**In accordance with the FY19 GAA, line item 1599-8910, regarding a reserve fund for the 14 sheriffs, please accept this report from the Hampden 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: $671,173 / FY 17: $900,000 / FY18: $663,018 / FY19: $1,100,000

* 1. Describe efforts to reduce overtime costs:
* For over twenty years the HCSD has run a “Summer Help” seasonal Correctional Officer program. This allows us to cover correctional officer vacations at a seasonal rate of $13.00 per hour verses the higher hourly and overtime employee compensation rate. Moving forward, a group of 15 “Summer Help” seasonal officers will be used throughout the holiday season to keep overtime costs down.
* In FY 19, responding to the Opiate Crisis in our community we opened a Regional Section 35 Civil Commitment Stabilization and Treatment Program. This program has seen more than 600 clients from all over the State. The Section 35 program did create more post assignments as well as a need for more professional medial and treatment staff to be in compliance with DPH standards. This did directly impact our overtime budget for FY19. We have been working very hard to establish a separate line item of funding for FY20 to shift those expenses to the appropriate cost center. Although there were some increased costs, I don’t feel you can put a price on the direct impact this has had specifically in Western Massachusetts. Until our Sheriff did this, there were zero Section 35 beds in all of Western Mass. In addition for FY19 our overtime costs increased due to a large amount of staff retirements. Our facility opened in 1992 and between 1992-1995 many of our staff was hired. Now those staff are on their 25th plus year of service and are retiring. In an effort over the last few fiscal years to reduce personnel cost we have not run large academies leaving us very short staffed this Fiscal Year. In response to this we started a Cadet Program. This allowed us to hire perdiem correctional staff providing they passed all the same criteria of a full time correctional officer. The Cadet is paid $15.00 per hour which is far less expensive than an overtime rate. Where we feel this will also save money is in training. The Cadet program allows both the employee and the department to determine if this is the right profession for them. To be able to determine this prior to incurring the expense of the 9 week training academy we feel it will be a savings in the long run.
  1. Average Daily Population for FY18: 1257
  2. For the following, provide an FTE count comparing FY19(budgeted) vs. FY18(average)
     1. Total FTEs: FY19: 877 FY18 Average: 888
     2. Personnel Defined as Care and Custody Personnel (FTEs) FY19: 773 FY18 Average: 784 *(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 FY19: 381 FY18 Average 377
     4. Sergeants: FY19: 24 FY18 Average: 26
     5. Lieutenants: FY19: 29 FY18 Average: 27
     6. Captains (*includes Primary Captains*): FY19: 15 FY18 Average: 14
  3. List any other savings initiatives involving personnel costs with estimated savings amounts:
* The HCSD left some non-uniform positions vacant after retirements or resignations. However, if deemed absolutely necessary to fill the position to meet minimum operational requirements, the vacant position was replaced at a lower salary than previously compensated.
* Implemented a 6 week volunteer Work Share employment programs with the Department of Unemployment Assistance (DUA). This allowed the staff who enrolled to take a one (1) day lay-off from work per week without pay for six weeks. . This effort impacted three (3) payroll periods and saved the HCSD $185,000

