



# Franklin County Sheriff's Office

**Lori M. Streeter, Sheriff**

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**Special Commission on Correctional  
Consolidation and Collaboration**



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[www.fcso-ma.us](http://www.fcso-ma.us)

May 1, 2026



# The Franklin County Sheriff's Office

*Pride*



*Integrity*



*Committment*

## Mission Statement

The primary mission of the Franklin County Sheriff's Office is the protection of the public.

## Core Commitments

- Upholding public safety and lawful accountability
- Addressing underlying causes of incarceration
- Delivering evidence-based treatment and programming
- Providing education and vocational training
- Supporting successful reentry and reintegration

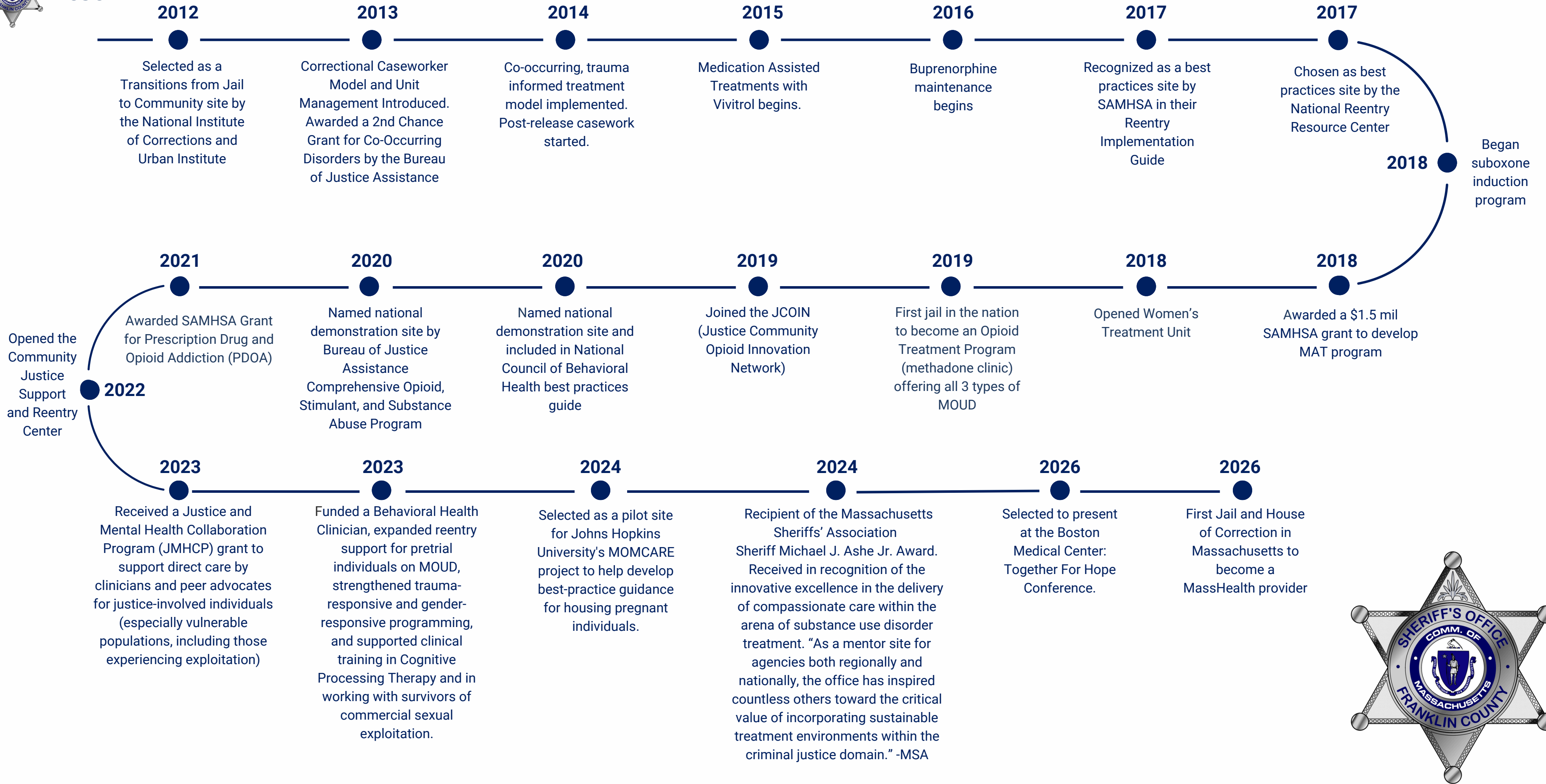
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**Dedicated to public safety through responsible  
correctional practices and community partnership.**





FCSO





# Correctional Caseworker Model

## Each Housing Unit has a Unit Manager and at least one Correctional Caseworker

- First point of contact during orientation
- Develops Individual Service Plans (ISP)
- Offices located in each housing unit to ensure regular access and connection with residents
- Liaison with community providers such as DCF and DMH
- Helps navigate housing support
- Works closely with the Reentry Team to develop comprehensive plans for release

**Early support and coordination helps reduce gaps, prepare for release, and strength the connection between facility-based planning and community support.**





# A Snapshot of Franklin County

## The most rural county in the Commonwealth of Massachusetts

Franklin County presents a unique convergence of rural barriers and unmet needs. As a result, the Sheriff's Office operates not only as a correctional facility, but as a critical provider of community services in a resource limited region.

### The Rural Gap:

Rural towns facing unique challenges:

- Aging populations
- Limited fiscal resources
- Housing instability
- Inadequate infrastructure
- Food insecurity
- Limited transportation options
- Insufficient health services

### POPULATION

# 72,000



725 square miles in the Upper Connecticut River Valley in Western Massachusetts

### 26 TOWNS

- |             |            |
|-------------|------------|
| Ashfield    | Leyden     |
| Bernardston | Monroe     |
| Buckland    | Montague   |
| Charlemont  | New Salem  |
| Colrain     | Northfield |
| Conway      | Orange     |
| Deerfield   | Rowe       |
| Erving      | Shelburne  |
| Gill        | Shutesbury |
| Greenfield  | Sunderland |
| Hawley      | Warwick    |
| Heath       | Wendell    |
| Leverett    | Whately    |



# Why Franklin County's Location Matters

Franklin County's risk is shaped by movement, distance, economic strain, housing instability, overdose risk, and limited system capacity

**Major Corridor Intersection:** Franklin County sits where I-91 and Route 2 connect, linking rural western Massachusetts to Vermont, New Hampshire, Connecticut, New York, and eastern Massachusetts.

**Movement Increases Exposure:** The corridors create pathways for the movement of drugs, weapons, exploitation, and other risks to move through the region.

**Dispersed Risk Pattern:** Risk is not concentrated in one location. It is spread across towns and travel corridors making coordinated response more difficult.

**Family and Survivor Safety Needs:** Child and family stress, domestic violence, sexual violence, and exploitation, can be harder to identify and respond to across dispersed rural communities.

**Overdose Response:** Responding to overdose is harder across a wide rural county, where distance, limited service capacity, and fewer backup options.

## What Data Shows

- Over the last 3 years drug and weapons seizures have consistently increased on the I-91 and Route 2 corridor, and across multiple communities.
- Seizure maps continue to show a dispersed corridor pattern rather than one concentrated hotspot, making trafficking drugs, weapons or people harder to detect, track, and respond.
- Overdose risk and mental health needs continue to create urgent demands on first responders, hospital, treatment providers, and community systems.



# Rural Public Safety Infrastructure



**Public safety depends on individual, family, community, and system stability**

**FCSO has developed services that help fill gaps and stabilize systems. These services respond to:**

Gaps in rural public safety systems, high-risk transitions from jail to community, people with complex behavioral health needs, substance use, housing, and medical needs, and safety concerns affecting residents, families, and animals.

