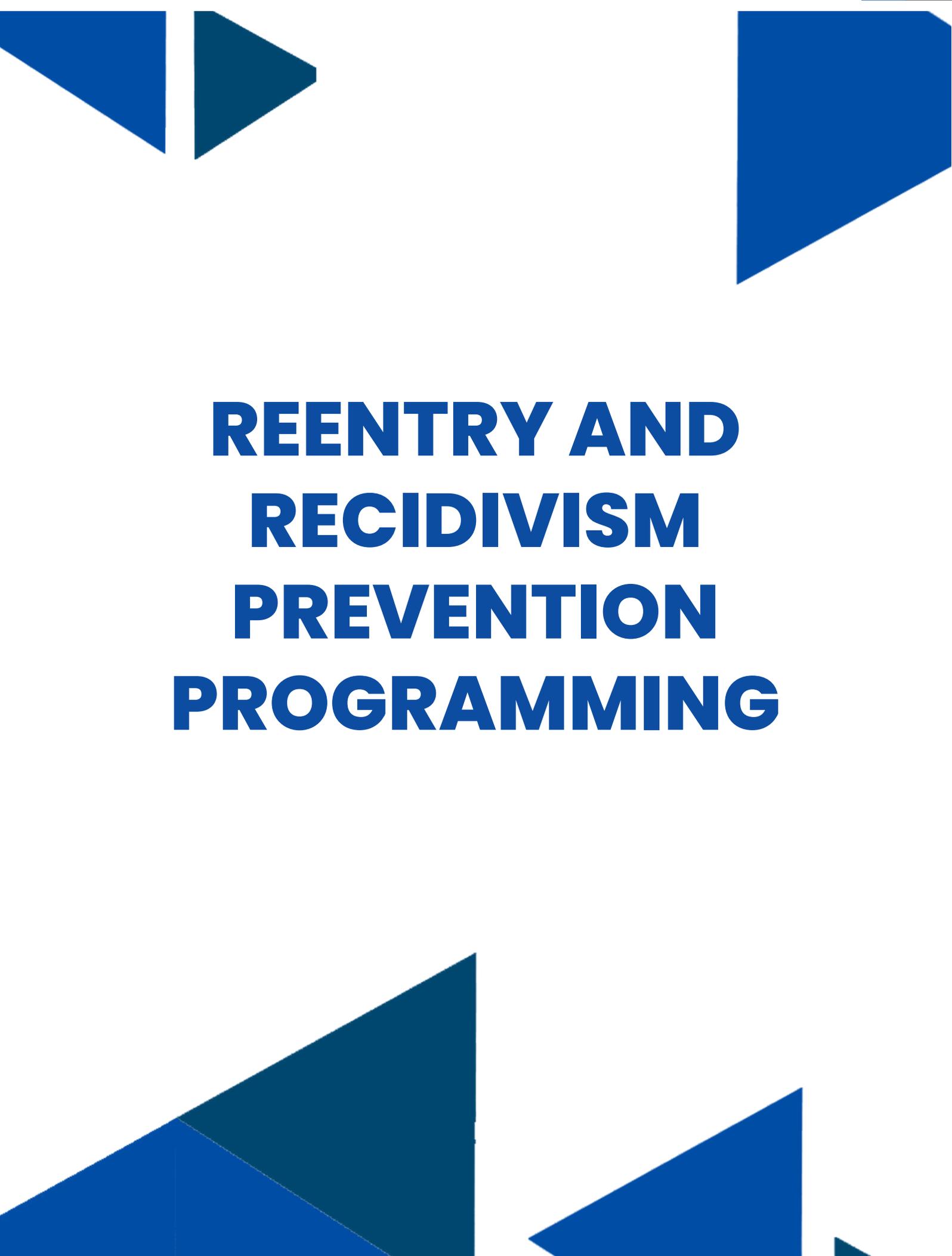
SAFER is designed to provide maximum support for survivors. They have access to all of the following services:

- Eight week class
- Support groups
- Emotional support for victims
- Goal and boundary setting
- Discharge Planning
- Continued support after release
- Referrals to community services
- * Court accompaniment
- Assistance with protection orders and other law enforcement needs

Community Re-entry for Women Program (CREW)

CREW. provides an avenue of reintegration for female offenders from the Suffolk County House of Correction through wrap-around services including: job readiness and life skill instruction; intensive case management and reentry supports with goals of employment, housing and reducing recidivism. CREW is made possible through a partnership between the Sheriff's Department and Project Place.





REENTRY AND RECIDIVISM PREVENTION PROGRAMMING

SHERIFF'S SPOTLIGHT: THE PEACE UNIT

The PEACE (Positive Energy Always Creates Elevation) Unit, launched by Sheriff Steven W. Tompkins in 2018, is a specialized treatment housing program that is focused on providing a therapeutic space where young men between the ages 18 and 25 will have the opportunity to develop the skills and tools necessary to effect positive change in their lives.

As many studies and reports have confirmed, young men in this age cohort typically possess a lower level of maturity in judgment and less emotional regulation than older adults. Their reasoning skills and impulse control is still developing, and, so, the goal is to help these young men to learn how to begin making better and more mature decisions. The ultimate purpose of this program is to break the cycle of incarceration. With a "think outside the box" approach, these programs and services have been specifically designed to help the men in this unit by focusing on education, job training and developing skillsets, individual/group counseling, attitudinal changes and conflict resolution.

Through a variety of programmatic components, we work to encourage positive growth and instill coping skills to provide a different perspective on life with accountability for self-actions and decisions, introducing practical life skills that will prepare them for a successful reintegration and help to break the cycle of incarceration.

This unit is centered on transformative and restorative change, with a willingness to succeed and the promotion of the idea that "Positive Energy Always Creates Elevation."



REENTRY & RECIDIVISM PREVENTION PROGRAMMING

The Suffolk County Sheriff's Department operates on the philosophy that re-entry starts on "Day One" of incarceration. Caseworkers work with each returning citizen to ensure that he/she has taken the necessary steps to ensure the smoothest transition possible from incarceration to the community. These steps include connecting individuals to reentry services that include, but not limited to: substance use programming/treatment; education; workforce development services; housing; veteran services, physical and mental health and other supportive services.

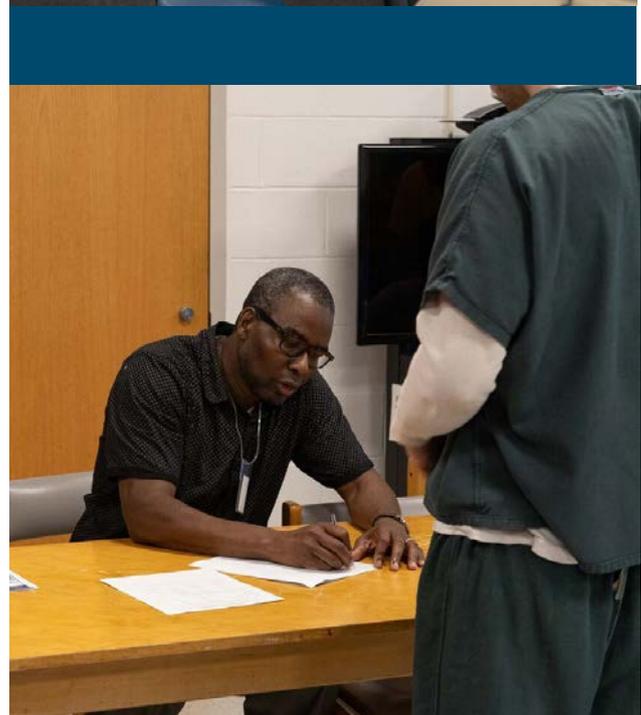
In addition to the aforementioned CREW (Community Reentry for Women) program, the Department utilizes a multi-faceted approach to the reintegration process for men and women remanded to the Department's custody so they can return to the community with new interpersonal and workforce development skills that can help them to better care for themselves and their families.

Discharge/Recovery Panels

The Reentry and Workforce Development Division, focuses on helping individuals build relationships with service providers and employers that will help them be productive citizens in their communities. With a restorative approach we are committed to help guide them in the right direction.

Through collaboration between the Department and the City of Boston Mayor's Office of Recovery Services, we are able to strengthen the continuum of service delivery for individuals returning to Suffolk County after incarceration. The goal of the monthly Discharge/ Recovery Panel is to:

- Improve re-entry outcomes by organizing recovery services around an individual's needs prior to release;
- Help returning citizens access crucial recovery services, including treatment, to reduce the risk of relapse or overdose following re-entry;
- Build critical relationships between incarcerated individuals – both detained and sentenced – and recovery service providers for a smooth transition back to the community through pre-established relationships with community partners;
- Encourage neighborhood-centered service delivery for returning citizens;
- Build durable referral pathways and



information sharing pathways between the Department and outside agencies.

Mentoring Panels

The goal of the Mentoring Panels is to empower returning citizens to take control of their lives upon release by providing them with living examples of people who have previously "walked in their shoes" and who have been able to achieve success, post-incarceration. People who participate in the Mentoring Panels are encouraged to speak about their personal experiences having been formerly incarcerated, leaving custody and re-entering their lives on a healthy path.

Job Readiness Workshop Series: Individuals participate in a five-part workshop series that prepares them to obtain employment and excel in the workplace. Participants will learn to develop a resume, perform a job search, prepare for the interview process, and discuss their CORI (Criminal Offender Record Information).

Explore the Trades: Participants of the Explore the Trades quarterly events:

- Learn about careers in the field of skilled trades and program requirements;
- Interact with career tradesmen/women and ask questions;
- Have the opportunity to apply to a trade from behind the wall;

Job Search and Placement Assistance:

Participants get assistance with finding employment, enrolling in vocational trainings, connecting to one-stop career centers, community organizations, and local/state/federal agencies.

Mock Interviews: Participants receive the opportunity to practice their interviewing skills and receive feedback on how to best present themselves to potential employers.

