**In accordance with the FY19 GAA, line item 1599-8910, regarding a reserve fund for the 14 sheriffs, please accept this report from the Berkshire 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. **Areas of Cost Savings (Personnel):** 
   1. Document estimated overtime costs for FY16-19 delineated by fiscal year

* FY16 $214,941.35
* FY17 $180,487.75
* FY18 $193,321.40
* FY19 $257,341.02
  1. Describe efforts to reduce overtime costs: Despite several years of reduced overtime costs as compared to FY16, FY19 has seen some extraordinary overtime costs for inmate supervision while hospitalized, and significant overtime costs for compliance with the Criminal Justice Reform Bill. In order to attempt to off-set these high costs this year the following steps have been taken by the Sheriff’s Office.
     + - * Hiring 9 Officers to fill vacant positions to properly staff the Jail & House of correction in accordance with the Criminal Justice Reform Act (The segregation Unit has become a 2 Officer post) as well as having additional Officers to prepare the reporting requirements for the CJ Reform Act.
         * Our Community Service within Berkshire County has been reduced on days when staffing is short to avoid overtime costs.
         * Supervisors and administrators have filled line Officer posts when necessary to avoid overtime.
         * Off shift training has been nearly eliminated, greatly reducing training effectiveness, but at an overtime cost savings.
         * The projections for FY19 may actually come in lower as the hospital overtime was greatest in the first half of the year and costs in the second half have been lower. The first half of FY19 averaged $10,752, the second half of the year we have averaged under $6,000.
  2. Average Daily Population for FY18 *(see attached sheet)*:
  3. For the following, provide an FTE count comparing FY19(budgeted) vs. FY18(average)
     1. Total FTEs: **FY18 Average 195.08 FY19 199.55**
     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)***: FY18 -168.92 FY19 -171.3**
     3. Correctional Officers: **FY18 – 97.54 FY19- 103.75**
     4. Sergeants: **FY18 -14.15 FY19 -8.15**
     5. Lieutenants: **FY18- 5.81 FY19-10**
     6. Captains (*includes Primary Captains*): **FY18 – 17 FY19 -16.1**
  4. List any other savings initiatives involving personnel costs with estimated savings amounts:
     + - * Working with GTL on solutions for OMS being able to provide the data collection/submission to the state pertaining to the Criminal Justice Reform Bill. We currently spend about $2,000 per pay period on overtime for Officers providing data manually for CJR reporting.
         * Upon hiring a new licensed medical doctor the hours were cut back from ten to four per week, resulting in a savings of $42,120 in FY19.

1. **Areas of cost sharing:**
   1. List initiatives and opportunities for consolidation across offices, including:
      1. Medical services
         * + Utilizing full time nursing staff that are currently not at 40 hours/week and clinical coordinators (when necessary, with modified responsibilities) to cover open shifts as required to avoid overtime costs. If needed per diem nursing staff is called in.
           + Increased nurse workload by modifying job responsibilities to include medication pass to fill the void for two vacant med passing positions.
           + Exploring telemedicine options with Berkshire Health Systems to decrease the number of outside medical appointments/hospital visits. This will cut down on transportation costs and officer staffing levels.
           + Flexible scheduling for the Director of Nursing and Responsible Health Authority to accommodate necessary medical responsibilities to prevent the need for overtime compensation.
           + Reduced product waste by improving inventory management and purchasing practices.
           + Medical Providers are following State Office of Pharmacy Services protocol and purchasing formulary medicine when available and only purchasing non-formulary medicine only when clinically indicated.
      2. Other vendor services

* The Sheriff’s Office currently utilizes state contracts for the majority of our purchases. By using state vendors we are guaranteed we are receiving good quality, warranty, and customer service.
* The state is issuing new RFR’s for Electric and Gas and the Sheriff’s Office has expressed our request to be included. This should result in savings in FY20.
* The Sheriff’s Office has the equipment necessary to implement court videoconferencing and we are endeavoring to work with the Court to utilize this equipment, resulting in savings in transportation costs and inmate processing costs.
  + 1. Training/education/certification
       - * Berkshire County Sheriff's Office has implemented an on shift training module system for all custodial and non-custodial employees. This eliminates the need to pay overtime for employees to attend trainings off shift. For the trainings that require off shift training, employees receive compensatory time in lieu of cash.
         * We take advantage of trainings offered by DOC and MSA at no cost which include:

Train the Trainer

FSO/EHSO (Fire Safety Officer/Environmental, Health and Safety Officer)

DT (Defensive Tactics)

Firearms

PREA (Prison Rape Elimination Act)

SANE (Sexual Assault Nurse Examiner)

State Police- Securing the scene of sexual assault

* + - * + We have numerous trainers on our staff to conduct nearly all of our employee trainings including:

10-12 Train the Trainer certified trainers

DT instructors

Firearms instructors

First Aid/CPR instructors

* + - * + We run joint academies with Franklin, Hampden and Hampshire counties for Corrections Officers to minimize the cost across counties as opposed to running individual academies for each.
        + We also take advantage of free online training from FEMA, Homeland Security and NIC (National Institute of Corrections).
    1. Transportation
       - * Berkshire County Sheriff’s Office works with other facilities across the state to accommodate transportation needs which helps cut down trips across the state. By reducing the trips, money is saved on gas, maintenance of the vehicle, and Officers overtime.
         * In addition, we perform all vehicle maintenance needed to keep our fleet running.
    2. Facility Capacity
       - * The Sheriff’s Office houses female inmates at the correctional facility in Chicopee specifically designed to address women’s issues. We also send inmates to WMCAC to receive intense treatment for their addictions and inmates to the Mental Health Stabilization Unit. Although these transfers allow for more specialized treatment and services for these populations, we do receive pushback from the community and family members who object to the physical distance and the added burden it confers for families who are trying to maintain ties.
    3. Others
       1. Mental Health
          - With the Criminal Justice Reform Bill and its enhanced focus on the Seriously Mentally Ill (SMI) and Restrictive housing, there is an increased work load on the mental health team. There are new criteria for identifying as well as increased mandatory minimum mental health contacts. The mental health team has dramatically increased its presence in Restrictive Housing. Every occupant in restrictive housing is seen at a minimum of three times per week by a Mental Health Clinician regardless of their risk level.
          - In addition, Berkshire County Sheriff’s Office accepts pre-arraigned detainees from local municipalities who must be seen at least once if the detainee is in our custody for more than 24 hours, further increasing the workload on the mental health team. These regional lockup detainees are most frequently held over the weekend and must be seen during off shift hours for clinicians. We utilize an on call Mental Health Clinician system over the weekend to accommodate these regional lockups as well as any other crisis that may arise for any other detainee.
          - Despite the increased need for mental health team presence, we have maintained the same staffing levels by updating job descriptions outlining new responsibilities and expectations given the new criteria.
          - Berkshire County Sheriff's Office adheres to the state formulary for psychiatric medications. This means that medications cost significantly less than they would if we chose not to adhere to this formulary.
          - Mental Health Department began utilizing COREMR to help facilitate communication and patient health management.
          - With an increased focus on the SMI, we accommodate the needs of many persons who are not being held criminally but are court ordered to seek treatment for recovery. We work with surrounding counties including Hampden County Sheriff’s Office who recently opened their Stonybrook Stabilization and Treatment Centers in Springfield and Ludlow. These new facilities enable us to provide treatment for those in need at a lesser cost than before, when these people in need were transported across the state to facilities in New Bedford, Jamaica Plains and Plymouth. This is due to lower transportation costs as well as cost sharing with Hampden County.
       2. Maintenance/Efficiency
          - The Berkshire Sheriff’s Office has recently completed a 3 million dollar energy efficiency upgrade project. All maintenance projects completed and their associated costs have an estimated nine year return on investment with approximately $350,000 in savings/year, the loan payment each year for ten years is $241,500. The average life cycle of all projects completed is 25 years. Given all the updates and improvements made the Berkshire County Sheriff’s Office main facility is now 57% “Green” making it the most eco-friendly correctional facility within the commonwealth. Below is a list of the improvements.
          - Solar photovoltaic array to reduce electricity demands.
          - Solar thermal hot water heating system to decrease the demands on the hot water tanks/boilers.
          - LED lighting has been placed through the entire facility and exterior perimeter with motion control sensors in appropriate areas.
          - Temperature and CO2 sensors that more precisely monitor changes in the environment to maintain and control heating costs.
          - Improved ventilation and exhaust system throughout the facility.
          - New high efficiency kitchen hoods.
          - Metered shower control to prevent excess water usage and heating costs.
       3. Inmate work programs
          - BCHC has inmates working in areas of the facility that keeps the facility running in an orderly fashion. These duties include cleaning, maintenance and upkeep of the facility and facility grounds. By having these services done in house by inmates it keeps the facility’s spending down and helps to apply real world working environments to the inmates to translate to life out of incarceration.

Housing unit cleaning crew- maintaining cleanliness of unit

Booking and Intake workers

Halls and Common Area cleaning crew- this includes vestibule areas

Laundry workers

Commissary

Kitchen workers- 3 shifts

On Grounds work crew- lawn care, landscaping, snow removal and small engine repair

Garden crew- responsible for seasonal work to supplement produce

Berkshire Education and Correction Services Hydroponics Growing Program- a program to grow vegetables and fish for consumption in the facility

1. **Areas of Increased Program Integrity:**
   1. List non-care and custody programs (include description, annual cost, and start date)
      * + - The Berkshire County Sheriff’s Office has extended after-care provided as part of our re-entry programming. The program is called Fresh Start and includes a transition house for men established in Pittsfield that provides the following list of services to inmates who have been released by the Sheriff’s Office and inmates who were released by the DOC who received no re-entry services prior to release. Services provided below are also available to those who are not in the transition house. The Fresh Start Program is staffed by two certified addiction specialists, one female correctional social worker, and one correctional staff member, at a cost of $302,000. The program began in the last quarter of FY18 with the transitional housing opening in December of FY19.
          - A list of non-care and custody programs include:

GPS Monitoring for Step Down Program

Employment Assistance including resume building and job searches

Periodic checks of inmates in after care to include 4-5 contacts a week

Provide Transportation to Medical Appointments

Provide Transportation for MATS enrolled released inmates

Substance Abuse Programming

Transportation to out of area programming

Family Therapy

Housing placement for released inmates and families in need

Community Fatherhood groups “24/7 Dad” in both North Adams, MA and Pittsfield, MA

Brien Center Keenan House

CSS (Community Substance Abuse Services)

* The Berkshire County Sheriff’s Office provided 7,291 Community Services to the communities that make up Berkshire County. We normally send out two crews per day supervised by one officer each. This program costs aprox. $83,317 Providing much needed services to the cities and towns in the County as well as providing work skills for the inmates involved in the program. The Community Service program has been in existence for over 15 years.
* The Sheriff’s Office has four full-tome officers involved with various Task Forces in the County. The DA’s office has a Drug & Gang Unit as well as ICAC (Internet Crimes Against Children) that we have three correctional staff people participating in at a total cost of $291,050. The Sheriff’s Office has been participating with the D.A.’s office for over 20 years.
* The Sheriff’s Office participates in 4 TRIAD programs throughout the County in various locations. The time commitment is aprox. 2 hours every other month for 4 different correctional officers. The Sheriff’s Office has been participating in TRIAD for over a decade.

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
      * + - Areas of recidivism reduction are identified by the LSI-R. Each inmate is assessed and an individual service plan is developed to address their needs, with a focus on their highest risk levels for recidivism. For some inmates it may be as simple as learning work ethic. For others it maybe their low reading levels. Housing, drugs dependence, family, and social relationships are all involved. Everything that is done in their individual service plan is designed to reduce the likelihood of recidivism. There is no silver bullet program or initiative that affects an organizations overall recidivism. All of our programs and educational classes are designed to address these issues. The Berkshire County Sheriff’s Office has seen recidivism levels consistency lower over the past ten years. To point to one program or class would be making a mockery of what we do as correctional professionals.
          - Areas of Programs and Treatment to reduce recidivism rates
          - BCHC Core Treatment Options:

STOPP- Short Term Opiate Prevention program

HARP- Heroin/Opioid Abuse Relapse Prevention Partnership

Western Mass Recovery and Wellness Center at Mill St. (formerly WMCAC)

RSAT-Residential Substance Abuse Treatment

* + - * + Each Core Treatment Option is made up of specific programs and groups. The following is a list of all programs/groups offered to inmates housed at BCHC.

12 Step Program

12 Program N.A.

Alcoholics Anonymous

Addiction Education

Basic Recovery

Berkshire Horse Works

Bridge I

Bridge II

Bridge Process Group

Bridge to Re-entry

Unlock Your Thinking & Change Your Mind

Community Support Group

Getting Motivated to Change

Healthy Relationships

Inside Out Dad

Living Sober

Meditation

Mental Health Team

Methadone Referral

Narcotics Anonymous

Overdose Prevention Group

Path to Recovery

Relapse Prevention

Re-Entry Services

Science and Health Offered in Bridge

Small Steps

Social Networking

Suboxone Referral

Thinking for a Change

The Con Game

Yoga

Victim Impact

Vivitrol Program

Weekly Reflections

Wellness Program

* + - * + BCHC also offers Education courses to our inmate population as well. Inmates have an opportunity to receive certifications and their GED. BCHC offers classes facilitated through Berkshire Community College and Williams College and those inmates that complete those classes receive college credits.

RUFO Testing for Educational Placement

ABE- Adult Based Education

ASE- Adult Secondary Education

BCC Manufacturing 1/ Welding

Building Social Network

Community Service 1

Community Service 2

Creative Arts

Custodial Technician Class

Education Orientation

Education Re-Entry

The Overcome Project

Graphic Communication

HiSet, GED Testing

Inside Out Program Williams College

Manufacturing off-grounds (BCC)

Manufacturing Class

Manufacturing Reading/Math

Law Library

Library Skills

Literacy Assessment 1

OSHA Training

Pre-HiSet, GED Tutoring

Pre ASE

Reading Coach

Reading/Writing Class

TABE Assessment

SEIS- Special Education

Serve Safe

STAR Reading

STAR Testing

TABE Re-Assessment

Williams College Tutoring

Work Ethics Course (BCC)

Writing Class

* + - * + BCHC also offers Religious Services to our inmates as well. Included in this list are:

Arabic Study & Juma Prayer

Bible Study

Catholic Services

Catholic Holy Days

God Talk

Music Lessons

Muslim Lessons

Muslim Study

Protestant Service

RCIA

REC Retreat

REC Reunion

REC Weekend

* + - 1. The recidivism rate for the Berkshire County Sheriff’s Office has fallen from 43.6% in 2004 to 32.7% in 2018.