## How the System Connects:

**Prevention, reducing harm, and public safety:** FCSO's services are connected because the people, risks, and systems are connected. The same person or family may be seen through animal control, TRIAD, school concerns, law enforcement contact, jail admission, reentry or community engagement.

**Across those contact points, the same needs appear:** Substance use, mental health concerns, trauma, housing instability, medical needs, isolation, poverty, and limited transportation.

**FCSO is built into the system to connect these points:** Identifying concerns earlier, connecting people to support, and reducing the conditions that lead to system involvement and harm in the community.



# Specialty Task Forces

Multi-agency collaboration across Franklin County and neighboring counties

## NORTHWESTERN DISTRICT ANTI-CRIME TASK FORCE (NDATF)

- Over 180 investigations
- Over 200 arrests
- 135 search warrants
- 203 drug seizures
- 20 unlawfully possessed firearms seized
- Multiple vehicles used to facilitate criminal activity confiscated
- More than \$125,000 in drug proceeds recovered



## MASSACHUSETTS STATE POLICE DIVISION OF HOMELAND SECURITY AND PREPAREDNESS, COMMONWEALTH INTERSTATE NARCOTICS REDUCTION ENFORCEMENT TEAM (C.I.N.R.E.T.) and FBI WESTERN MASSACHUSETTS GANG TASK FORCE

- Over 70 cases
- 228 search warrants
- 93 arrests
- Seizure of 51 kg cocaine, 3.6 kg fentanyl, .42 kg heroin
- 57 firearms seized
- Multiple vehicles seized
- \$276,406 drug proceeds seized

**These task forces investigate, disrupt, and prosecute major crimes - including drug, firearms, and human trafficking - throughout Franklin, Hampshire, and Hampden counties.**

## FRANKLIN COUNTY REGIONAL STRATEGIC RESPONSE TEAM

- Collaboration with local police departments and South County EMS.
- High risk warrant service
- Search and rescue
- Hostage negotiations

## SCHOOL SAFETY

- Disaster preparedness
- 31 Schools in Franklin County
- Lockdown drills and training
- School visits as requested
- Site surveys for pre-schools, churches and businesses
- Back-up for local police departments

## TACTICAL RESPONSE TEAM

- Collaboration with Worcester, Hampden, Hampshire, and Berkshire Counties
- Large scale crowd control
- Demonstration security
- Vice President security assistance
- Security assistance for local police departments





# Police Department Stabilization

The Franklin County Sheriff's Officer serves as an essential partner in maintaining safety, stability and well-being throughout Franklin County. **We support local police departments, helping to temporarily fill resource gaps and ensure consistent public safety coverage.** When needed, we have POST Commission certified Deputies that have attended the full-time police academy that are a valuable resource to our towns. This collaboration is especially **vital for smaller or under-resourced departments** that rely on our support to meet their local needs.

Our partnership with the City of Greenfield through the assignment of a Business District Officer has been especially impactful. **The Business District Officer plays a critical role in engaging with unhoused community members and assisting them in connection with appropriate services.** This Officer works in unison with our staff at the Reentry Center on Main Street and the Greenfield Police Department, providing a consistent presence that helps **build trust while addressing quality of life concerns** in a compassionate and effective manner.





# K9 Patrol

Ensuring safety to the staff, inmates, facility and community since 2011

As of November 2022, the K9 Unit is led by Lieutenant Benjamin Goody and his partner K9 Reno.

**Lt. Goody and K9 Reno support:**

- Local police departments
- Massachusetts State Police
- Franklin County Drug Task Force

**On call for all local and state law enforcement agencies, they conduct:**

- Searches for humans
- Motor vehicle searches for drugs
- Evidence searches
- Arrest support

They also attend demonstrations to the public at local events, schools, and community organizations.

Lieutenant Goody and K9 Reno certify annually and train frequently to stay prepared.



**Lt. Goody & K9 Reno are a nationally certified team by:**

- North American Police Work Dog Association (NAPWDA)
- United States Police Canine Association (USPCA)

**Certifications include:**

- K9 Patrol
- Obedience
- Article Search
- Area Search
- Tracking
- Evidence Recovery
- Apprehension
- Building Search & Aggression Control
- Narcotic Detection Team (Cocaine, Heroin, Methamphetamine)
- Region 4 PD 1 and Region 4 Narcotics.



**Lt. Benjamin Goody  
Deputy Sheriff of the Year  
Massachusetts Sheriff's  
Association**

Lt. Goody received this award for his actions during a dangerous critical incident response while patrolling in Greenfield in January of 2025.

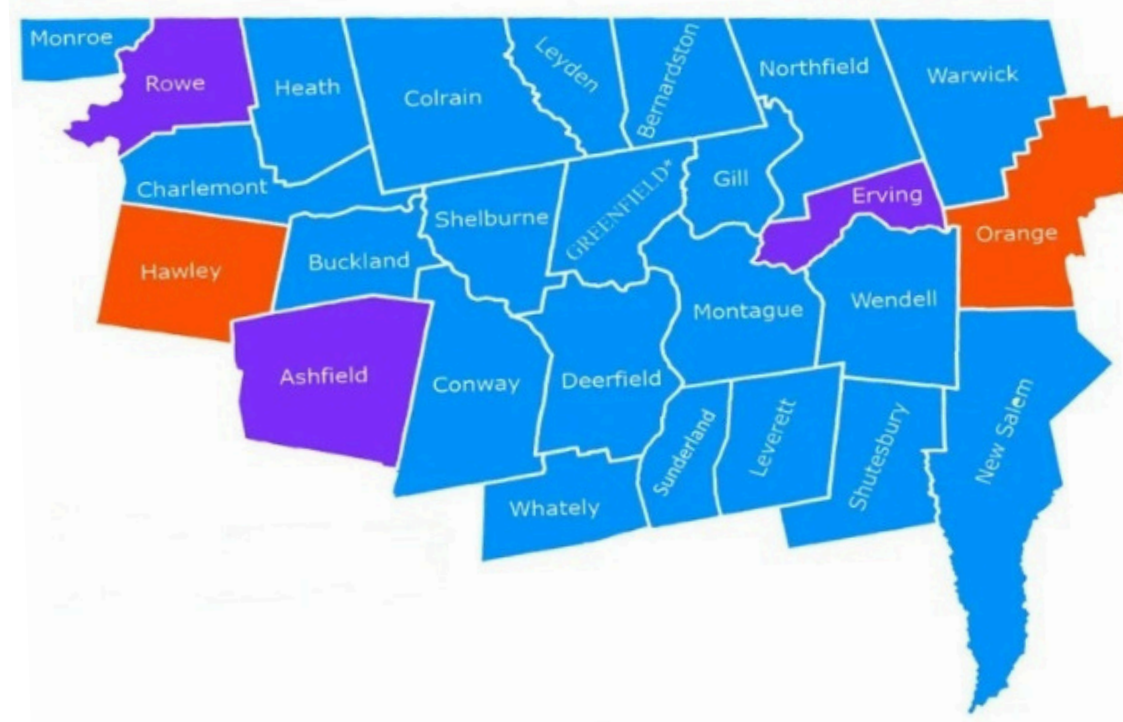
His bravery, dedication and refusal to give up reflect the highest standards of public service.