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

* The Hampden County Sheriff’s office we use the Public Health Model. We employee almost all of our out medial staff which gives us more control over the costs related medical services. It also creates a culture of teamwork and a desire to be cost effective for the greater good of our Department. We have use all of the Mass Health rates for services outside of our facility which greatly reduces the overall cost of inmate medial. Furthermore, we use our Classification System to move serious medical cases to lower security or even to Electronic Monitoring so we can get them back on Mass Health verse paying for that care directly from our budget. Another example is our use of prescription medication. Our medical team reviews all scripts and changes to the lesser expensive generic brand verses the name brand medications. This again saves a tremendous amount of money. Our medical team has also been very aggressive with the HDAP reimbursements and has recorded reimbursements in the range of $125,000 per quarter. Lastly, we use Med Techs to distribute our medication to the inmate population instead of nurses. The med tech is paid at a lesser rate than a nurse and this again saves money.
  + 1. Other vendor services
* Hampden County uses the State Contract for as much of our vendor services as possible to insure the lowest price. Even if not called for by statue, we will always get multiple prices among state contract vendors to make it competitive.
  + 1. Training/education/certification
* Hampden County holds a Regional Correctional Officer Academy to include Berkshire, Hampshire, and Franklin. Each department will send training staff through the academy to reduce training costs through the regional approach.
* We do as much as our training internally as possible. We find it reduces cost to have our staff certified in various areas so we can provide the training on-site and on shift rather than having to send staff out and pay for the training and most likely overtime as well.
  + 1. Transportation
* Hampden County invested in a 2nd video court set up for our main men’s facility and we have an additional one at the Regional Women’s Facility for a total of 3 in our department. We have advocated with the courts and judges to allow more proceedings to be down by video court and we have found it has been used more this fiscal year than before. Also, being that Hampden County is regional and we house so many men and women from throughout the State, video court allows us to communicate with different courts in the State instead of us having to send a transportation team to that court. Again, this solely hinges on the individual judges desire to use the technology. In additional, the opening for our Regional Section 35 Civil commitment program for men servicing the western counties including Worcester has reduced Transportation costs not only for Hampden Count but all the Western Counties.
  + 1. Facility Capacity
* Relocation of the Day Reporting Program to the new Western Mass Regional Recovery Center. This allowed the HCSD to close the 311 State Street, Springfield site saving on the rent and utilities.
* Over the last few fiscal years the HCSD has continued to close inmate housing units to reduce staffing requirements. Just last week we closed another sentenced housing unit in our main correctional facility and dispersed those inmates among other living unit pods. This can lead to climate issues at times. Having more pods open with smaller inmate counts would offer operational benefits, but the Sheriff has elected to reduce pods whenever we can in order to continue the reduction of required staffing.
* We were able to close 2 inmate living units. One at our main facility for mend as well as one at our Regional Women’s Facility. This reduces many posts and has reduced the need for overtime shifts.

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

The Hampden County Sheriff’s Department’s After Incarceration Support Systems Program (AISS) was developed in 1996 to assist justice-involved individuals to stabilize and become productive citizens. The Mission of the AISS Program is

To provide the offender population with quality and comprehensive reentry through the After Incarceration Support Systems program.

Reduce Recidivism, Improve Public Safety, and Support the Whole Person.

AISS shall educate, prepare, and assist releasing inmates in transitioning to their communities. The process shall provide a clear method of assessing needs and linkages to community-based services with the intent of continuing services provided during incarceration.

Additionally, AISS shall be designed to provide follow-up data to continually assess the outcome and effectiveness of services provided, with the ultimate goal of strategically assisting released inmates to become responsible and productive members of their communities.

Re-entry truly begins on day one of an offender’s incarceration in Hampden County. AISS is designed to educate, prepare and assist the releasing inmate population with transitioning back into the community. Working with the offender both prior to and post-release, the ultimate goal of the AISS relationship is to have a direct impact on the reduction of recidivism and an increase in public safety.

Our goal is to empower individuals holistically by offering a relational, respectful, safe one-stop entry point to address inter-dependent reentry priorities: Employment, Residential Stability, and Effective Support. Our target clientele are adult residents of Hampden County with a history of justice involvement.

The After Incarceration Support Systems Program is a one stop Re-entry Center located in a centrally located community. AISS provides a multitude of services for men and women after their release from custody. Intensive case management, ongoing mental health counseling and crisis intervention and a hub for accessing services from other community agencies are some of the services provided. AISS also provides a significant conduit to employment, stable housing opportunities with intensive wrap around services, and educational support.

Since its inception the AISS program has been and continues to be a tremendous source of support for literally thousands of former inmates as well as in custody individuals classified to lower security. AISS has provided cost effective and high impact re-entry to over 31,000 former offenders since its inception. This past fiscal year, AISS worked with 131 individuals daily. This included AISS staff who worked with individuals in department facilities, on site at AISS, and doing outreach in the community.  AISS provided cost effective, high impact re-entry to 1,674 former offenders this past fiscal year. AISS averaged 32 new clients per week and 140 new clients per month.  We connected with 52 in custody individuals daily. Overall, 77 out of custody/former offenders connected with AISS each day.

