**In accordance with the FY19 GAA, line item 1599-8910, regarding a reserve fund for the 14 sheriffs, please accept this report from the \_\_\_\_\_\_\_ County Sheriff’s Office that details the staffing levels, salaries and overall steps to reduce spending and overtime in FY19. This information, unless otherwise noted, reflects spending from each sheriff’s main operations appropriation. This information is detailed in this Word document:**

1. Document estimated **Areas of Cost Savings (Personnel):** 
   1. overtime costs for FY16-19 delineated by fiscal year

FY19 $13,876,000 (Estimated)

FY18 $13,860,665

FY17 $10,749,221

FY16 $9,431,102

* 1. Describe efforts to reduce overtime costs:
     + - 1. **The department continues to regularly collapse units, whenever possible, to reduce overtime costs.**
         2. **The department modified its in-service training calendar to maximize training opportunities during non-peak vacation weeks to minimize overtime coverage.**
         3. **The department offers additional day off opportunities available only to staff who don’t use sick time for set periods, as well as other perfect attendance incentive programs, to reduce sick leave usage and the need to backfill with overtime.**
         4. **In FY18, the department implemented a video conferencing program with several courts to reduce the number of inmates needing to be transported to court on a daily basis, thus reducing vehicle and gas costs, as well as the need for additional transportation officers on overtime.**
  2. Average Daily Population for FY18 *(see attached sheet)*: 1617.10
  3. For the following, provide an FTE count comparing FY19(budgeted) vs. FY18(average)
     1. Total FTEs: **956.26**
     2. Personnel Defined as Care and Custody Personnel (FTEs) *(includes Correction Officers, Sergeants, Lieutenants, Captains, and Assistant Deputy Superintendents who oversee security operations. Also includes employees who provide programs, medical and mental health care for inmates)***:**
     3. Correctional Officers **594**
     4. Sergeants: **79**
     5. Lieutenants: **53**
     6. Captains (*includes Primary Captains*): **20**
  4. List any other savings initiatives involving personnel costs with estimated savings amounts:
     + 1. **Since Sheriff Tompkins was appointed in 2013, he’s reduced staffing levels by 64 FTEs.**
       2. **In 2013, the sheriff reorganized the management structure, eliminating some positions and consolidating others, at a savings of $850,000 per year.**
       3. **In FY16, the department offered an internal retirement incentive to employees to reduce senior staff positions and salaries. 27 employees took advantage of the program with an estimated savings of $650,000 per year.**
       4. **In FY17, the department rescinded the promotion of 21union supervisory positions at a savings of $86,000.**
       5. **In FY17, department has saved over $600,000 by not backfilling most vacancies, and delaying the back-filling of the ones we needed to fill.**
       6. **In FY17, the department bargained with JOEASC to regularly permit unfilled mechanical shifts to remain unstaffed, saving overtime costs.**
       7. **In FY18, the department implemented a video conferencing program with several courts to reduce the number of inmates needing to be transported to court on a daily basis, thus reducing vehicle and gas costs, as well as the need for additional transportation officers.**
       8. **In FY18 and FY19, the department maintained its hiring freeze, except for critical vacancies.**

1. **Areas of cost sharing:**
   1. List initiatives and opportunities for consolidation across offices, including:
      1. Medical services

SCSD offers dialysis services to all county sheriffs’ departments at no cost whenever they request them. Because of our excellent comprehensive medical and mental health services at SCSD, many counties, as well as the DOC, request to have inmates who have significant medical and/or mental health needs transferred to our facilities. We accept the vast majority of those requests at no cost to the transferring agency. We are one of the few counties that house our own female inmates and will accept female inmates from other facilities. Medical and mental health needs and costs for females far outweigh the same costs for their male counterparts. SCSD accepts these female inmates at no cost to the referring agency.

* + 1. Other vendor services

All of the SCSD’s Contract RFP’s and Bids are completed as “open” contracts on the Comm Buys, the state web portal, to allow any other sheriff’s department, as well as any state agency, access to utilize our specifications and bids. SCSD also purchases vehicles from the Plymouth County Commissioners Regional Vehicle Contract. SCSD also utilizes OSD, DOC and other state, city and county agencies’ contracts for the vast majority of all purchases including vehicle purchases, utility contracts, vehicle fuel, many IT services (i.e. Internet & phone services) & supplies, and a large variety of other services and purchased commodities.

* + 1. Training/education/certification

SCSD provides academy training for other county sheriff’s departments. SCSD conducts medical and fire safety training for the Chelsea Public School system. SCSD conducts a Defense Aid in Situations of Help (DASH) which provides free self-defense training for residents throughout Suffolk County. SCSD provides training to the CHOICE officers who then visit schools within Suffolk County to provide education on topics such as bullying, drug avoidance, sexting, and relevant topics. SCSD supports and hosts New England Law Enforcement Training Center Reserve Police Academy. SCSD hosts and trains high school age students for the Youth Summer Enrichment Program, for those students considering making a career in law enforcement. SCSD provides support to regional law enforcement agencies for a variety of purposes including gang intelligence, getting firearms of the street of Suffolk County, drug seizures, etc.

* + 1. Transportation

SCSD is one of the few counties that will honor transportation requests from judges to transport individuals to treatments facilities and residential programs across the Commonwealth at no cost. SCSD also complies with all Section 35 mental health and substance use orders. SCSD also provides transportation for other county sheriff’s inmates from our facility to theirs. SCSD provides DYS youths to their Suffolk County destinations. SCSD also provides transportation for all state mental hospitals for the court when requested. SCSD also provides warrant management from Suffolk County to any point within Massachusetts as requested by the court.