Transitional Intervention Project (TIP):

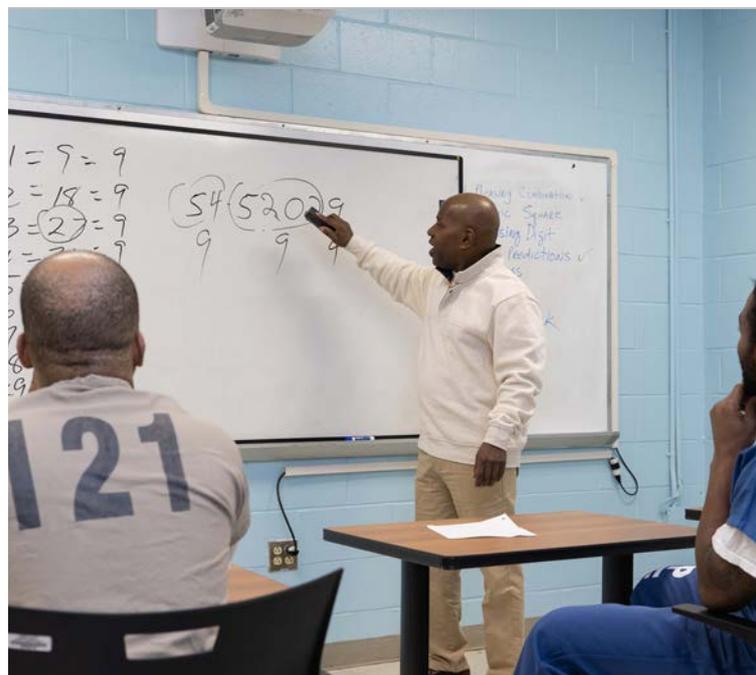
This program screens every week to assist the highest risk HIV-positive individuals prepare for and cope with reintegration.

Intensive case management and housing placement is provided as an attempt to avert homelessness.

HIV Services: This program coordinates and provides all HIV (Human Immunodeficiency Virus)/AIDS (Acquired Immunodeficiency Virus) and STD (Sexually Transmitted Disease/STI (Sexually Transmitted Infection) services which include prevention, education, counseling, testing, and HIV primary care case management. Aftercare and reintegration planning are also part of the services provided.

Health: An emphasis on healthy living is used to expose participants to information centered on health issues, problems, prevention, and care.

Parents Helping Parents: This organization is grounded in a self-help model based on the belief that parents are capable of developing their own solutions when given the space, encouragement, and community resources that they need. It offers parents help and support in order to prevent child abuse, become better parents and improve their interpersonal relationships.



SHERIFF'S SPOTLIGHT: FAMILY MATTERS

Family Matters was created in 2015 at the Suffolk County House of Correction to assist inmates and their families in working toward positive relationships that strengthen the family as a unit. The goal of the program is to re-unify inmates with their children and loved ones while incarcerated and connect the families to support services in the community.

Family Matters connects families to resources that help stabilize the household for the release and return of a formerly incarcerated member in order to prevent re-incarceration and reduce recidivism. This program facilitates referrals to organizations that address multiple challenges, while helping children overcome obstacles that are the by-product of an incarcerated family member. The program broadens the knowledge of how preparation for the family member's release impacts re-entry, family relationships and the community. The Family Matters program is committed to helping inmates and their families work toward positive relationships.

One of the ways in which the Department is able to accomplish this goal is through the introduction of the Nurturing Fathers program, a voluntary program under the Division of Reintegration Services at the Suffolk County House of Correction.

The Family Nurturing Center has been a part of the Family Matters program and the Family Matters System of Care consortium from its inception in 2015 and has been a part of the Consortium advisory committee since it was established in 2017. The Family Matters Program adopted the Nurturing Fathers program as its transformative parenting programming as well as the initial program of father engagement and support in October 2019.

Since starting the Nurturing Fathers program at the Department, we have been able to accommodate the needs of our incarcerated citizens as well as serving their families. These classes allow the Department to offer personalized support based on individual struggles and to create a safe and open-minded environment for the participants to share their hardships and learn from others. The two trained Nurturing Fathers program facilitators are able to create a space where the participants are free to share what is on their minds.

An analysis of the data and statistics prove this program to be successful, with fewer than four percent of the participants in the Nurturing Fathers program recidivating after their release. Through the partnership with Fathers' Uplift, The Home for Little Wanderers, and Family Nurturing Center, the Department was able to complete eight Cohorts in the last 2 years with expectations of many more to come. The Department greatly values our partners' and is pleased with the support that we have received in this endeavor. Together, we believe that the strengthening of the family unit will begin to break the cycle of incarceration and recidivism.



THE TRAINING DIVISION

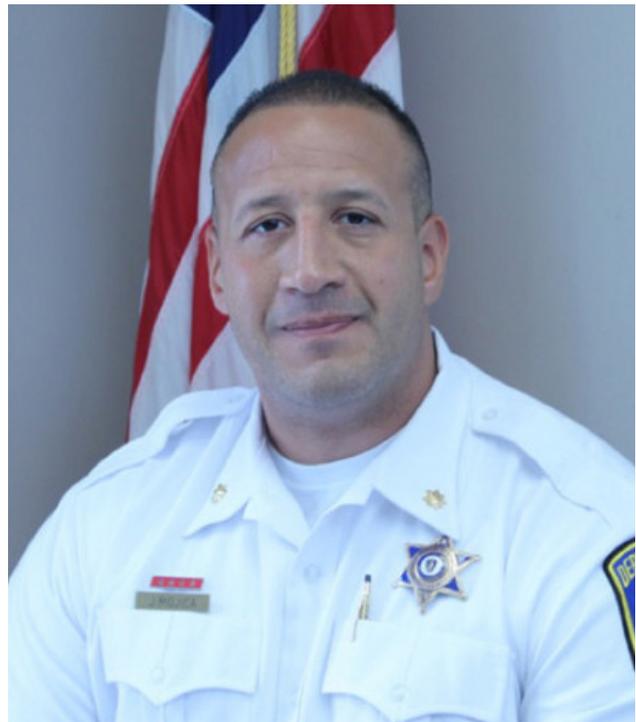
THE TRAINING DIVISION

JOSE MOJICA ASSISTANT SUPERINTENDENT OF TRAINING

Housed at the 9,500 square foot Correction Officer Training Academy (COTA) facility in Chelsea, MA, the Department's Training Division administers a training program that is recognized as a model throughout the world of corrections. The staff of the Training Division is responsible for providing the training of the entirety of Department staff.

Officer candidates take part in a 13-week training academy that is now required of every cadet, along with constant updates, refresher courses, and in-service trainings. A more stringent hiring process and greater participation by veteran custody staff to provide on-the-job training to incoming officers has resulted in a higher caliber of officer, which in turn has led to greater potential for promotion among officers.

The Training Division gives instruction in a variety of custody-specific topics including: the use of force continuum, firearm safety and handling, suicide prevention, courtroom testimony, ethics and professionalism, inmate education, CORI (Criminal Offender Record Information) and inmate rights and responsibilities, fire safety, evacuation plans, and general professional subjects which include clear and concise report writing, sexual harassment, general conduct, CPR (Cardiopulmonary Resuscitation), interpersonal communications, and more. Cadets also receive physical training and are schooled in multiple defense tactics. The Department has also implemented the practice of mandatory continuous training and retraining on the use of force, due to the atypical nature of the situation, to ensure that officers are well prepared for it.



Additionally, members of the training staff are required to go back online as unit officers for two weeks each year to help them maintain familiarity with practical functions and gauge the effectiveness of the training techniques that they implement with each class.

Non-custody staff is also required to attend in-service training for three days every year to be trained in CPR, First Aid, Emergency Plans, Fire Safety, Suicide Prevention, Report Writing, Classification and Contraband Control, sexual harassment, Cultural Sensitivity, and Policy Standards, among others. Recently, Introductory Spanish has been added to the Department's training program as a means to enhance the communication between staff and inmate/detainees and as a teaching tool. The Training Division received 100% attendance for custody and non-custody staff for the years between 2016 and 2021.

Specialized training is also conducted on an annual basis for the Department's award-winning Choice Officer Program. As part of the Choice Program, Department

Officers visit Suffolk County school students in grades 5 to 9 to speak about making smart choices in their lives while encouraging them to respect themselves and others while preparing for successful futures. Officers receive training through a curriculum that includes understanding violence, engaging youth, civics, cyber bullying, and other topics.

The Training Division also provides extensive training for the Department's Honor Guard, a unit that is frequently requested by various organizations to appear throughout Suffolk County and beyond to display the Colors for community functions, funerals, parades, and events.

As part of the continued effort to evolve and implement the newest and latest techniques for both, custody and non-custody staff, members of the Department's COTA are encouraged to attend outside skills-building trainings and workshops.

The Training Division has collaborated with the Massachusetts Sheriffs' Association's professional development committee to keep training academy curriculum as current and effective as possible.

The Department continues to provide training and programming that includes diversity sensitivity in a number of specialized areas including its "Transgender 101" workshop, which was developed for custody and non-custody staff to help promote awareness and sensitivity of and provide insight about a segment of society that they could potentially encounter in their professional and personal lives.

The Department has also partnered with other outside law enforcement agencies, including the Boston Police Department to assist with riot control training, the Chelsea Police Department to deliver suicide prevention training, The Massachusetts Bay Transportation Authority Police to instruct on proper forced cell move technique, and various law enforcement K-9 (Canine) units, among others.

Putting into practice the extensive and high-quality CPR and suicide prevention training they've received, numerous Department officers have been recognized for performing life-saving rescues both inside Department facilities and at multiple locations throughout Suffolk County and beyond.

•**Academies** – The Department has graduated 12 academies during the last five years. The number of academy trained staff during that period totaled 372.

•**Academy Entrance Fitness Examination Updated** – The Department changed its entrance fitness exam from an age and gender format to a uniform testing process for all. The test is based on job related functions such as upper body strength, defensive tactics and rescue drills.



•In-Service

The Department has conducted annual in-service training for all of its staff during the past five years to include during the 2020 COVID-19 pandemic. The Department held 160 different in-service sessions from 2016 to 2021. These programs were facilitated for our non-custody staff, Captains, Lieutenants, Sergeants and Jail/correctional officers.

•**Power Document Management System (PDMS)** - The Department launched the web-based platform in March of 2020 to supplement our staffs training needs. The PDMS system assisted in offering training to many staff members remotely during the shutdown due to the COVID 19 pandemic. As of 2020 it is also used to manage each of its employees training records.

•**Satellite Location** - In an effort to focus on having the ability to host larger numbers of new recruits at the Chelsea Training Division site, the Department moved some in-service sessions to the Casa Lucia Function Hall, which is located in Revere, MA. This afforded the ability to host up to 60-person correctional officer training academies.

•**Instructor Certifications** - Each of our instructors has received or maintained their level of instructions through a number of recognized entities such as the American Heart Association, Massachusetts Sheriffs Association, Municipal Police Training Committee and Fit Force Incorporated.

Municipal Police Training Committee (MPTC) - Assistant Deputy Superintendent (ADS) Jose Mojica is currently working in the capacity as a liaison between the Massachusetts Sheriffs' Association Education and Training (MSA) and the MPTC. The MSA instructors have all been added to the MPTC Acadis portal which means that they will have the opportunity to attend instructor development programs offered by the MPTC. The Acadis portal will also allow our reserve academy trained deputies to complete their MPTC in-service requirements.