# Regional Dog Shelter

- Three full-time staff members
- No-Kill Shelter
- **Established in 2012 in partnership with the Franklin Regional Council of Governments in response to a need from local police departments**



- **24 of 26 towns receive kennel Services**
- **21 of 26 towns receive kennel and ACO services (Erving July 1)**
- **2 towns do not receive any services.**

262

Dogs Taken In

4,102

Volunteer Hours

111

Dogs Adopted into Permanent Homes





# Animal Control Services

- Four full-time Animal Control Officers
- Serving 21 towns, including the county's largest communities: Greenfield, Montague, and Deerfield.
- On-call 24/7.
- Rescuing of dogs, cats, goats, horses, rabbits, bats, and other injured wildlife such as bobcats and a Great Blue Heron.
- Hoarding situations
- **Partnership with NWDA Animal Protection Taskforce to help prosecute MA Animal Law violations**

1,173

Service Requests





# TRIAD Division

## Supporting Senior Safety & Independence

TRIAD provides essential services that help Franklin County seniors remain safe, independent, and connected within their communities.



### Core Services

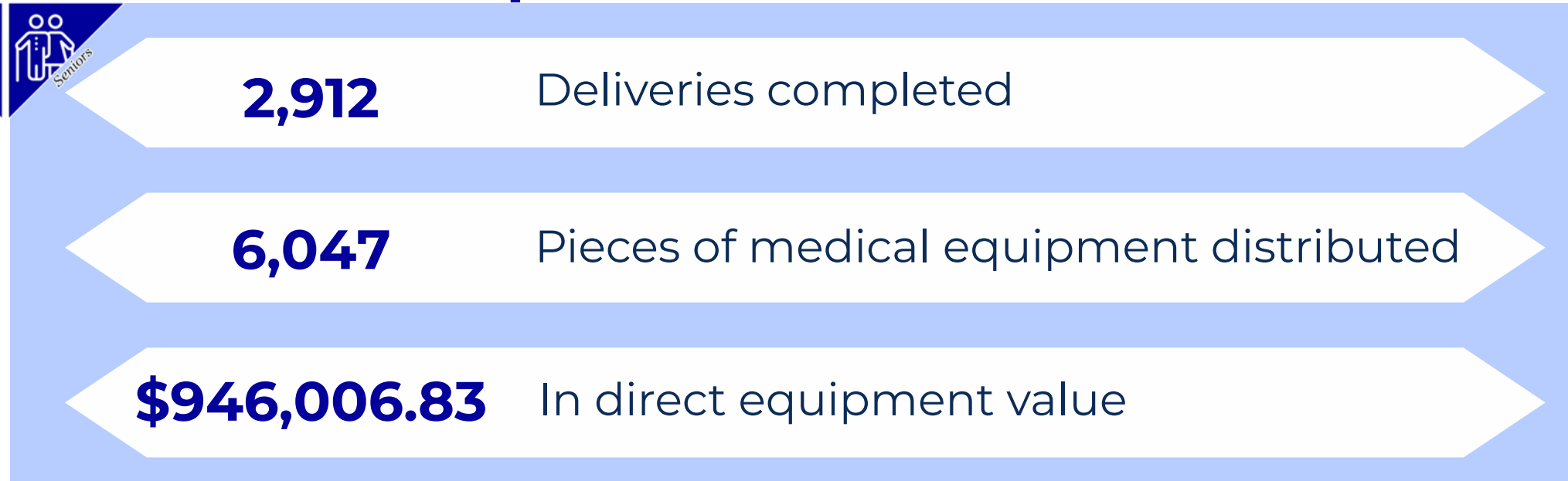
- No-cost medical equipment distribution
- Wellness checks and home visits
- SHINE (health insurance assistance) support
- Food delivery for homebound seniors
- Emergency supplemental heating oil
- Social events to reduce isolation
- Senior Vendor Expo - 450 reached
- Fundraising to sustain and expand services

### System-Wide Impact

- Enables seniors to remain at home longer
- Reduces demand on police, EMS, and healthcare systems
- Supports smaller towns with limited public safety staffing



## 2025 Impact



**TRIAD fills the critical gap between independence and institutional care - reducing costs, preventing crises, and improving quality of life for a vulnerable population.**



FCSO

# Civil Process Division

## Five Full Time Staff Members

- Director
- Coordinator
- Three Deputy Sheriffs

## Types of Service include

- Litigation Intitiation
- Summonses
- Judgment Enforcement
- Landlord/Tenant Notices
- Trespass Orders
- Restraining Orders

**“All precepts lawfully issued”**  
**- MGL c. 37, § 11**



**TOTAL SERVICES IN 2025**

**2,623**





# Community Engagement

## Responsive Community Support

- Emergency and seasonal services, including snow response and warming shelter operations

## Environmental & Public Space Stewardship

- Ongoing cleanup and maintenance efforts across rivers, bike paths, community areas and abandoned encampments

## Public Safety & Event Support

- Security and logistical support for community events and gatherings

## Community Service & Engagement

- Wide-ranging service initiatives that support municipalities, residents, and local partners

