

ESSEX COUNTY SHERIFF'S DEPARTMENT

Sheriff Kevin F. Coppinger



STAFFING ANALYSIS REPORT

Executive Summary
July 2021



I. EXECUTIVE SUMMARY

In 2017, Sheriff Kevin F. Coppinger assumed command of the Essex County Sheriff's Department. Prior to his role as Sheriff, he served as Chief of Police in Lynn, Massachusetts. Sheriff Coppinger is an active member of the Massachusetts Sheriff's Association, Major County Sheriffs of America, the National Sheriff's Association, Essex County Chiefs of Police Association, and holds a seat on the Massachusetts Special Commission on Correctional Funding.

As Sheriff of Essex County, he is committed to further professionalizing the ECSD by improving staff skills, training, and accountability; expanding mental health services and medication assisted treatment to confront the opioid epidemic; improving reentry programs and community partnerships; and by strengthening collaborations with other sheriffs, public safety leaders, community organizations, and the public.

This report, in response to a mandate of the 101 Commission, and in partnership with the National Institute of Corrections (NIC), is a comprehensive Staffing Analysis report, based on data compiled using outcome and performance measures, that examined only the custody personnel positions for the Essex County Correctional Facility's (ECCF) main campus in Middleton, Massachusetts. This Staffing Analysis did not include other correctional and support operations in Middleton, nor did it examine the Essex County Prerelease and Reentry Center (ECPRC) in Lawrence and the Women in Transition Facility in Salisbury.

The Essex County Sheriff's Department (ECSD) believes reentry preparation begins the moment a person enters our facility. This report outlines its commitment to provide opportunities for inmates by offering a continuum of care through a diverse myriad of services. Using innovative, evidence-based treatment programs, coupled with extensive medical, mental health, substance use disorder treatment programs, educational, career and college readiness, advising, life skills and vocational training programs, inmates are provided the greatest potential for successful reentry. Prior to release, structured post-release plans are developed to connect the inmate with community-based services such as employment, housing, substance abuse, medical and mental health treatment, and other services to prevent recidivism.

The ECCF's campus is a 31-year-old modular style design that contains eleven (11) inmate housing units and several separate inmate support service buildings. All housing units are staffed by trained Correctional Officers of various ranks on a full-time basis. Correctional Officer posts are responsible for the safety and security of inmates in addition to conducting regular counts, searches, supervising meals, medication distribution, sick calls, visits, laundry, recreation, and inmate movement in/out of the unit for operations and activities.

The data collected in this report identifies a substantial amount of activity and inmate movement throughout the day with peak activity occurring between the hours of 7:00AM and 5:00PM. The level of movement has proven problematic trying to coordinate necessary daily inmate services

while maintaining an intensively programmatic and rehabilitative schedule for inmates. In addition, legislative mandates, court decisions and/or new updated state and federal mandates have continued to impact operations. These mandates result in additional specialized treatment services and programs for inmates. As programs and services increase, so does the need for additional Correctional Officers.

An extensive Correctional post evaluation examined each unit's physical environment, security sightlines, level of movement, characteristics of inmates in the unit, and the level of duties required for the post to determine appropriate staffing coverage levels. Using the NIC Relief Factor Worksheets, which factored in average employee leave totals, relief factor calculations emerged. These calculations formed the Staff Coverage Plan to formulate the total number of full-time Correctional employees required, as well as the total cost of those posts.

The Findings and Recommendations outline a diverse correctional campus that offers extensive education and rehabilitating programming designed to engage inmates in targeted reentry efforts. Space limitations in housing units require that almost all programming and inmate services necessitate extensive movement throughout the day to other locations within the Middleton Facility. A proper level of staffing is paramount in order to provide the necessary safety and security for ECSD's Correctional Officers, including its extensive network of vendors, and volunteers.

In conclusion, the report outlines a need for increased staffing numbers in current post positions. Furthermore, it identifies the immediate need for the creation of additional post positions that would be dedicated to supervising the high volume of inmate movement within the campus and coverage for offsite emergency hospital trips. The effect of creating this pool of officers would be twofold – it would eliminate the practice of pulling Correctional Officers from assigned housing posts leaving units short staffed and vulnerable, as well as significantly reducing overtime costs for emergency hospital trips.