The Department is actively involved in supporting those reserve academy-trained Suffolk County officers who wish to attend the MPTC Bridge Academy. At the conclusion of successfully completing this program they will be certified under the new POST (Peace Officers Standards and Training) statute.

In addition the MSA instructors will only need to attend a three-day train the trainer program to become recognized and certified as firearms, defensive tactics and medical instructors through the MPTC. This program will be called PTAC (Patrol Tactics) in which ADS Jose Mojica has been asked to be a member of the cadre of instructors teaching this statewide program.



•CRASE (Civilian Response to Active Shooter Events)

In response to the increase of active shooting events occurring nationwide the Department trained its civilian staff on civilian response to active shooter events.

In addition to its staff, the Department also trained employees at the Aloft, Westin and Element Hotels in Boston, MA.

•Choice Officer Program:

A cadre of Suffolk County officers attend a specialized program, which focuses on interaction with school aged children. Topics include cyber bullying, autism awareness, decision making, sexting and preparing our staff for public speaking.

•**DASH Program** - Defensive Aid in Situations of Help was oriented toward women of the community in an effort to provide basic self-defense techniques and situational awareness.

• MSA Education and Training Committee:

As the chairperson for the Massachusetts Sheriffs Association Education and Training Committee, ADS Mojica has helped to promote professional development courses for each of the Sheriff's offices in the state. He works closely with the MSAETC president, Sheriff Christopher Donelan from Franklin County, Executive Director Carrie Hill and the rest of his colleagues in maintaining professional standards for the Sheriffs' Association.

•Specialized training:

TRT- The Department's tactical team was activated in support of local law enforcement as a mutual aid response. The team trains annually a minimum of 16 hours in addition to its other mandatory requirements.

FCM – The Department conducts bi-annual review training for its officers trained in cell extractions. The focus is de-escalation techniques, team tactics and rendering medical aid when necessary.

Chelsea School Security: The Department has assisted the Chelsea School System security team with annual certifications in the area of CPR.

The Training Division has instituted regular disaster drills with the participation of the United States Department of Homeland Security, Boston Police Department, Emergency Medical Service, and Boston Fire Department to better prepare for a variety of emergency situations. The Training Division has also achieved full compliance with Massachusetts General Laws and the Prison Rape Elimination Act.

The Training Division also provides specialized training with Department task force officers.



OPERATIONS AND PLANNING, FACILITY MANAGEMENT, INFORMATION TECHNOLOGY

LAKIA JONES CHIEF OF OPERATIONS AND PLANNING

Lakia Jones is the Chief of Operations and Planning for the Suffolk County Sheriff's Department (SCSD).

Joining the SCSD in July of 2003 as an Employee Relations Manager, Lakia held oversight of Detail Administration, Internal and External Deputizations, the Tracking Personnel Division Hotline, and assisted the Department with the Worker's Compensation process.

In 2007, Lakia became the Deputy Director of Operations and Planning. Later, in 2015, she was named Director of Operations and Planning, and in 2018, Lakia became the Chief of Operations and Planning.

The Suffolk County Sheriff's Department has continued to move forward with enhanced structural stability through efforts that include fostering a more consistent working relationship with the state's Division of Capital Asset Management (DCAM), the undertaking of numerous capital projects throughout the Suffolk County House of Correction and Suffolk County Jail, and by the creation of a comprehensive and aggressive preventative maintenance program for both the Suffolk County Jail and the House of Correction.

The role of Information Technology Systems (IT) has continued to evolve over the past five years. The evolution of digital technologies utilized by the Department over this time period and required for the administration and management of its facilities, safety, and security has expanded the traditional role of IT to include the implementation and support of processes that were at one time considered



“mechanical.” These new technologies not only enable the Department's ability to monitor events in real-time, but also the ability to capture and store various types of event data for offline review and analysis. The capability to review and analyze stored data of real-time events enhances the Department's ability to develop and supplement information critical to managing the day-to-day safety and security of the organization. IT continues to work toward its primary objectives of supporting and maintaining production systems and applications as well as the network infrastructure and technologies currently implemented at the Department. These primary objectives include contributing to the development of a vision for future enhancements to the Department's existing applications and processes. During the past five years, IT has participated in the investigation, design upgrade, and implementation of many technologies and applications. With respect to the wealth of improvements, upgrades and advancements made during the past five years, many of which have resulted in significant savings

to the taxpayers while embracing green technology when and where possible and, in some cases, leading at the forefront of national community corrections.

UPGRADES, EQUIPMENT, AND PROCEDURES

From 2016 to 2021 a vast array of alterations and additions have been made to both procedures and the tools used to carry them out. Whether making structural repairs, modernizing equipment, or working at a greater level with outside agencies, the Sheriff's Department has continued with its efforts to increase the safety and security of those within the facility and the communities within Suffolk County. Some of those efforts include:



- Obtaining reaccreditation from the American Correctional Association (ACA).
- Obtaining of reaccreditation from the National Commission on Correctional Health Care (NCCHC).
- Recertification as a PREA (Prison Rape Elimination Act) compliant agency. (Current audit report due in February 2022.)
- Instituting the Medication Assisted Treatment (MAT) program, for individuals experiencing opioid use disorder.
- Introducing fingerprint identification technology to better coordinate identification (new to the Jail).
- In adherence to the Criminal Justice Reform Act of 2018, (Chapter 69), the Department restructured housing protocols, including a vast reduction in the use of Restrictive Housing. Additionally, the Department enacted targeted classification practices for residents suffering from Serious Mental Illness (SMI).
- The Department obtained PowerDMS (Document Management System), an online training and data storage solution. By transitioning to online instruction for managers and certain uniform command members, the Department realized cost savings in staffing and overtime.
- The Department expanded its on-the-job training program for academy graduates to increase employee development and to introduce a peer mentoring system.
- Implementing of video court in 2017 (which was greatly expanded with the COVID-19 pandemic in 2020).
- Creation of OASIS (Opioid Addiction Services Inside South Bay) Unit – 2018.
- Creation of PEACE (Positive Energy Always Creates Elevation) Unit – 2019.

- Ended relationship with ICE (Immigration and Customs Enforcement) – 2019.

- Accepted and housed female detainees and inmates from Framingham on behalf of Essex, Norfolk, and Plymouth Counties – 2019.

- Created a kitchen program for increase access to the female population to work in the kitchen.

- Created a sewing work crew to manufacture face masks for inmates/detainees in our facilities in response to COVID-19 – 2020.



- Installed and implemented soundproof booths to enable inmates/detainees to attend non-evidentiary court dates virtually – 2020.

- Installed and implemented video visit technology to allow inmates/detainees virtual visits with family members during the pandemic – 2020.

- Installed and implemented virtual attorney visitation technology to allow inmates/detainees access to their attorneys during pandemic – 2020.

- Provided free COVID-19 vaccinations to all interested detainees and inmates (and staff) – 2020 and SCSD continues to offer vaccination to all men and women in custody.

- Provided inmates regular free calls each month to communicate with family during pandemic – 2020 and 2021.

- Creation of the Stabilization Court – called the Community Response Session – in coordination with the Massachusetts Governor's Office, Massachusetts Trial Court, Attorney General's Office, District Attorney's Office, Boston Police Department (BPD), Committee for Public Counsel Services, Massachusetts Health and Human Services, the Boston Mayor's Office, and the Boston Public Health Commission – 2021.

- Rolled out Securus tablets to all inmates and detainees at both facilities to give them access to free programming, educational materials, and podcasts, as well as premium movies and music – 2021.

- Installed touch-free entrance doors for the front lobby of the Suffolk County Jail (SCJ) to reduce the need for surface contact and potential germ transmission.

- Updated the HVAC (Heating Ventilation and Air Conditioning) systems to energy efficient equipment i.e. heat pumps, booster



pumps at the HOC.

- Updated fire panel system at HOC.
- Increased security netting on all recreation decks at the SCJ to prevent contraband entering through windows.
- Replaced numerous windows at both facilities.
- Initiated rooftop repairs at the HOC.
- Installed an epoxy flooring system.

Among a host of other programs, projects and initiatives that the Department is currently working on are:

- Partnering with BPD on a central lock-up facility in Building 8.
- Petitioning DCAMM to approve and retro-fit Building 8 with toilets and sinks in the cells.
- Developing an on-site Office of Reentry for inmates and the community to access necessary public and health services in one central location.
- Working with DCAMM on Energy project upgrades for SCJ and HOC.
- Updating our Plumbing system at SCJ/HOC.
- Replacing Underground storage tanks at SCJ with an above ground unit.
- Replacing rooftop equipment at HOC.
- Domestic hot water tank replacement at the HOC.



SHERIFF'S INVESTIGATIVE DIVISION (SID)

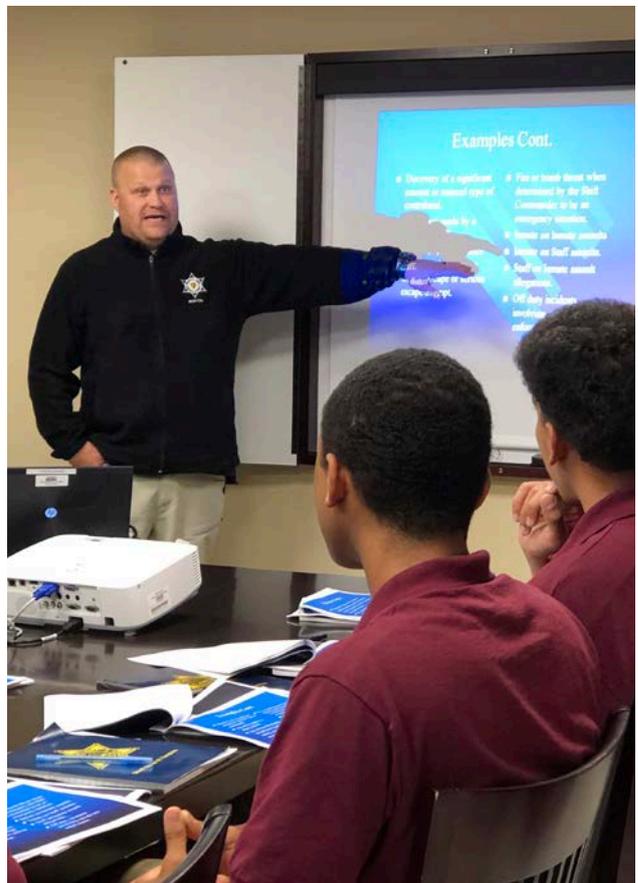
SHERIFF'S INVESTIGATIVE DIVISION

ASSISTANT DEPUTY SUPERINTENDENT MICHAEL BEVILACQUA

As Assistant Deputy Superintendent reporting directly to Sheriff Steven W. Tompkins, Michael Bevilacqua is charged with the development and implementation of management and administrative processes to dramatically improve the efficiencies of the Sheriff's Investigative Division (SID) and the Gang Intelligence Unit (GIU), both under his management.