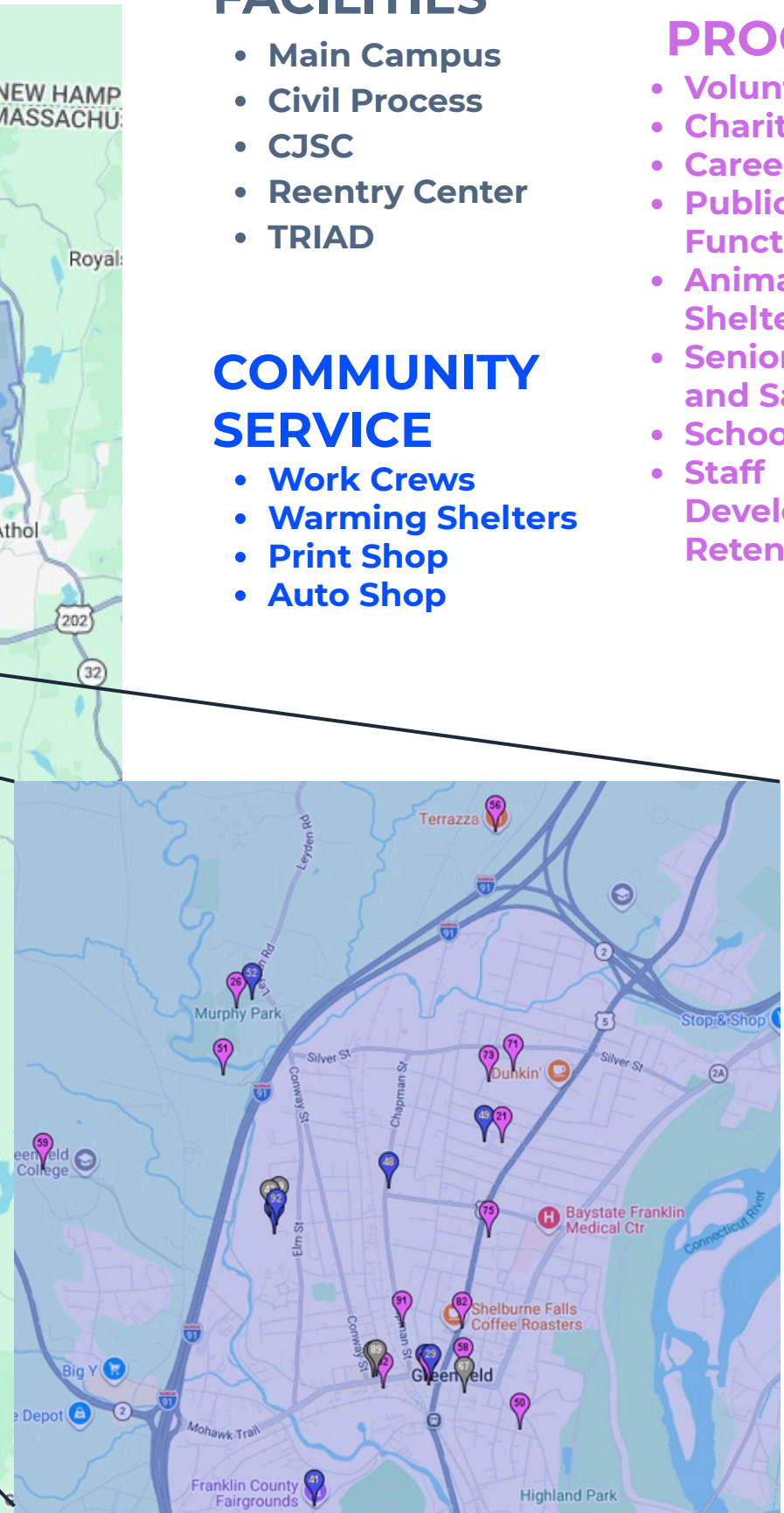
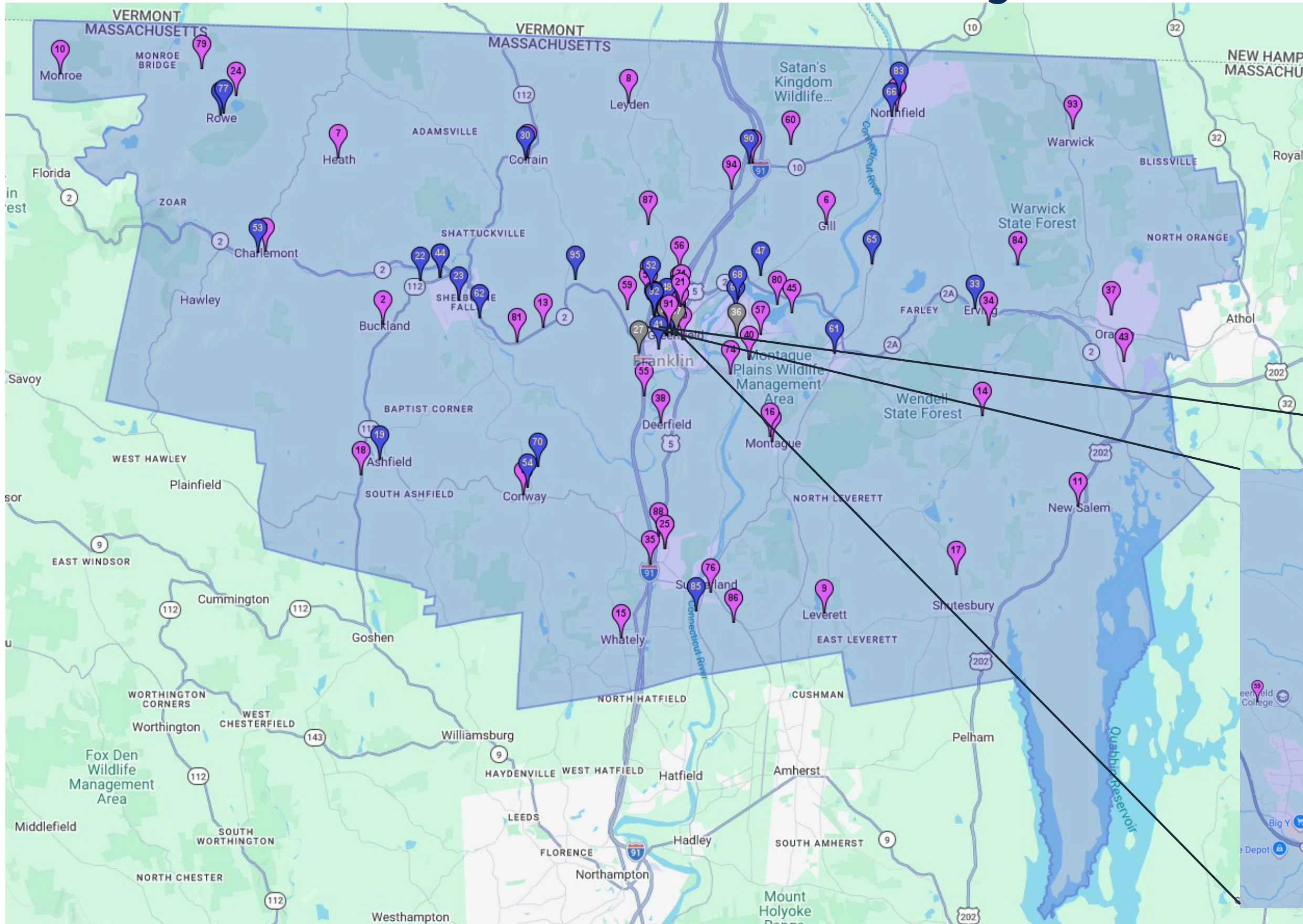
## Flexible, Needs-Based Response

- Ability to address emerging community needs through hands-on support and collaboration





# Where we are in Franklin County



## FCSO FACILITIES

- Main Campus
- Civil Process
- CJSC
- Reentry Center
- TRIAD

## COMMUNITY SERVICE

- Work Crews
- Warming Shelters
- Print Shop
- Auto Shop

## COMMUNITY PROGRAMS

- Volunteerism
- Charity Events
- Career Fairs
- Public Safety Functions
- Animal Shelter/ACO
- Senior Education and Safety
- School Safety
- Staff Development and Retention



# Training Division

## Training conducted for

- ✓ Employees
- ✓ Schools
- ✓ Law enforcement agencies
- ✓ Municipal agencies

### ACUTE STRESS ADAPTIVE PROTOCOLS (ASAP)

- Collaboration with Greenfield Police Department
- Trauma Care for First Responders

### FIREARMS TRAINING

- Employees
- Police Departments
- Bridge Academy
- CSX Railroad Police
- Full-time MPTC Academy
- Franklin County SRT

### CPR / FIRST AID CLASSES

- Employees
- Inmate Population
- High School Students
- School Districts
- Coaches
- Boy Scouts

### LESS LETHAL MUNITIONS

- Franklin County SRT
- Bernardston PD

### PHYSICAL FITNESS TESTING

- Employees
- Police Departments

### CRISIS INTERVENTION

- FCSO Officers
- Western MA Crisis Intervention
- Clinical & Support Options

### ANNUAL STAFF IN-SERVICE

- Security
- PREA
- ADA
- Sexual Harrassment
- Cultural Diversity
- Gender & Trauma Informed

### M.O.U.D TRAINING

- Correctional Officers

### TRAIN THE TRAINER

- T4T for MSA statewide

### DEPUTY SHERIFF LEGAL UPDATES

- Franklin, Berkshire and Hampshire Counties

### MSA CORRECTIONAL OFFICER TRAINING

- Academy site for Franklin, Berkshire and Hampshire Counties

### TACTICAL RESPONSE

- Collaboration between Franklin, Berkshire, Hampshire, Hampden, Worcester Counties



### DEFENSIVE TACTICS

- Bridge Academy Host Site
- Police Departments
- Full-Time MPTC Academy
- Franklin County Regional Cadet Program

### MSA EDUCATION & TRAINING

Sheriff Lori Streeeter  
Chairperson

AS Christopher Pelletier  
Fire Safety  
Environmental Health  
Chairperson

Primary Captain  
Jordan Lehtomaki  
Use of Force Chairperson

Daniel Montagna, ESQ.  
Attorney Advisor





# Operational Capacity Report

Massachusetts Sheriff's Association (July 1 - December 31, 2025)