AISS staff can be found each weekday connecting with those still in custody at HCSD (Main Institution, Women’s Correctional Center, Pre-Release Center, Recovery and Wellness Center and Day Reporting Program). Simultaneously, staff members work with voluntary and probation/parole-supervised clients in the community to navigate the challenges of rejoining their home communities and sustaining their recovery. Staff provides connections to more than 300 agencies and assist clients as they access employment, courts, and needed services at places like Registry of Motor Vehicles, Department of Revenue, Department of Transitional Assistance, and Department of Children and Family Services. Services remain available as long as needed, and many clients remain connected until they find themselves in a position to give back to others.

Numerous agencies come to AISS to provide onsite services and programs. In addition, AISS staff provide groups onsite, to name a few- Anger & Beyond (separate groups) weekly for women and for men; Case Management, outreach, and intensive individual support; CHESS: Community Housing that is Earned, Safe, and Supportive, Full range Adult Secondary Education; Employment Phases II & III (building on the Phase I foundation laid while incarcerated), and Phase IV / Employment Retention: “Your Money Matters”, Men Stepping Up for Change (support group towards building violence-free relationships), Volunteer Mentorship Program, voluntary weekly Resource & Support Group (for men with specific criminal histories); *Spanish* Men’s weekly Support Group, weekly Women’s Support Group.

The Annual Cost to operate AISS annually is $1,500.00.

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

**Addiction Services**

The Hampden County Sheriff’s Department has been aggressive in our efforts to positively impact the opioid crisis. We are committed to providing Substance Use Disorder services throughout the entire department. We are on the cutting edge of modern corrections in our approach to address treatment of the addicted and have expanded our capabilities substantially to provide the most comprehensive care possible during this crisis.

Within the main institution we have a transitional detoxification unit where inmates are closely monitored for up to 28 days and where we begin to lay the foundation for long term recovery. They then transition to our Substance Abuse Unit specifically dedicated to providing an ongoing treatment program as well as providing services to the other housing units on the compound.

Our Pre-release Center also offers education and process groups specific to Substance Use Disorders through the Cultivating, Honoring, Awakening Men’s Potential (CHAMP) program and many open and closed ended groups such as peer support, psycho-educational classes, process groups, and community based opportunities to attend recovery meetings.

The Women’s Correctional Center offers multiple layers of integrated clinical services including specialized programming for women affected by trauma and women with co-occurring mental health and substance use issues. We provide services for women whose families are affected by substance abuse and many other specific needs of women in recovery. The Women’s Correctional Center works with each county to provide a solid reentry handoff for all sentenced women returning to the community.

The Western Mass Recovery and Wellness Center (formerly the Western Massachusetts Correction Alcohol Center) is the Hampden County Sheriff’s Department’s community based, trauma informed, co-educational specialized Substance Use Disorder treatment center. The center provides in-treatment services for up to 139 residents including 24 women. The center provides services to all four counties of Western MA and Worcester County.

The program structure at Western Mass Recovery and Wellness Center provides educational services, special needs groups, group therapy, individual counseling and case management. While all of the facilities with the Hampden County Sheriff’s Department thrive on community collaboration and volunteer programs, due to its location in the community, W.M.R.W.C. is able to participate in partnerships with community service providers at an exemplary level as it assures participants the opportunity to not only receive treatment services but also to take a personally active role in starting on the path of their recovery.

Foundation House is a component of the Recovery Center. Foundation House provides supportive housing for post release residents voluntarily seeking half-way house style living.

The Western Mass Recovery and Wellness Center also houses our Day Reporting Program which provides a continuum of care and supervision for offenders that have stepped down through our program as well as DOC inmates who are now managed via an electronic monitoring program.

**Public Health Model**

Incarcerated individuals experience disproportionately higher rates of infectious and chronic diseases, substance abuse, mental illness and trauma than the general population. Inmates are also overwhelmingly poorer, less educated and more likely to be persons of color than the general population. Since the majority of inmates are eventually released back to their communities, interventions to address their health and mental health problems present opportunities to improve public health and safety.