The program focuses upon improvement of skills in crime scene preservation, evidence and data collection/organization, interviewing, interrogations and intelligence gathering and analysis.

Another crucial factor for success has been the removal of artificial communication barriers within and outside of the Department by the advocacy and practice of a team approach in all contact and dealings among the SID, GIU, Classification Division and the Office of the General Counsel. These efforts have included an aggressive search for collaborative opportunities with other public or private agency resources and have been utilized to the Department's advantage. The success of these initiatives is exemplified by the enhanced positive relationship between SID, GIU and Boston Police Department in information exchange and sharing. The improved comity between the agencies has been invaluable. Additionally, SID and GIU staffs have jointly attended classes sponsored by the Northeast Gang Investigators Association and have participated in Reid Technique Interview and Interrogation courses of international renown. Refresher training has been provided to investigative personnel to ensure legal compliance with the Prison Rape Elimination Act (PREA).



FINANCIAL SERVICES



The Suffolk County Sheriff's Department has continued to improve on the delivery of goods and services, centralize and streamline the finance-related functions within the Department and to promote greater communication both within the Department and externally as it relates to financial services.

The Department's Financial Services Division team is tasked with providing prompt, efficient service with respect to accounts payable, maintaining contracts, managing inmate accounts, procurement of goods and services, grants, and balancing the budget, among a multitude of other responsibilities.

The Financial Services Division has continued to implement improvements to both the delivery of services and the systems through which they are administered.

The implementation of electronic purchasing or "E-Purchasing" has resulted in stronger management of purchasing with an electronic signature chain for each department and person, which eliminates the past potential problems of paper expenditure requests (ERs) being misplaced while allowing for tracking and a clear record of what has been ordered, who ordered it and what is pending.

Great improvement has been also been made with respect to the accounts payable system. Streamlining efforts undertaken by the Financial Services Division has resulted

in accounts payable being brought up-to-date with fewer duplicative invoices. As a result, vendor relations were also enhanced leading to a higher quality of vendors bidding on service contracts for the Department.

The Division has also worked to achieve the current high level of intergovernmental communication and cooperation with the City of Boston and Commonwealth of Massachusetts on related financial issues. The stronger communication between the Department and the state Executive Office for Administration and Finance has been crucial in helping the Department to attain balanced budgets. As previously stated, the Department has replaced the older, outdated accounting system with E-Purchasing, an improvement that allows for greater compatibility with the City of Boston systems.

In the years before the Department ended its contract with the Department of Homeland Security Bureau of Immigration and Customs Enforcement, Financial Services set a national standard through the creation of a detainee invoice format, which was then adopted by DHS ICE.

As with all of the divisions that make up the Department, a strong emphasis has been placed on staff training and skills enrichment.



CIVIL PROCESS DIVISION

CIVIL PROCESS DIVISION

CHIEF CIVIL DEPUTY

STEPHEN JOHNSON

Alphonso Stephen Johnson is the Chief Civil Deputy at the Suffolk County Sheriff's Department's Civil Process Division.

Chief Johnson began his career at the Suffolk County Sheriff's Department in the Civil Process Division as a records file clerk through the Madison Park Technical Vocational High School job placement program in 1988. With his natural drive to enhance his knowledge and understanding of the Civil Process Division, Stephen was moved to the position of Administrative Assistant. In this role, he was able to learn the process of what identifying legal documents are and what is required to have them served. In 2006, he was promoted to the role of Enforcement Unit Coordinator, where he oversaw and scheduled all process such as Civil Arrest, Vehicle and Personal Property Seizures, and Sheriff Sales. In 2016, he was promoted to Assistant Chief Deputy Sheriff, a role that broadened his responsibility as Enforcement Unit Coordinator to assisting the Chief Civil Deputy in the daily operations of Civil Process.



In 2022, Johnson was elevated to the position of Chief Civil Deputy, entrusted with oversight of the entire operation for the Civil Process Division, which includes all administrative staff and serving deputies.

The mission of the Suffolk County Sheriff's Department Civil Process Division is to assist attorneys and pro se litigants by processing and then delivering or "serving" the legal documents necessary for civil courts to conduct their business. Legal service of court documents puts relevant parties to legal actions on notice by delivering to them copies of lawsuits, summonses for witnesses, and protective or restraining orders. Additionally, after the courts make judgments, the division staff may enforce these judgments by seizing property, garnishing wages and performing sheriff's sales.

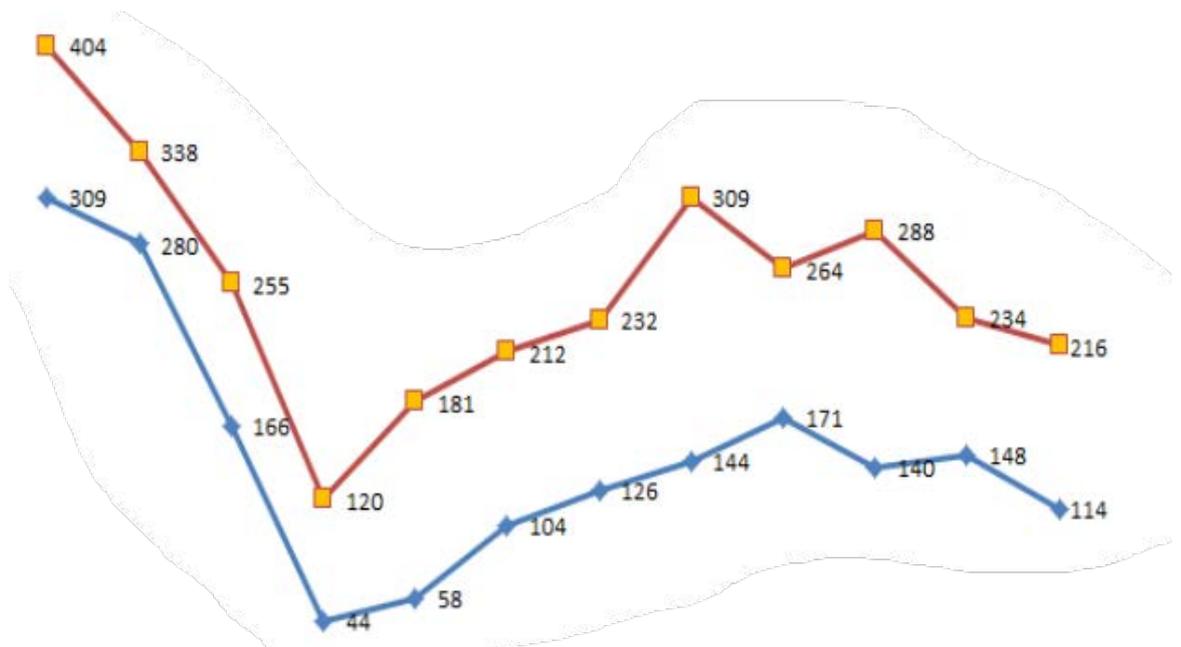
The daily work of the Civil Process Division is wide-ranging and often fast-paced. Deputy Sheriffs spend a majority of their time in the communities of Chelsea, Winthrop, Revere and Boston serving notices for many different types of clients. Many times, these legal papers are time-sensitive with clients ranging from large and small law firms, businesses to individual citizens. Most want to know when service has been made so that court deadlines have been met or that they are being protected by a court order.

The Department's Civil Process Division continues to stress improved communication through the relaying of important information in a timely and efficient manner to our customers, attorneys and pro se litigants. The entire civil justice system has benefited by the improvements in communication by Department deputy sheriffs. Our efforts to relay accurate and timely information to clients as quickly as possible through the improved use of technology, have greatly enhanced the efficiency of civil litigation here in Suffolk County as well as in Massachusetts and across the country.

The locational change for the Civil Process Division from the Downtown Boston area to its current location across from the Edward Brooke Courthouse in the North Station area of Boston on New Chardon Street continues to be beneficial for the legal and business community. This location near the city's main courthouse, which is also central to a public transportation hub and around the corner from the Suffolk County Jail, allows attorneys and pro se's to conduct their business more efficiently and conveniently in Suffolk County. The current location's larger floor footprint also gives the Division the opportunity to more easily provide the proper storage of records on site, while maintaining safe workspaces.



STATISTICAL REPORT 2016-2021



Massachusetts Suffolk
County Sheriff's Department

Methodology

The Suffolk County Sheriff's Department (hereafter SCSD) Statistical Report is a compilation of data collected for the time period of 2016 to 2020. The data was collected primarily from the Offender Management System (OMS) which is the Department's information system, program quarterly reports, and various criminal justice articles. This report provides aggregate statistical information on the population served by the various programs and services at the Suffolk County Jail and House of Correction. The data is booking centric therefore the admission and release data reflects the number of booking processed not the number of individuals processed. Programs and Services provided to support the Department's public safety and recidivism goals are highlighted in this report. However, this report is not an evaluation or an assessment of their effectiveness.