Housing Unit or Cell / Room Type	1) Housed Inmates During This Time Period?	2) Use or Purpose Change Since Last Report?	3) Housing Unit Design Capacity	4a) Number of Cells / Rooms	4b) Number of Beds in Cell / Room	4c) Number of Beds in Unit	5a) Custody Level	5b) Function	5c) Any Other Notation	6) Average Time out of Cell / Room (hours)	7) Average Inmate Count	8) Inventory Description (ALL Buildings) <small>Description + Not habitable / Occupied / Available potentially / or / No longer habitable</small>	9) Last Date Inmates Housed, if ever
Medium Security Building Pod A	Y	N	71	36	2 Beds/35 Cells 1 bed/1 Cell Handicap Cell	71	Medium	Orientation/Quarantine/Disciplinary	N/A	16 Hours	31	Pod A Houses Male Orientation / Quarantine / Disciplinary	09/30/25
Medium Security Building Pod B	Y	N	71	36	2 Beds/35 Cells 1 bed/1 Cell Handicap Cell	71	Medium	Female Treatment Unit	N/A	16 Hours	23	Pod B Houses Female Sentenced, Pre-Trial / Treatment Unit	09/30/25
Medium Security Building Pod C	Y	N	71	36	2 Beds/35 Cells 1 bed/1 Cell Handicap Cell	71	Medium	Pre-Trial & Protective Custody	N/A	16 Hours	47	Pod C Houses Male Pre-Trial & Protective Custody	09/30/25
Medium Security Building Pod D	Y	N	71	36	2 Beds/35 Cells 1 bed/1 Cell Handicap Cell	71	Medium	Sentenced Treatment Unit	N/A	16 Hours	63	Pod D Houses Male Sentenced Treatment Unit	09/30/25
Medium Security Building Unit E	Y	N	4	2	2 Beds/2 Cells	4	Medium	Disciplinary Space Issues	N/A	16 Hours	0	Unit E is used for multiple situations but does not house inmates for extended period of time (2-3 days)	09/30/25
Minimum Security Building Minimum Security	Y	N	24	24	1 bed/24 Cells	24	Minimum	Minimum	N/A	Inmates are Minimum Status and Not Secured	17	Minimum Security Building Houses Minimum Security Classified Men	09/30/25
Minimum Security Building Kimball House/Pre-Release	Y	N	14	6 rooms	3 beds/2 rooms 2 beds/4 rooms	14	Pre-Release	Pre-Release	N/A	Inmates are Pre-Release Status and Not Secured	5	Kimball House houses sentenced men classified to Pre-Release & Minimum	09/30/25
Vehicle Maintenance, Auto Detailing, Ground Maintenance Building	N	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Not Habitable	N/A
Warehouse	N	N	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Not Habitable	N/A

326

186



# Population

Admissions

1,080

Releases

1,070

Average Daily Population

186

Average Length of Stay

Female: 25 days  
Male: 49 days

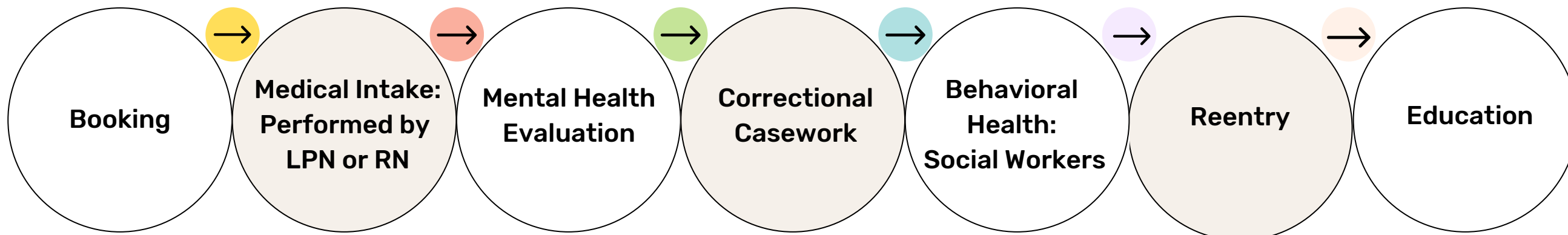
Safe Keep

546

Transportation

Medical: 193  
Non-Medical: 2,305

## Sequence of Assessments



**Timeframe:**  
At Entry

**Covered:**  
Demographics,  
Household  
Composition,  
Income,  
Criminal/Legal

**Timeframe:**  
During Booking

**Covered:** Medical Hx  
and Screening,  
Mental Health Hx  
and Screening,  
Toxicology

**Nurse Practitioner  
full Physical within  
2 weeks of Booking**

**Timeframe:**  
Suicide Assessment  
during Booking

**Covered:**  
Risk Harm to  
self/others,  
Diagnoses, Past  
Treatment, Mental  
Status, SUD

**within 2 weeks of  
Booking**

**Timeframe:**  
Within 1 week of  
Booking

**Covered:**  
SUD Hx, Informed  
Consents, ROIs,  
MOUD Data  
Collection

**Timeframe:**  
Within 1 week of  
Booking for  
Biopsychosocial

**Covered:**  
Psychological  
Processes, Emotions,  
Behaviors, Social  
Supports,  
Environmental Factors

**LSI-R upon  
sentencing**

**Timeframe:**  
Initial Checklist  
within 1 week of  
Booking, then  
ongoing updates

**Covered:**  
Health Insurance  
Eligibility, Birth  
Certificate, SSN,  
Housing,  
Employment,  
Transportation, etc.

**Timeframe:**  
Within 3 weeks of  
Booking

**Covered:**  
Reading level, grade  
level completion,  
vocational certificate  
attainment, IEP,  
edu./voc. goals



# Medical Division

**OUR 24/7 IN-HOUSE MEDICAL TEAM PROVIDES THE FIRST PATHWAY TOWARDS HEALING THAT OUR RESIDENTS ENCOUNTER.**

## STAFF

- Medical Director
- Health Services Director
- Certified Nurse Practitioner
- 6 Registered Nurses
- 9 Licensed Practical Nurses
- Administrative Assistant

## SPECIALITY

- Eye Doctor
- Dentist
- Physical Therapy
- Designated Mental Health Clinician (PsyD)

Over the last few years, we have become aware that our incarcerated population is presenting with **higher acuity needs** and the number of FCSO residents that **require specialty medical care** is steadily increasing.

Our patients often have their **first medical and mental health assessments in years** when they come through our doors. Undiagnosed or untreated medical conditions are frequently discovered by the FCSO medical staff upon intake.

**Lab work, physical exams, wound care, dental, eye, and specialty care** are offered to patients who have not had access to ongoing care in the community.



# Medical Statistics

## Clinical Volume

- Intakes: **884**
- Physicals: **509**
- Nursing Sick Calls: **7,816**
- Provider Sick Calls (MD/NP/PA): **1,148**

## On-Site Specialty Care

- Dental: **241**
- Optometry: **79**
- Physical Therapy (Evals & Visits): **166**

## Medication & Treatment

- Prescriptions Dosed: **245,773**
- Opioid Treatment Program (OTP): **65 daily average**

## Designated Mental Health Clinician

- Mental Health Contacts: **3,139**
- Mental Health Initial Evaluations: **495**

**24 HOUR NURSING BEGAN IN 2015**

**High clinical volume driven by significant behavioral health and substance use needs.**

**73%**

of intakes report having a current or past **mental health condition**

**68%**

of intakes report current or history of **substance use**

**20%**

average population with a diagnosed **serious mental illness (SMI)**, compared to **5.6%** of the general population



# Medical Stabilization

## Opiate Treatment Program (OTP)

Average Daily Patient Volume

**65**

(~30% of population.)

Cumulative Dose Administration

- 14,666 Methadone
- 7,797 Buprenorphine

Patients who received MOUD

**402**



### Medications for Opioid Use Disorder (MOUD)

**OTP is embedded within our behavioral health program, inclusive of:**

- SUD (substance use disorder) treatment groups
- Support from an Integrated Behavioral Health Clinician specializing in medical/addiction social work
- Treatment plans derived from weekly multidisciplinary care team meetings

### Clinic Accredited (2019):

- SAMHSA
- BSAS
- NCCHC



### Audited by:

- DEA
- DPH
- DOC
- NCCHC





# Classification

Classification is a critical process used to assess and assign individuals to appropriate custody levels, housing units, and programs.