The Hampden County Sheriff’s Department’s Public Health Model for Correctional Health Care values wellness, treatment of disease, prevention of illness and access to care during and after incarceration. Health care is based on community standards and establishes close linkages with providers in the communities to which inmates return. Providers are dually based at the correctional facility and in the community which allows for substantial collaboration and communication between corrections and health care professionals.

The public health model benefits inmates whose health problems have often gone unaddressed in the community. For many, it is the first time they have received adequate health care from a caring group of providers. The commitment to continue their care is evidenced by the high rate of inmates who keep their medical appointments after release. The Medically Assisted Treatment (MAT) Program further enhances the Hampden County Correctional Center’s award-winning public health model of correctional health care. Our Department offers evidence-based, FDA approved medications including Buprenorphine (Suboxone), Methadone and Naltrexone (Vivitrol) for treatment of opioid use and alcohol use disorder. Education, including overdose prevention, is included for each MAT participant.

**Mental Health Evaluation and Stabilization Unit**

With 40% of the inmate population we serve having documented mental health issues, the Hampden County Sheriff’s Department Mental Health Services utilizes a team approach to stabilize and maintain some of our most difficult cases in population with chronic mental health and behavioral issues. The ESU provides mental health services for the four Western Massachusetts counties and Worcester County alleviating an overflow of referrals to our State Hospitals. Admissions to the ESU are due to mental health decompensation, mental illness, substance use or crisis due to environmental situations. Offenders are stabilized in the ESU avoiding the need for a higher level of care such as psychiatric hospitalization.

**Department Of Corrections Step-Down Program**

The Hampden County Sheriff’s Department is a participant in the DOC step-down program. Since the inception of the current HCSD/DOC Reentry Partnership in October 2010 through 2018, 631 offenders have transferred (78 women, 553 men) and 549 have been released (66 women, 483 men).

In calendar year 2018, the Hampden County Sheriff’s Department had 97 DOC intakes, and 74 releases. 72% were released from lower security, 32% were paroled and 51% had no post-release supervision.

Due to the nature of charges and the individual’s length of sentences, this is a population requiring intensive services while in custody and post release. The HCSD is committed to working with these inmates to become productive members of the community upon release. Our success rate is exceptional. The one-year recidivism rate for DOC inmates who released in 2017 from the Hampden County Sheriff’s Department is just 1.7% and the three-year re-incarceration rate is only 14.9%. Since the program began in 2010 only 12 have been returned to DOC.

**CHESS Housing Program**

CHESS is an acronym for Community Housing that is Earned, Safe and Supportive. A key element of the Sheriff’s Department After Incarceration Support Systems (AISS), CHESS is an innovative program that provides stable, safe housing and extensive supportive services to individuals formerly incarcerated in the Hampden County House of Correction. Each phase of the program has multiple eligibility criteria which participants must meet, including income, criminal behavior, recovery, mental health, stages of change and compliance with an Individual Service Plan. The goal of CHESS is to prevent homelessness, increase public safety and fiscal responsibility.

CHESS has three phases. Phase I is preparation. The potential participant must be actively involved in AISS services and demonstrate they have developed the skills to live outside a structured program. In Phase 2/Supportive Housing, participants are placed in scattered site units where they receive a high level of case management including random urine screenings and Breathalyzer testing, housing inspections and monthly Individual Service Plan reviews. This intensive phase is designed to help participants enhance and apply life skills needed for independent living. In Phase 3, participants have demonstrated residential stability and may apply for a project-based mobile voucher through the Springfield Housing Authority.

**Education and Employment**

The HCSD offers a full range of education levels from Adult Basic Education (ABE) through high school equivalency (HiSet) and college. Support services such as ESOL and Title I are also offered. In addition to academic achievement, HCSD seeks to offer a wide range of vocational and skills training in culinary, construction, painting, landscaping, welding, custodial maintenance, graphics and repair and upholstery of office furniture. Certificate programs are offered in OSHA 10 (general industry and construction), Food Handler, ServSafe, Precision Machining and Blueprint Reading. The department also operates the Olde Armory Grille Restaurant, a café in Springfield, which offers offenders real life work experience.