This report is prepared by the Suffolk County Sheriff's Department Research Office: Senior Data Specialist Marjorie Bernadeau-Alexandre, MBA and Research Analyst Beverley Raymond, MS with the assistance of: Information Technology, Classification, Inmate Legal services, Education, PEACE, Reintegration, Social Services, Women's Programing, and Common Ground Institute. Special thanks to Assistant Superintendents Matthew DeCastro & Rachelle Steinberg, Esq., Patty Sullivan and Patricia Allain

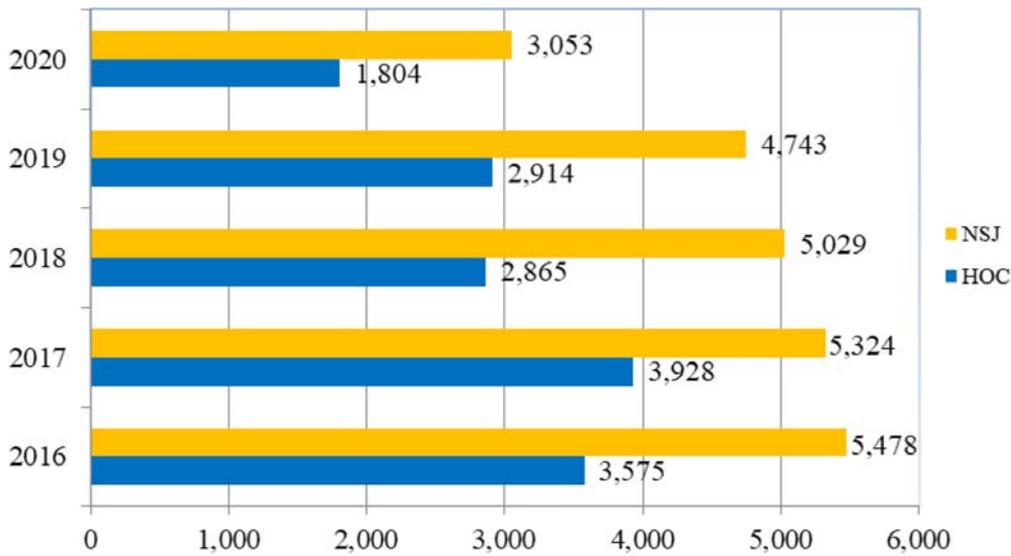
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Admission

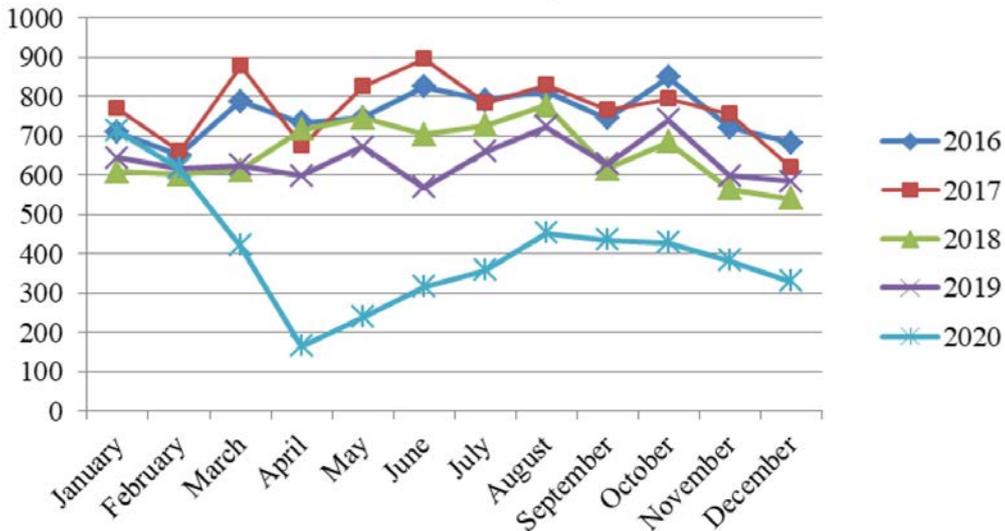
During the time period of January 1, 2016 through December 31, 2020, the Suffolk County Sheriff's Department processed 38,713 admissions. The Suffolk County Jail (hereafter the jail) processed 62% of the inmates/detainees with the remaining 38% at the House of Correction.

Suffolk County 2016-2020 Admission



On average, SCSD processed approximately 8,000 admissions yearly; however the year 2020 was unprecedented. The number of cases processed through booking decreased by -46% from 2016 to 2020 and showed a significant -31% reduction beginning in 2019. Due to the COVID-19 pandemic, SCSD saw a substantial decline in admissions in April 2020.

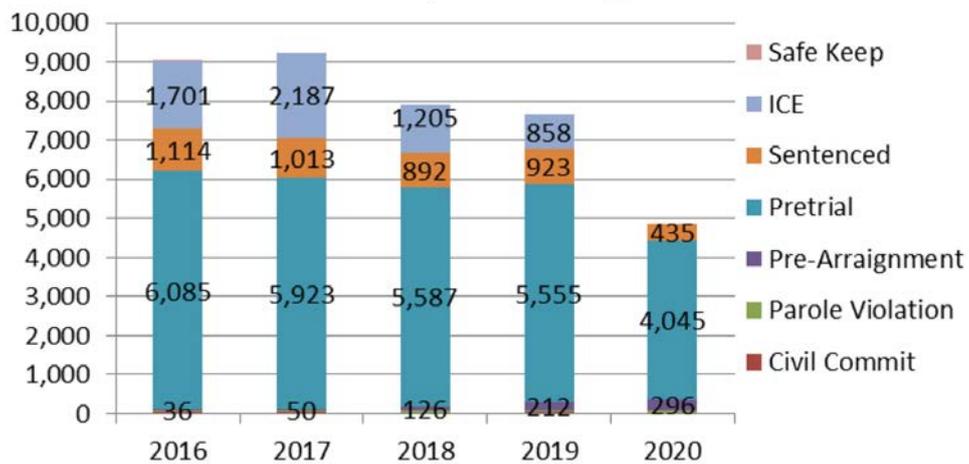
2016-2020 Admission by Month



Admission

SCSD admissions were accepted from various law enforcement entities; Pretrial intakes accounted for 70% of the admissions. The most noticeable change was in the number of sentenced admissions with a -53% decrease. This dramatic decrease is most likely attributed to the Criminal Justice Reform Act (CRJA) signed into law in 2018, which increased diversion programs aimed at reducing incarceration and increased access to substance use treatment as well as eliminating certain drug related mandatory minimum sentences. Another notable change in the SCSD population was due to the termination of the Federal Immigration and Customs Enforcement (ICE) contract during fall of 2019.

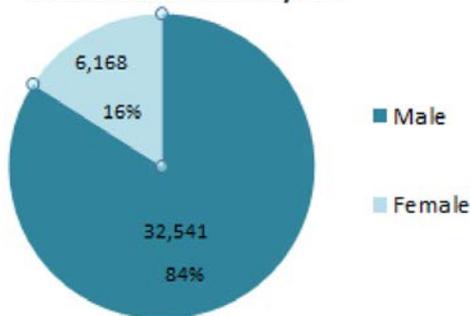
Suffolk County Admission Type



Demographics

During the past five years, 32,541 (84%) males and 6,168 (16%) females were processed by the SCSD. This vast disproportion of male incarceration is similar to the rest of the country. According to the Federal Bureau of Prisons, 93% of those currently incarcerated are male. However, in 2019 the female population at increased by 30% due to SCSD agreeing to accept three counties of women from MCI-Framingham. The counties include Essex, Plymouth and Norfolk.

2016-2020 Admission by Sex



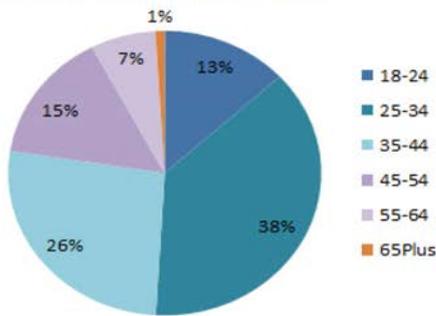
2016-2020 Admission by Sex

Year	Male	Female
2016	8,015	1,037
2017	8,176	1,076
2018	6,789	1,105
2019	6,223	1,433
2020	3,338	1,517

Admission

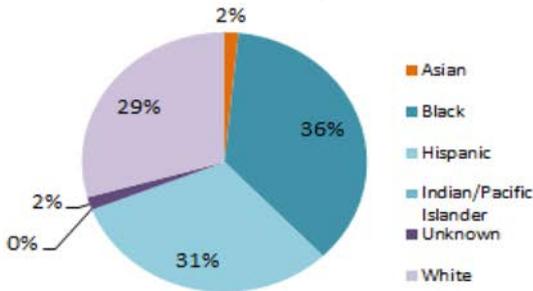
The majority of SCS D inmates/detainees are between the ages of 25-34 (38%). The Median age was 34 with the oldest person being 87 years old. Through self-reporting, the racial breakdown of the population was Black (36%), Hispanic (31%), and White (29%). Although there was a drop in admission in 2020, the most significant change was in the Asian race category with a -71% reduction.

2016-2020 Admission by Age Group



Age	2016	2017	2018	2019	2020
18-24	976	1,105	1,180	1,127	697
25-34	3,371	3,532	2,967	2,887	1,865
35-44	2,527	2,462	2,041	1,924	1,332
45-54	1,392	1,422	1,187	1,119	628
55-64	695	645	452	515	297
65Plus	91	86	67	85	38

2016-2020 Admission by Race

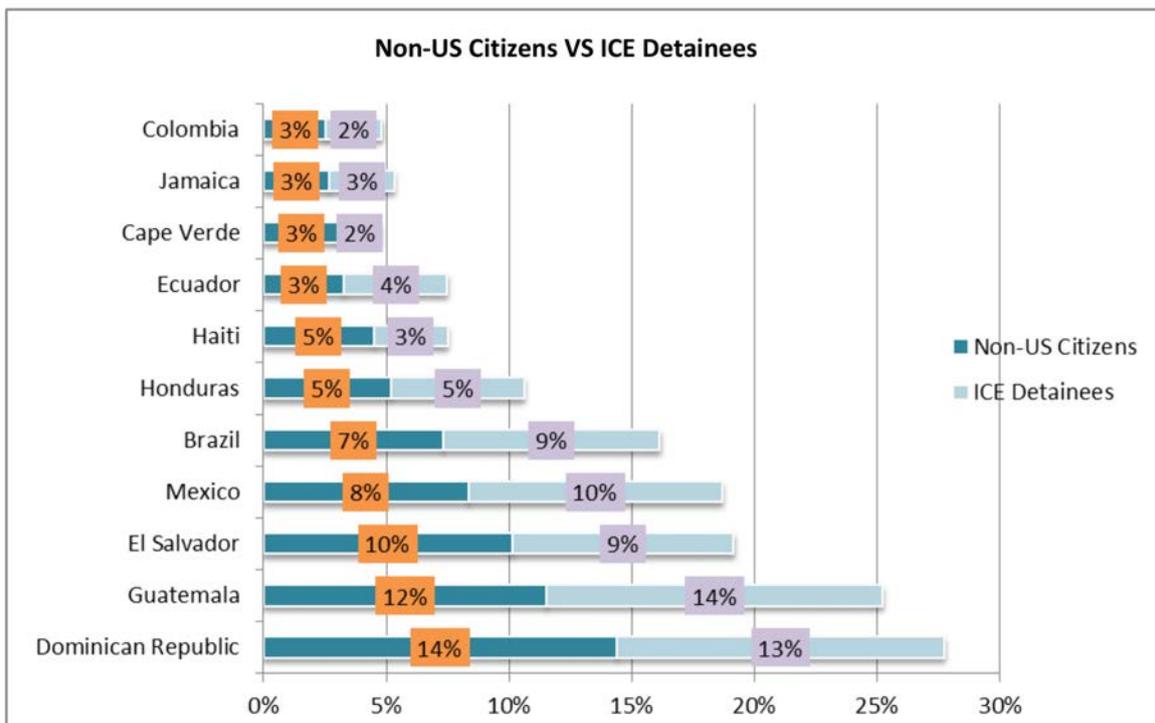


Race	2016	2017	2018	2019	2020
Asian	175	147	128	126	36
Black	3,232	3,127	2,903	2,879	1,892
Hispanic	3,033	3,419	2,450	2,104	1,037
Indian/Pacific Islander	4	8	2	3	7
Unknown	89	126	139	205	63
White	2,508	2,424	2,272	2,338	1,820