## Our classification team evaluates a number of factors such as:

- ✓ Criminal history
- ✓ Current offense
- ✓ Behavior
- ✓ Escape risk
- ✓ Medical and mental health needs
- ✓ Programming requirements

## Its importance in a corrections setting includes:

- Safety and Security** Ensures individuals are placed in housing units that match their custody level, reducing violence to staff and other incarcerated individuals, escape risk, and facility disruption.
- Individualized Management** Helps tailor supervision, treatment, and programming to each person's risks and needs.
- Access to Programs and Services** Guides placement into educational, vocational, substance use, and rehabilitative programs that support successful reentry.
- Legal and Policy Compliance** Supports adherence to state regulations and constitutional standards regarding inmate rights, earned good time, etc. educational, vocational, substance use, and rehabilitative programs that support successful reentry.
- Reentry Preparation** Promotes structured progression through custody levels, encouraging positive behavior and readiness for community reintegration.



# Housing Unit Overview

## A POD

### Men's Unit

- Orientation Unit
- Discipline (Accountability Unit)

First arrive to this unit, held for approximately 72 hrs in order to complete orientation and detox protocols, UA's must be clean prior to movement.

Residents in disciplinary lockup or are program non-compliant are required to complete a clinical intervention (DBT chain analysis) prior to movement out.

Few permanent residents, determined on an individual basis during the Movement Meeting

Special considerations made for serious mental illness designation (the less stimulating environment can function as a respite).

## B POD

### Women's Treatment Unit

- Pre-Trial
- Sentenced
- Minimum Security
- Pre-Release

As the only women's housing unit, B Pod functions as an orientation space, therapeutic milieu/treatment unit, and community reintegration unit all in one.

The average stay is 25 days focusing on stabilization and exposure to community partnerships for pre- and post-release support.

Gender responsive treatment including LGBTQ+

## C POD

### Men's Unit

- Pre-Trial
- Protective Custody

Most pre-trial residents are housed here; they may be in a pre-contemplative state as to how treatment can benefit their lives

The team of staff matters:

- Build rapport and trust
- Inspire hope that change is possible
- Offer tangible support via case management

## D POD

### Men's Treatment Unit

- Pre-Trial
- Sentenced

The Treatment Unit establishes an environment conducive to change via a phase-up system of incentives and electives.

Residents are required to attend a daily morning meeting and all scheduled programming.

'Program Warning' System; if residents receive three program warnings, they are moved to A Pod for program non-compliance and engage with the clinical team to return.

## UNIT E

### Special Management Unit

- Intake
- Temporary
- Multi-Use
- Therapeutic interventions

## SDHU

### Special Detention Housing Unit

- Temporary
- Multi-Use
- Mental Health Watches
- Dry Cell

## G.P.S

- Allows for employment, treatment and other structured activities
- Hospital setting
- Personal responsibility



FCSO

# A New Paradigm

A STRATEGIC SHIFT TO A TREATMENT FIRST, DATA-DRIVEN MODEL TO IMPROVE INDIVIDUAL OUTCOMES AND ENHANCE COMMUNITY SAFETY

In collaboration with the UMASS School of Public Health and Health Sciences, we studied the risk of recidivism for our residents. Our interventions brought the **rate of re-incarceration down to 21%**, which contrasts with national public health data that indicates more than half of released individuals will return to incarceration.

UMass**Amherst**

School of Public Health  
& Health Sciences





# Data Transforming Treatment

Through the **ACE questionnaire**, clinicians evaluated early trauma exposure to better inform care and intervention strategies:

**87%**

**of our population has experienced 4 or more ACEs**

Adults with a score of 4 ACEs are up to 12 times more likely to experience alcoholism, drug abuse, depression, and suicide attempts; and face twice the risk of cancer and heart disease

**63%**

**of our population has experienced 6 or more ACEs**

Adults with a score of 6 or more ACEs correlates to lifespan that is shortened by roughly 20 years

## Behavioral Health Team

**Five licensed clinicians**

**6,006**

Group Therapy encounters

**2,354**

Individual Therapy sessions

**104**

Cognitive Processing Therapy sessions  
(for the treatment of diagnosed PTSD)

FCSO's behavioral health team has since partnered with Home Base, the nonprofit organization that operates predominantly on the philanthropic generosity of the Red Sox Foundation and Massachusetts General Hospital, which operates an intensive clinical program for veterans and service members suffering from PTSD.

- **27 weeks of consultation with Home Base to implement Cognitive Processing Therapy (CPT), 2024**
- **37.5% of our residents are diagnosed with PTSD (HEALing Franklin County Year 4 Evaluation Report, 2025)**





# Behavioral Health

## Teaching Emotional Regulation for Public Safety

Upon intake into the facility, residents are automatically assigned a licensed therapist for the exploration of feelings, beliefs, and behaviors, in order to identify aspects of their lives they want to heal or change.

All residents participate in the evidenced-based modality of Dialectical Behavioral Therapy (DBT) as the core curriculum. Additional groups are added based upon their individualized treatment plan.

The treatment dose of DBT is scaled to their length of stay:

- **Intro to DBT** = teaching and practicing core skills for immediate application in anticipation of a rapid release
- **Full curriculum** = 6 months to 1 year, covering all modules: Mindfulness, Distress Tolerance, Emotional Regulation, Interpersonal Effectiveness
- **Advanced DBT** = generalization of skills: applying skills learned in therapy to real-world, everyday situations across different people, places, and contexts (including reentry coaching)

## CLINICAL CLASSES

### Core Groups

- Dialectic Behavior Therapy (DBT)
- Stages of Change (Motivational Interviewing)
- Wellness Recovery Action Plan (WRAP)
- Thinking for a Change (T4C)

### Recovery & Wellness

- Cognitive Behavior Therapy for Chronic Pain
- Step by Step Recovery
- Resilience & Recovery
- Art of Recovery
- Quitters Win (smoking cessation)
- Heart Rhythm Meditation
- Presenting Pathways (Mindfulness)

### Family & Parenting Skills

- Nurturing Fathers
- Nurturing Families
- Staying Connected

### Specialized & Individual Care

- ADHD Workshop
- Grief
- Cognitive Processing Therapy
- Healing Trauma
- Sex Offender Treatment



# Emerging Adults

## Responding to Changing Needs

Evidence-based, coordinated programming to meet the distinct socio-emotional & developmental needs of FCSO residents ages 18-26 in the arenas of:

### Targeted, Evidence-Based Support

- Programming focused on education, employment, relationships, and healthy development
- Specialized case management and structured reentry planning

### Restorative & Skill-Building Approach

- Restorative justice circles and increased family engagement
- Workshops led by credible messengers with lived experience

### Pathways to Success

- Accelerated access to pre-release employment and vocational training
- Strong partnerships with colleges, workforce agencies, and community organizations