* + 1. Facility Capacity

SCSD houses both detainees and inmates for various other county sheriffs’ departments as well as for the Department of Corrections on an as needed basis. SCSD collapses units (and accompanying posts) whenever practicable.

* + 1. Others

N/A

1. **Areas of Increased Program Integrity:**
   1. List non-care and custody programs (include description, annual cost, and start date)

The SCSD’s Field Supervision Unit (FSU) provides daily monitoring of pre-release inmates who are

SCSD provides academy training for other county sheriff’s departments. SCSD conducts medical and fire safety training for the Chelsea Public School system. SCSD conducts a Defense Aid in Situations of Help (DASH) which provides free self-defense training for residents throughout Suffolk County. SCSD provides training to the CHOICE officers who then visit schools within Suffolk County to provide education on topics such as bullying, drug avoidance, sexting, and other timely and relevant topics. SCSD supports and hosts New England Law Enforcement Training Center Reserve Police Academy. SCSD hosts and trains high school age students for the Youth Summer Enrichment Program for those students considering making a career in law enforcement. SCSD also provides support to a variety of local and regional law enforcement agencies for a variety of purposes including gang intelligence, getting firearms of the street of Suffolk County, drug seizures, etc.

1. **Areas of Recidivism Reduction:**
   1. List all initiatives, enacted or planned, to reduce recidivism and a summary of the data to support the success of each program

All programs, education, training and initiatives provided and offered by the SCSD are designed and geared towards reducing recidivism as well as ensuring that the men and woman in our custody have every opportunity to improve themselves while in custody. At SCSD, the continuum of care begins on the day of incarceration and the goal is to successfully transition each individual back to the community as a whole person with medical & mental health appointments, job development resources, transitional employment partners as well as other needed systems of support. Education and Vocational Education are nationally recognized to lower recidivism. As SCSD continues to bolster our Medically Assisted Treatment Program, our men and women will be much better equipped to successfully remain in the community with the increased substance use treatment options both within the corrections industry as well as post-release services.

**O.A.S.I.S Unit:** The O.A.S.I.S (Opioid and Addiction Services unit inside the Suffolk County HOC) Unit is dedicated to providing intensive treatment and discharge planning services to the male pretrial detainees suffering from substance abuse disorders. SCSD begins working with each individual on rehabilitation as soon as they enter the SCSD. This program is one integral part of the success of each individual to prevent recidivism.

**P.E.A.C.E. Unit**: The SCSD’s P.E.A.C.E. Unit (Positive Energy Always Creates Elevation) is a specialized unit designed for young men ranging in age from 18 to 25 years old. Because this age range typically possesses lower levels of maturity in judgement and less emotional regulation than older adults, the goal of this program is to help the young men learn how to begin making better and more mature decisions. The ultimate goal and purpose this program is to break the cycle of incarceration. The program is specifically designed to teach a ”think outside the box” approach and focus on education, job training, skillset development, counseling, altitudinal changes and conflict resolution. This program is also one integral part of the success of each individual to prevent recidivism.

**Family Matters Program**: The Family Matters Program was developed to assist inmates and their families to work towards positive relationships that strengthen the family unit, reunifies inmates with their children, and connect families to outside support services. This program is also one integral part of the success of each individual to prevent recidivism.

**Common Ground Institute (CGI)**: The CGI offers vocational education programs to inmates that will help them to become gainfully employed on discharge. The program offers carpentry, landscaping, building maintenance, and a 10 hour OSHA certification training. Additionally, CGI encompasses tailoring program training, keyboarding/computer literacy, graphic arts, attitude adjustment training, culinary arts, food sanitation, etc. Please see the attached list of programs, education, training and initiatives offered by SCSD that work towards the reduction of recidivism.

SCSD offers a wide variety of educational and program services that are all geared to aid in the successful re-entry of released persons and the prevention of recidivism.

Adult Basic Education includes English as a second language (ESL), literacy 1 & 2, high school equivalency test (HiSet), special education, parenting, financial Literacy, creative writing, art, reading and writing coach, tutoring services, freedom from violence, civics, street math, library services, educational counseling, College Bound programs, etc.

Vocational Education services include computer literature, tailoring program, retail training program, graphic arts and print shop, culinary arts, urban farming program, food sanitation certification, basic auto repair, small engine repair, etc.

Social Services include health realization, man health, meditation, yoga, parents helping parents, HIV services, transitional intervention project, addictions counselor education program, alcoholics anonymous, anger management, art and spirituality, community reentry for women, college-bound, culinary arts and food sanitation, domestic violence education, financial literacy, impulse control, narcotics anonymous, parenting training, parents helping parents, pastel art class, recovery education, and retail training, relapse prevention, writing workshops, etc.

Religious Services include Catholic services, Protestant services, Muslim services, Jewish services, Armenian orthodox services, refugee immigration ministry, etc.

Substance Use Recovery Programming includes early recovery, opiate overdose prevention, alcoholics anonymous and narcotics, unit recovery meetings, relapse prevention, my life, my choice, criminal and addictive thinking education, etc.

Re-Entry Services include discharge planning, professional development, attitudinal training, job readiness training, job search and placement assistance, discharge and recovery panel, halfway houses, community supervision, etc.