Admission

Residency

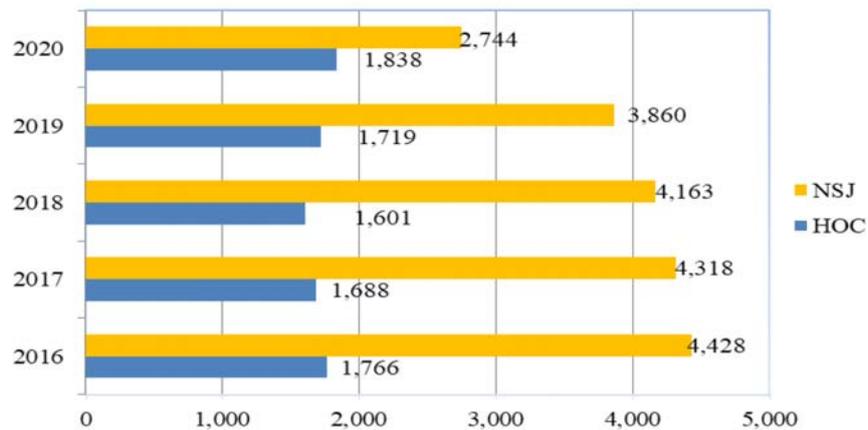
A majority of the inmates/detainees self-reported as being a Massachusetts resident. The top four counties represented were: 69% Suffolk, 10% Middlesex, 7% Essex, and 6% Norfolk. Of those who responded, 12% reported being homeless. Additionally, 5,621 reported country of citizenship other than the United States; of which 4,304 (77%) were identified as ICE detainees. The chart below depicts the countries reported for 100 or more processed admissions.



Release

During the period of January 1, 2016 through December 31, 2020 SCSD processed 28,119 releases, which includes 10 deceased individuals. Although the population census changes regularly, the average length of stay for a pretrial detainee is 43 days and 210 days for sentenced population. As shown in the graph below, sixty-nine percent (69%) were released from the jail. The high turnover is a reflection of the transient pretrial population, which accounts for 69% of the total releases processed. Due to the COVID-19 pandemic, on April 3rd 2020, the Massachusetts Supreme Judicial Court ordered the reduction of the number of incarcerated individuals housed across the Commonwealth in correctional facilities. This order focused on pretrial detainees with lower level, non-violent offenses as well as individuals being held on specific charges.

Suffolk County 2016-2020 Release Data



2016-2020 Top 10 Reasons for Release

Release Type	2016	2017	2018	2019	2020	2016 - 2020
Sent to court not returned	3,357	3,319	3,248	3,171	1,395	14,490
Bail	1,444	1,453	1,287	1,197	1,320	6,701
End of Sentence (EOS)	909	880	823	711	552	3,875
Release on recognizance	87	74	83	62	639	945
Paroled	118	124	151	124	170	687
Sentenced	56	56	59	80	121	372

Disciplinary Board Incidents

HOC	2016	2017	2018	2019	2020
Assault: Inmate on Inmate	314	360	302	233	150
Assault: Inmate on Staff	58	45	40	18	30
Escapes / AWOLs	0	7	3	5	0
Disciplinary Action					
Resolved Informally	235	250	287	198	186
Dismissed/Not Guilty	59	69	90	103	115

NSJ	2016	2017	2018	2019	2020
Assault: Inmate on Inmate	123	160	121	96	79
Assault: Inmate on Staff	43	67	33	30	44
Escapes / AWOLs	0	0	0	0	0
Disciplinary Action					
Resolved Informally	419	361	211	310	372
Dismissed/Not Guilty	31	27	25	46	26

Grievances

HOC	2016	2017	2018	2019	2020
Total Grievances Filed	1,103	1,198	1,087	1,011	1,111
Top 15 Most Complaints					
Complaint-Custody	256	227	251	165	146
Medical	144	135	182	216	196
Food	85	175	53	58	32
Property Lost/RH Move	117	76	2	84	76
Earned Good Time	31	63	72	58	90
Mail	73	67	69	46	37
Housing Condition	61	102	13	6	97
Classification	30	36	54	66	33
Complaint-Staff	37	38	42	22	13
Property Lost – Booking	25	32	27	23	45
Canteen	44	25	14	30	28
Detail	17	25	17	40	27
Programs	0	7	84	2	5
Complaint-Caseworker	N/A	N/A	12	43	30
Recreation	13	9	12	9	41

HOC Grievance Disposition

Disposition	2016	2017	2018	2019	2020
Denied	216	235	295	155	173
Resolved	200	297	297	296	264
Return	698	811	477	722	673

Grievances

SCJ	2016	2017	2018	2019	2020
Total Grievances Filed	535	479	423	433	647

Top 15 Most Complaints

Medical	193	73	88	66	112
Property	60	60	78	34	56
Mail	31	23	31	77	44
Quality of healthcare	N/A	74	11	23	69
Food	43	26	14	21	36
Complaints-Custody	14	15	7	37	56
Canteen	35	15	18	14	22
Complaints- Staff	29	25	19	8	12
Housing conditions	10	19	10	10	24
Access to healthcare	N/A	30	8	13	15
Telephone	17	3	12	2	31
Recreation	25	9	5	4	19
Inmate services	7	35	7	1	1
Legal access	5	15	9	3	19
Disciplinary Board	10	4	10	15	11

SCJ Grievance Disposition

Disposition	2016	2017	2018	2019	2020
Resolved	361	219	188	97	323
Denied	149	249	235	171	299
Appeal Denied	13	20	14	22	8
Appeal approved	2	1		2	0
Invalid	3	0	1	0	0
Unresolved/Pending	7	0	0	0	0

Programs and Services

To accomplish the goal of reducing recidivism and the cycle of incarceration, SCSD uses data analysis to develop best practices and culturally effective programs.

Acknowledging the various barriers prior incarcerated individuals must navigate, SCSD has taken a holistic approach in addressing an individual's needs. On average, SCSD offers about 90 different programs across its facilities. Programs are facilitated by Department staff, community partners and volunteers throughout one's incarceration and as they reenter the community bridging the transition between incarceration and release. SCSD offers both mandatory and elective programming; however all require regular attendance and may provide certification upon successful completion.

Inmate Legal Services

The role of Inmate Legal Services is to provide inmates/detainees with “**reasonable access to the courts, counsel and governmental authorities**” pursuant to applicable Federal and State law. The division provides legal needs that do not interfere with their Attorney/client relationship.

Inmate Legal Services	2016	2017	2018	2019	2020
Legal Research Requests	3,746	3,932	4,312	4,339	1,861
Bail Appeals Petitions/Hearings	1,130	1,113	1,076	770	821
Habeas & Speedy Trials	416	537	453	456	282
Initial Meetings	x	x	x	709	1,123
Case Laws	x	x	x	739	1,061
Other	x	x	x	546	1,033
Video Bail Appeal Requests	459	406	233	246	174
Notary	230	274	304	281	309
Attorney/client telephone conf.	x	x	x	x	1,345
Face to Face meetings	37	127	368	315	244
Supplies	102	187	204	92	358
52A Commitments	178	197	227	177	65
Attorney/client Zoom conf.	x	x	x	x	715
Court Inquiries	x	x	x	167	541
Other Superior Court Hearings	x	x	x	x	565
Domestic/visiting issues	93	107	155	94	39
Mass Bail Fund	x	x	9	62	313
Mental Health Evaluation (18As)	24	22	29	21	27
Inmate Services Referrals	x	x	x	63	41
CDs Received	x	x	x	36	42
Interstate Agreements	x	x	x	9	8
Accountability Report	x	x	x	5	3
Marital Status	x	x	x	0	1

"x" Represents data not being captured at that time

Programs and Services

Education

The Education Department offers classes taught by in-house staff and community volunteers. SCSD collaborated with College Bound Dorchester, Boston University, Boston College, Massachusetts Institute of Technology (MIT), Harvard Radcliffe Institute’s Law, Justice and Education Initiative, Brandeis Educational Justice Initiative, UMass Boston; Boston University’s Race, Prison, Justice: Illuminating Story Through the Arts, The Petey Greene Program, A Faith That Does Justice’s ESOL Program, Boston Public Schools’ Re-Engagement Center, and Special Education in Institutional Settings through the Department of Education (DOE).

Educational programming is available to all pretrial and sentenced individuals at the House of Correction. Classes consist of: two levels of literacy classes, High School Equivalency (HSE)/Adult secondary Education (ASE) and pre-HSE/ASE classes, ESOL (English as a Second Language), SPED (Special Education), Writing Workshops, Freedom From Violence, Parenting, Civics, Financial Literacy and Tutoring. SCSD’s HSE/ASE classes also include classes for Title I students (17 –20 year olds). Educational counseling is available for all students; specific counseling and testing is also available for Title I students and those serviced under DOE funding. During the aforementioned time period 13,172 inmates/detainees enrolled in various classes programs. 172 individuals received their High School Equivalency and four completed and received their diploma from the Boston Public Schools.

2016 - 2020 Education Program Enrollment



2016 - 2020 Education Program

Category	2016	2017	2018	2019	2020
ABE					
Enrollment	2,483	1,944	1,754	1,536	702
Completions	274	127	98	170	18
OTED					
Enrollment	1,056	1,376	1,132	921	268
Completions	240	314	281	267	70

In September 2019, the I-Can academy was implemented at the Jail to increase the educational opportunities to the inmates/detainees housed while awaiting trial or completing their sentences. I-Can Academy’s mission is to provide education as an emancipatory tool for students to understand their positionality within the context of history, society and community. Through engaged scholarship, the I-Can Academy strives to cultivate a multidisciplinary and real-world learning milieu in which students confront complex problems to encourage creative confidence, collaborative inquiry and civic responsibility for successful re-entry. However, due to the COVID-19 pandemic, classes were suspended during most of 2020.