## STRATEGIC PARTNERSHIPS

### Education & Workforce

- Local colleges & technical schools
- MASSHIRE Workforce Board

### Community & Advocacy

- Citizens for Juvenile Justice
- ROCA

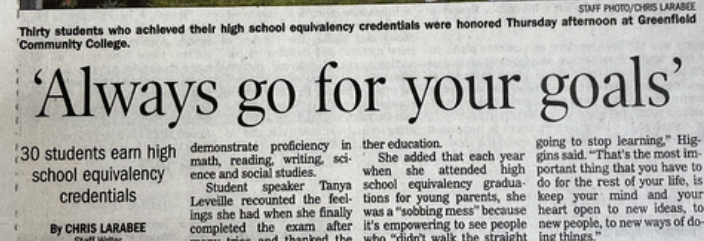
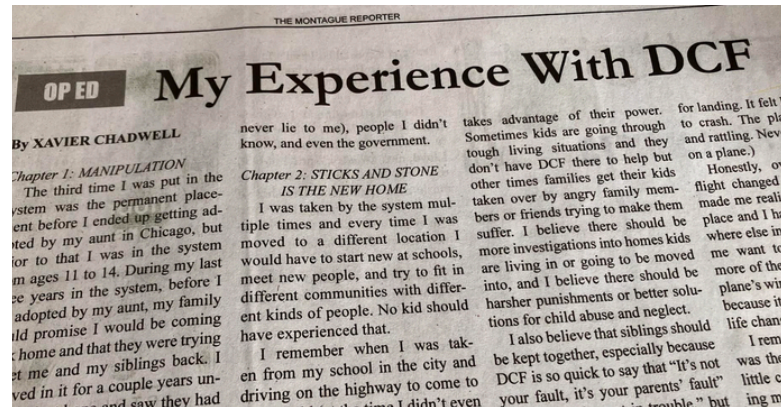
### Restorative Practices & Development

- Amherst College Center for Restorative Practices
- Franklin County CDC
- Tufts Prison Initiative of Tisch College (TUPIT)

Equipping emerging adults with the skills, support, and connections needed for successful reintegration



# Educational Programming



## 4 Full-Time Educators

### Academic Foundations

- HiSET Classes & Testing (High School Equivalency Certification)
- Special Education in Institutional Settings
- Reading Skills
- Khan Academy

### College & Career Readiness

- College Prep Courses
  - Photo-Essays
  - History of Incarceration
  - Pre-Modern Philosophy
  - Healthy Relationships
- Resume Writing
- Higher Education Prep
- Individual College & Career Counseling
- OSHA-10 Certification

### Communication & Media

- Writing for The Light
  - Published authors in Montague Reporter Newspaper
- Editorial Board
- Media Literacy
- Civic Engagement
- Election Guides & Debate Viewing

### Community & Restorative Programs

- Gardening
- Food to Families
- Food & Farm Systems
- Children's Literacy
- Peer-Led G.A.N.G. Violence Reduction

### Life Skills & Wellness

- Financial Literacy
- Leadership
- Self & Society
- Philosophy
- Yoga
- Nutrition



# Education Collaborations

## Higher Education & Restorative Partnerships

- MIT Entrepreneurship
- Tufts Prison Initiative Workshops for Emerging Adults
- Amherst College Restorative Practices

## Credit Bearing College Courses

- UMass: Literature & Social Justice
- GCC: Organic Gardening
- GCC Sociology
- Human Growth & Development

## Workforce & Economic Development

- Franklin County CDC (Business Planning Support)

## Vocational Training

- Carpentry (Franklin County Tech School)
- Welding (Franklin County Tech School)
- Foundational Manufacturing (GCC & Mass MEP)
- Beauty Counter (GCC)

## Community Organizations & Initiatives

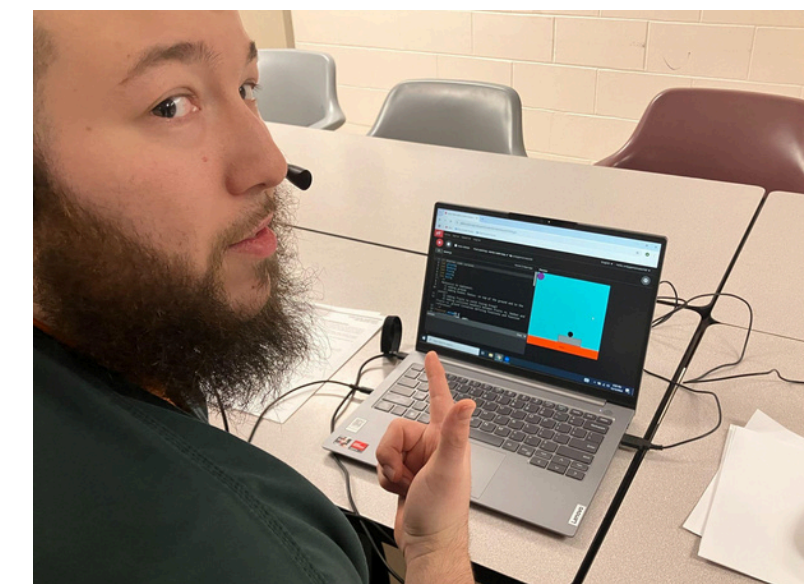
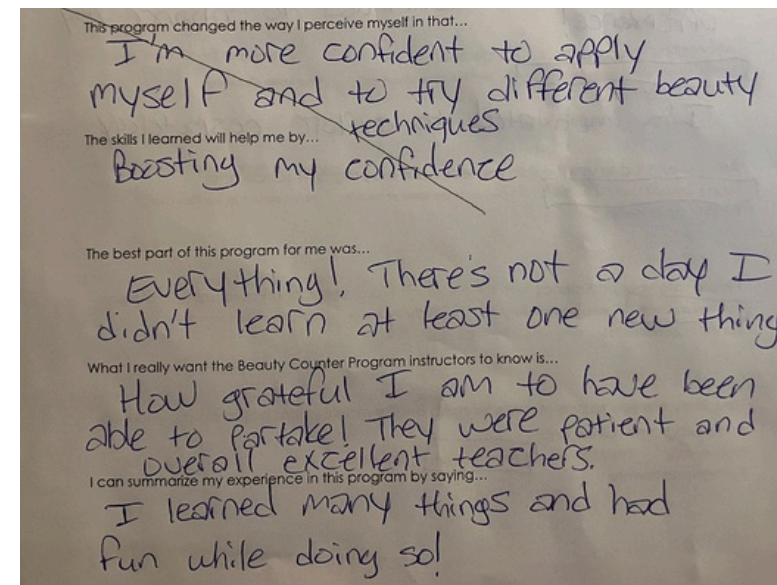
- Citizens for Juvenile Justice
- Ameelio Tech Goes Home

## Arts & Enrichment

- Young at Heart Chorus & Concert Program
- Guitar Classes

## Libraries, Literacy & Media

- Local Library Circulation Services
- Childrens Literacy - Read-to-Children (Libraries, Eric Carle & GCTV)
- Western Mass CORE & GCC Book Group





# Family Events

Bi-monthly fun events offering consistent family connection:

- Crafts and games
- Holiday specific celebrations
- Photos commemorating the shared experience
- Family-style meals
- DCF brings children that are in their custody to these visits, encouraging parents to practice the skills learned in our evidence-based Nurturing Families groups



## The Waiting Room Welcome Project

### Mission:

To create a trauma-informed entrance for children and their caregivers when visiting.

Volunteers from the **Foundation for Community Justice** have tables in the lobby with information about community resources and tangible items of support (including gas gift cards to offset transportation challenges).

The project strengthens community protective factors for children and families in order to prevent cycles of generational trauma.



# Community Service Work Crews

The Franklin County Sheriff's Office operates a Community Service Work Program that assists municipalities and charitable organizations, especially vital during challenging economic times.

Work crews are available to support many **non-profit organizations, such as schools, recreation centers and other local agencies.** Typical projects include interior and exterior renovations, painting, snow removal, and landscape maintenance. Through this work, crew members are able to develop many transferable skills for when they re-enter their communities.

These work crews allow organizations to save labor costs, often resulting in savings of taxpayer dollars, and allowing them to complete much needed projects that may otherwise go unfinished. The requesting agency is responsible for supplying the necessary materials for the project.