The HCSD has developed an extensive employment model to focus on job readiness, placement and retention through a gradual, supervised and supportive four phase program. In Phase One, offenders create an Employment Portfolio that includes a replacement Social Security card, birth certificate, awards or certificates earned, job application and resume. They also enroll in education and vocational programs. Phase Two covers interview techniques, computer search and networking skills and mock interviews. Phase Three includes assessment and job matching and job search. Phase Four stresses job retention through targeted triage to support both employer and employee.

**Cognitive Behavioral Therapy**

The HCSD offers a variety of evidence-based CBT programs. **Thinking for Change** is offered to high-risk sentenced male inmates at the Main Facility. This program combines cognitive restructuring theory with cognitive skills to help individuals take control of their lives by taking control of their thinking. The three components of the program are cognitive self-change, social skills and problem solving skills. An evaluation of the results of this program is currently underway.

**Recovery Roadmaps** is offered at Medium, Minimum and the WMRWC. The program combines CBT, Motivational Interviewing, didactic education and group processing to help participants develop self-awareness, identify triggers and cope with urges. The curriculum follows a created relapse prevention plan to manage lapses and create social and recovery networks.

**Dialectical Behavior Therapy Skills** program is offered at the Women’s Facility. The objective of this 16-session CBT program is to promote wellness, effective functioning and recovery. This is done through teaching and practicing of four core skills: Mindfulness, Interpersonal Effectiveness, Emotion Regulation and Distress Tolerance in those contexts that previously elicited maladaptive responses.

**Stress, Anger & Violence Reduction through Mindfulness** offers offenders the opportunity to learn skills that help reduce stress, anger and violence in their lives through mindfulness movement and practice. The program closely follows the nationally recognized Mindfulness Based Stress Reduction (MBSR) model developed by Jon Kabat-Zinn. Formal practice includes sitting, walking and breathing in combination with yoga. Informal practices include communication skills, mindful listening, problem solving and identifying tension to cultivate an early warning system for stress, tension or pain. An evaluation of this program is currently in planning.

**Diversion Programs**

The Hampden County Sheriff’s Department has partnered with criminal justice agencies to offer diversionary programming to many first time or low level offenders that have committed nonviolent felonies or misdemeanors. These programs are designed to help offenders avoid criminal convictions and/or loss of freedom by participating in and successfully completing diversion programming. Through this programming, offenders are given the opportunity to receive treatment as well as contribute to the community.

Diversion participants are referred from three sources. Chief probation officers from Holyoke, Chicopee, Palmer and Westfield District Courts may refer individuals who have shown a need for substance abuse treatment, detoxification or both. Participants may be held up to 30 days on a non-criminal violation while in the program. Referrals are also accepted from the Springfield Drug Court. Parole officers can also refer parolees who are at risk of a violation of parole due to relapse. Parolees must agree to a voluntary 30-day commitment to the program.

In 2018 there were 55 referrals to the diversion program, 37 from Probation, 10 from Drug Court and 8 from Parole. 40 participants successfully completed.

**One Year Recidivism Trends and 2017 Recidivism Rates**

A recidivist is defined as any sentenced offender released to the community from any facility operated by the Hampden County Sheriff’s Department who is **re-incarcerated** for a new sentence or violation of parole or probation to a Massachusetts state or county facility or a federal facility.

**Recidivism Type (% of Total Releases)**

**Females Males Total**

**N % N % N %**

**New Offense**

Arraignment 147 37.1 434 40.6 581 39.7

Conviction 66 16.7 205 19.2 271 18.5

Incarceration 42 10.6 141 13.2 183 12.5

**Technical Violation**  28 7.1 45 4.2 73 5.0

The incarceration rate for a new offense increased slightly from 12.4% to 12.5%. An additional 5% returned for a technical violation of parole or probation. The total re-incarceration rate of 17.5% is up 1.5 percentage points from the previous year. This is the seventh year of success rates of more than 80%.

42% of new arraignments occur within 90 days of release, and 67% within 180 days of release. Mean time to recidivate was 139 days.

With the implementation of mandatory targeted programs in 2001, the percentage of offenders released from lower security increased steadily, while recidivism rates decreased. The trend began leveling off in 2011, and the gap has begun to close in the last three years, as overall population has decreased and the severity and chronicity of offenders’ criminogenic risk factors has increased.