Programs and Services

Men's Programming/Social Services [House of Correction]

The goal of the Men's Programming/Social Services Department is to ensure the delivery of a comprehensive array of human service programs and activities for inmates/detainees. The primary responsibility of the casework staff is to facilitate the development and implementation of individual service plans (ISP) for each individual while housed as well as assist them with their discharge and release plans. These services are available at both facilities. The types of services and programs vary due to the population needs of those housed at each facility

HOC Program Services	2016	2017	2018	2019	2020	TOTAL
<i>Casework Total Contacts</i>	43,547	46,052	30,407	21,759	17,775	159,540
Treatment Unit						
Admissions	133	238	186	72	21	650
Discharges	156	214	191	77	22	660
Completed Program	134	165	117	57	14	487
EOS/Parole	75	86	81	32	12	286
Lower Custody/Incomplete	119	130	120	57	19	445
Program Failure - Discipline	68	32	66	34	7	207
Program Failure - Non-Discipline	26	72	28	1	0	127
Groups						
Beyond Prison	2237	1998	N/A	N/A	N/A	4,235
Meditation	195	218	255	129	40	837
Anger Management	N/A	28	68	25	0	121
AA/NA	1419	974	635	358	109	3,495
ROCA	126	143	89	47	2	407
Tufts Health	193	527	674	0	0	1,394
Refugee Immigration Ministries	323	360	356	112	0	1,151
Parents Helping Parents	97	88	138	94	23	440
Yoga	0	54	95	83	30	262
Health Realization	N/A	177	116	52	10	355

Programs and Services

Social Services...Continue

HOC Program Services	2016	2017	2018	2019	2020	TOTAL
HIV/AIDS Program						
Admissions	41	22	181	0	370	614
New Man Orientation	N/A	N/A	362	293	112	767
Discharges	38	21	0	0	0	59
Counseling	142	332	110	90	118	792
Tests Given	536	499	44	74	51	1,204
Test Refused	612	624	278	264	89	1,867
CTC/SPAN	139	58	0	0	0	197
Orientation Education	760	783	0	0	0	1,543
HIV 101	186	130	0	0	0	316
Risky Business	395	433	0	0	0	828
Religious Services						
Chapel Male	7014	4389	N/A	N/A	N/A	11,403
Chapel Female	113	114	N/A	N/A	N/A	227
Catholic Worship	N/A	N/A	1410	2150	820	4,380
Protestant Worship Services	N/A	N/A	1791	1028	0	2,819
Mosque	150	800	108	0	0	1,058
Nation Of Islam	49	0	N/A	N/A	N/A	49
BEREA	36	2	N/A	N/A	N/A	38
Jehovah Witness Worship	136	382	125	0	0	643
Protestant	88	1239	N/A	N/A	N/A	1,327
Bible Study - Stout	323	0	2813	1182	0	4,318

Voter registration across both facilities

YEAR	REQUESTS	BALLOTS SENT	BALLOTS RECEIVED
2020	95	95	54
2019	98	98	37
2018	78	78	41
2017	58	58	52
2016	107	93	96

Programs and Services

Reintegration/Family Matters

Family Matters is a voluntary program under the Division of Re-integration Services at SCSD. *Family Matters* was developed to support sentenced inmates and their families, while they work toward positive relationships that strengthen the family unit. Caseworkers maintain communication with the families to assist inmates toward reunifying with their children and to stabilize employment and housing post-release.

To create an understanding of the **Five Protective Factors of Strengthening a Family*, the incarcerated individual is provided with tools and workshops to build their self-efficacy skills and their knowledge around:

Parent Resilience;
Knowledge of parenting and child development;
Building healthy social connections;
Seeking concrete support in the time of need;
Social and Emotional competence of children and their family

While the inmate is engaged in this program, the family/household of the participant is also provided with resources and services that address the challenges and obstacles that are a byproduct of incarceration. This is accomplished through referrals to our community partner agencies and a bank of community resources. In 2020, the program was replaced by the Nurturing Fathers Program.

Nurturing Fathers Program

Through a partnership with the Family Nurturing Center, SCSD was able to secure funding from the Children's Trust Fund to bring the Nurturing Fathers curriculum as a staple for the Family Matters program. The Nurturing Father's curriculum is a 13 week program that is data measured and driven by the Adolescent Parenting Inventory (API) which measures the growth and behavior changes of the father. The program is in group format and fosters engagement and bonding over fatherhood. Thus far, 43 men have attended the program with 23 completed.

Family Matters	2017	2018	2019	2020	Total
Enrolled	105	103	182	14	404
Family Participation	45	53	133	6	237
Reintegration Programs					
Five Protective Factors Certificates Earned	77	60	65	No longer in session	202
Nurturing Fathers	-	-	-	23	23

Programs and Services

Women's Programming Women's Program Services aims to deliver gender-specific, trauma-informed individualized reintegration programming to both detained and sentenced females at the House of Correction. All women are enrolled in a 3-phase program model. Phase 1 Orientation is a 2-day overview of the rules and regulations Phase 2 consists of 2 weeks of daily psycho-educational workshops addressing 4 main topics: recovery; re-entry (life skills and job skills); domestic violence and anger management.

Phase 3 is considered the main component of Women's Program Services where women are placed into longer-term programming that meets her individual needs. The program placement is determined by the results of comprehensive assessments and the development of an Individual Service Plan (ISP) which was administered during Phase 2. Some of the programs include: recovery and relapse prevention; parenting; anger management; domestic violence; GED/Hi-Set, Pre-GED and ESL; reentry/discharge planning; resume development; computer literacy; creative writing, meditation and yoga.

Program Enrollees	2016	2017	2018	2019	2020
Booked					
New Women	735	819	661	872	412
Sentenced	84	84	69	x	x
New Pretrial Detainees	549	562	409	x	x
ICE Detainees	90	141	142	82	0
Parole Violator	1	6	10	7	x
Halfway House Returns	6	1	0	0	x
Released					
End of Sentence	80	64	54	81	154
Detainees	39	53	92	74	120
Parole	11	13	36	55	68
To Halfway House	14	3	0	8	31
Not returned from court (SCNR)	306	340	223	399	288
Released on bail	142	202	124	181	276
ICE Released	106	125	130	81	0
Community Supervision	0	0	2	3	6

"x" Represents data not being captured at that time

Programs and Services

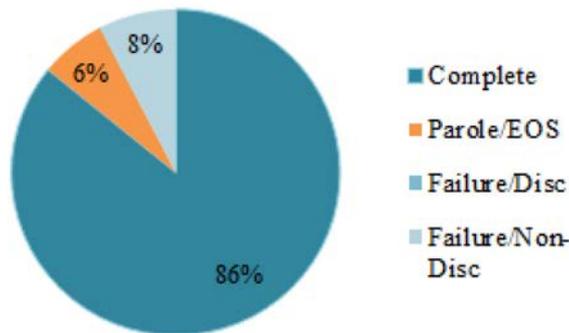
Common Ground Institute (CGI)

Vocational education (skilled based training) programs are offered at the House of Correction to provide sentenced inmates the opportunity to learn marketable skills. These skills and developed abilities have the potential to increase rehabilitation, reduce recidivism and assist individuals in finding meaningful employment upon release. These programs are purposefully designed to assess student's needs, to educate and prepare students for employment, and foster the pursuit of further academic or skill-based training.

*Culinary * Graphic Arts * Tailoring * Keyboard * Small Engine Repair * Basic Auto * Retail Training Program * Food Sanitation * OSHA (Occupation Safety and Health Act) pre-apprentice certification*

During 2016-2020, 1,391 inmates were enrolled in CGI with 55 percent successfully completing the program. 717 completed the 30-hour training for Occupational Safety and Health Administration (OSHA) certification.

**2016 - 2020
Common Ground Institute Enrollement**



OSHA Certification



Programs and Services

P.E.A.C.E

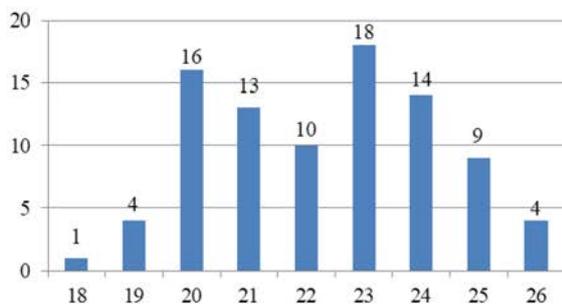
P.E.A.C.E. (Positive Energy Always Creates Elevation) is a voluntary program designed for sentenced males between the ages 18 to 25. PEACE provides culturally responsive programs that are uniquely designed to address the needs of that particular age group. The design includes:

- Participants are housed in a dedicated space
- Rotation Model which limits the number participants at a time
- Age-appropriate related programing
- Mentorship from older incarcerated individuals
- Post-release follow-ups and employment referrals

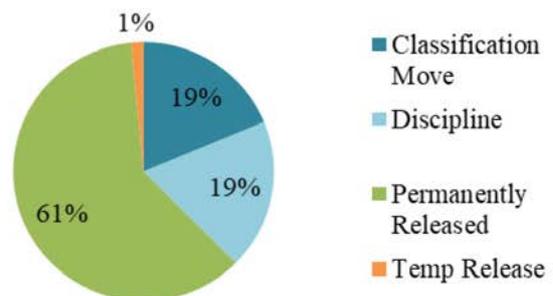
During the first year of the program, 86 individuals participated including 12 older mentors and 74 regular participants. From inception to December 2020, the PEACE unit housed 122 individuals consisting of 107 participants and 15 mentors. The average age of individuals entering the unit is 22 years-old. The average length of stay for individuals in the PEACE program is 154 days.

The participants are required to enroll into education, Freedom from Violence, and CGI’s job training programs. In addition to High School equivalent testing, individuals have the pportunity to attend college preparatory classes to further their education. In the PEACE unit, 42 individuals (39%) received their High School Equivalent Certificate. Approximately 21 individuals (20%) attended College Bound, 16 individuals (15%) attended Boston College Inside/Out, and 3 individuals (.02%) received OSHA certification.

**PEACE Participants
From inception - 2020**



Reason for Leaving Unit



Wellness Services [House of Correction]

In respect to the holistic approach of addressing individual needs, in addition to medical care, SCSD provides mental health and substance treatments for a more balanced life.

[Editor's Note: the years 2016 and 2020 were medical transition years, so some data may be incomplete]

Medical/NaphCare	2016	2017	2018	2019	2020
Population Booked	17,797	9,106	10,765	10,149	3,238
Hospital Admission	102	59	87	55	61
a. Shattuck Hospital					
	243	78	123	67	51
b. BMC					
	249	159	166	145	128
c. MGH and Other					
	57	41	96	147	79
Emergency Room Visits	159	94	161	127	153
Outpatient surgery	18	13	72	43	47
Number seen by Physician on-site	508	78	385	414	269
Number seen by NP/PA on-site	3,343	3,781	4,176	5,768	3,724
Physical Assessments	3,040	2,957	3,475	3,611	2,173
Number seen by Dentist on-site	2,626	2,011	3,062	2,918	1,850
Attempted Suicides	0	2	1	3	27
Successful Suicides	1	0	1	0	0
Number of intake screens					
	4,933	4,595	4,768	4,654	3,175
First time incarceration	325	328	290	331	82
Pregnancies	75	48	37	37	65
Methadone clinic trips	170	429	253	489	347
Births	3	3	6	0	2
Pregnancy terminations	1	0	0	0	1
Mental Health					
Number seen by Psych on-site	1,303	1,143	1,327	1,270	1,099
Psych Off-sites (18As)	3	5	8	10	16
a. Bridgewater State					
	2	1	6	2	5
b. Worcester State					
	0	1	4	4	6

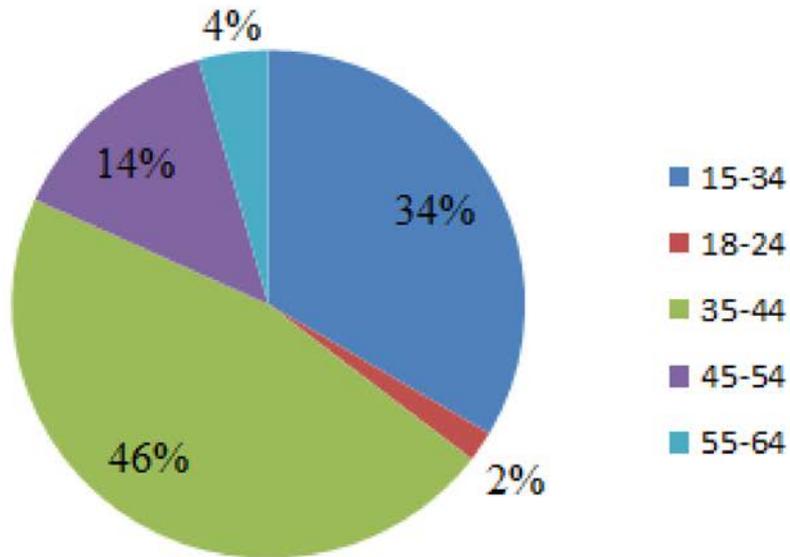
c. Solomon Carter Fuller	0	2	2	2	5
MH sick-calls	4,000	4,781	3,052	1,951	2,240
MH Clinician encounters	10,796	12,430	17,415	15,175	13,830

Wellness Services

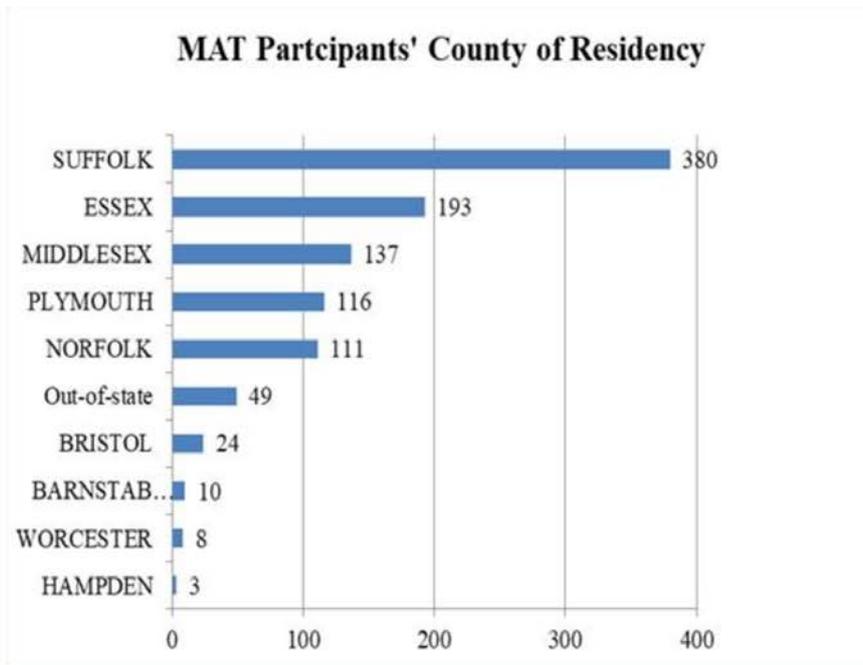
In 2018, SCSD launched the O.A.S.I.S. (Opioid and Addiction Services Inside South Bay) treatment unit dedicated to substance use treatment and recovery-centered reentry planning. During the two year period of February 2018 – February 2020, the unit served 306 inmates. OASIS was shut down in March of 2020 and did not start back up until the spring of 2021.

In September of 2019, SCSD became one of seven pilot sites to begin offering all three forms of FDA approved Medication Assisted Treatment or MAT/MOUD. This pilot was a result of the Cares Act or Chapter 208, which mandated specific county facilities and the DOC to deliver such treatment for those suffering from opioid use disorder. SCSD, along with the other facilities, also collaborated with the Justice Community Opioid Innovation Network (JCOIN) project to address the U.S. opioid crisis in the jail populations through Medical Assisted Treatment (MAT) program. The three approved medications are: Vivitrol (extended-release naltrexone [XR-NTX, buprenorphine-naloxone [BUP-NX, e.g. Suboxone®]), and methadone. Between September 2019 and December 2020, there were 1,668 enrollments

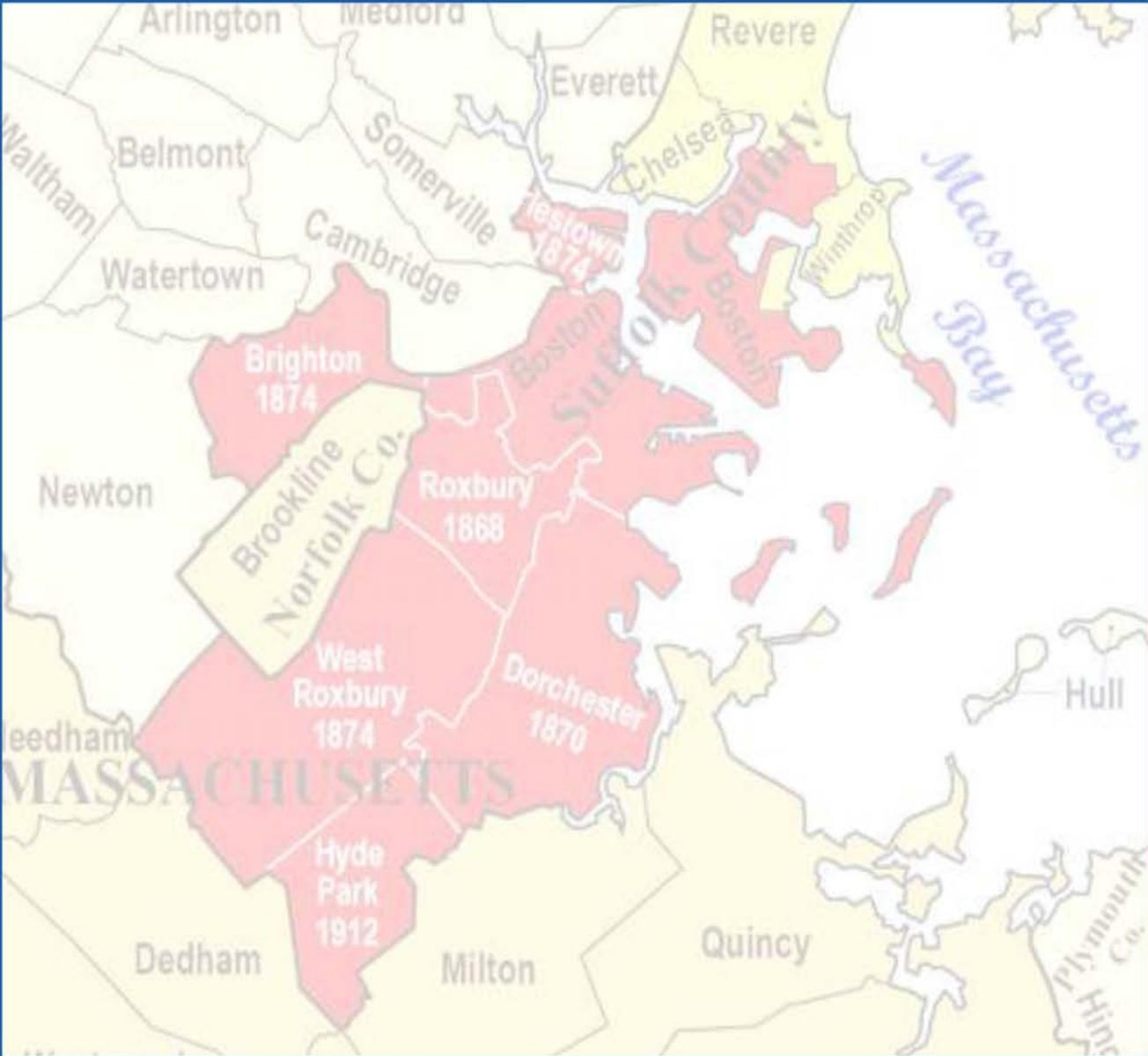
MAT Participants by Age Group



MAT Participants' County of Residency



Suffolk County



CONCLUSION

The correctional system is a work in progress. Now more than ever, we have a chance to make it great. The Suffolk County Sheriff's Department is proudly committed to this process of improvement, and equally proud to serve the citizens of Boston, Revere, Chelsea, Winthrop and the entire Commonwealth of Massachusetts. The public safety, law enforcement, educational, workforce development, and public health services we provide play a crucial role in making our communities safer, stronger places to live, work and raise families.

At its core, Department's work is about the safe care and custody of the people remanded to our facilities and returning our population home in better stead physically and emotionally with more ability to provide for their families and themselves. By helping the most compromised, the most vulnerable, and the most volatile members of our society turn their lives around, we believe that our work with the people in our care has a direct effect on keeping our cities and towns safer and, in turn, more vibrant and successful as a whole.



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