2025

Projects Completed

57

Estimated Savings

\$257,500

## Project Examples

- **Numerous Town Cemeteries** – Spring clean-ups
- **Franklin County Fairgrounds** – Set up 2 new stainless steel bleachers, set up and clean-up for the Franklin County Fair
- **North New Salem Congregational Church** – Paint walls in sanctuary and foyer
- **Sunderland Police Department** – Painting
- **Massachusetts State Police** – Painting 2nd and 3rd floors of the barracks
- **Town of Conway** – Interior demolition/removing old walls in Conway Fire Department
- **Newt Guilbault Community Baseball, Turners Falls** – Clean-up and painting
- **YMCA Camp Apex** – Clean-up and get camp ready for summer
- **Buckland Recreation Center** – Spring clean-up, power washing, paint pool house
- **Gill/Montague Senior Center** – Painting interior and Exterior
- **Heath Union Church** – Paint exterior of church



# Minimum Security & Pre-Release

Reentry is a process, not an event

Population:

- Franklin County House of Correction sentenced
- Department of Corrections step-down

## Men

### Minimum Security Building

Capacity: 24

### Kimball House (Pre-Release)

Capacity: 14

## Women

### Pod B Sub-Day Room

### Minimum & Pre-Release

Capacity: 16



## COMMUNITY REINTEGRATION

- Residents have access to the community-based services they will rely on post-release
  - Treatment provided at the Reentry and CJSC Center
  - Community-based AA/NA meetings
- Residents spend their days either volunteering in the community or working full-time paying jobs with local employers
- Partnerships have been built with local manufacturing companies, restaurants, farms, retailers, etc.
  - Current employers include: City of Greenfield DPW and the Ashfield Lakehouse Restaurant
  - Current community-based volunteer and vocational training opportunities include: Auto Detailing, Franklin County Dog Shelter, and the Stone Soup Cafe and Culinary Institute
- Community Events such as picnics, family park day, hiking and pickleball



# Facility Maintenance



## Six Full Time Team Members

- Supervisor
- MA Licensed Electrician
- MA Licensed Plumber
- Carpenter
- Project Worker
- Custodian

## Maintaining 134,250 sq. ft. across multiple buildings

- Over 300 preventive maintenance tasks annually
- Approximately 970 corrective maintenance tasks performed annually
- Weekly, monthly and bi-annual testing of critical infrastructure operations

## Energy Project Savings

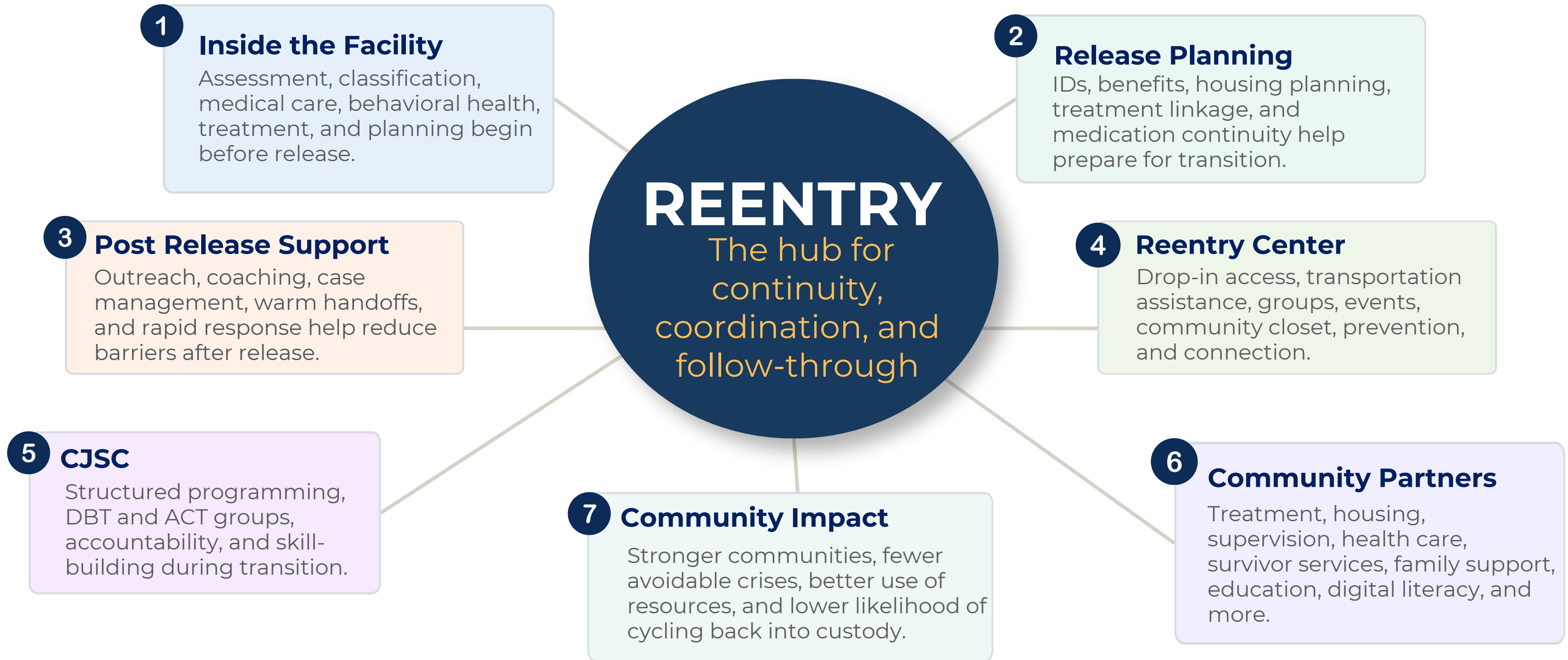
- **2017** - Installation of electronic flush valves for an estimated savings of 1.3 million gallons of water per year.
- **2018** - Installation of parking lot solar array, saving over \$750,000 to date. Also estimated to save 2,154 metric tons of CO2 emissions.
- **2018** - Installed interior and exterior LED lights, saving over \$30,000 per year
- **2018** - Installed Energy recovery ventilators on housing units, saving almost \$50,000 per year in heating and cooling costs.
- **2018** - Installed condensing gas boilers; annual savings of \$12,000

## Facility Improvements

- **2025 - Main Facility Roof Replacement \$4,569,293**
  - Increased R value from R15 to R30+
- **2026 - Security Equipment Upgrades \$1,750,000**
  - New digital cameras inside and out
  - New DVR recorders and VMS licensing
  - Code re-write for camera switching
  - Fiber and CAT6 cabling
  - Network switches
  - Duress and Intercom upgrades
- **2025 New PC's and software**



# Reentry: Creates Continuity Across Systems





# Reentry: Transition Planning

FCSO's reentry program starts inside and continues after release through outreach, case management, coaching, and connection to care and resources.

## Rural Reality

After release, individuals face barriers to treatment, housing, transportation, medication access, family connection, benefits, and supervision.

In a rural county, these challenges are intensified by distance, limited providers, and fewer support options, often alongside ongoing behavioral health, substance use, and chronic health needs.

## Rural Transition Model

In Franklin County, reentry is not an add-on support, it's built into the community infrastructure. With limited community services and complex needs, reentry keeps individuals connected and moving toward stability.

Through outreach, coaching, system navigation, the Reentry Center, and strong partnerships, FCSO bridges critical gaps.

### 1 Inside the Facility

Assessment, classification, treatment, medical and behavioral health care, planning, and relationship-building.

### 2 Release Point

Most vulnerable transition: housing, transportation, medication, recovery, supervision, family, and benefits.

### 3 Post-Release Reentry

Outreach, case management, coaching, problem-solving, and community stabilization.

### 4 Community Impact

Less crisis, stronger continuity, better resource use, improved safety, and fewer people cycling back into custody.



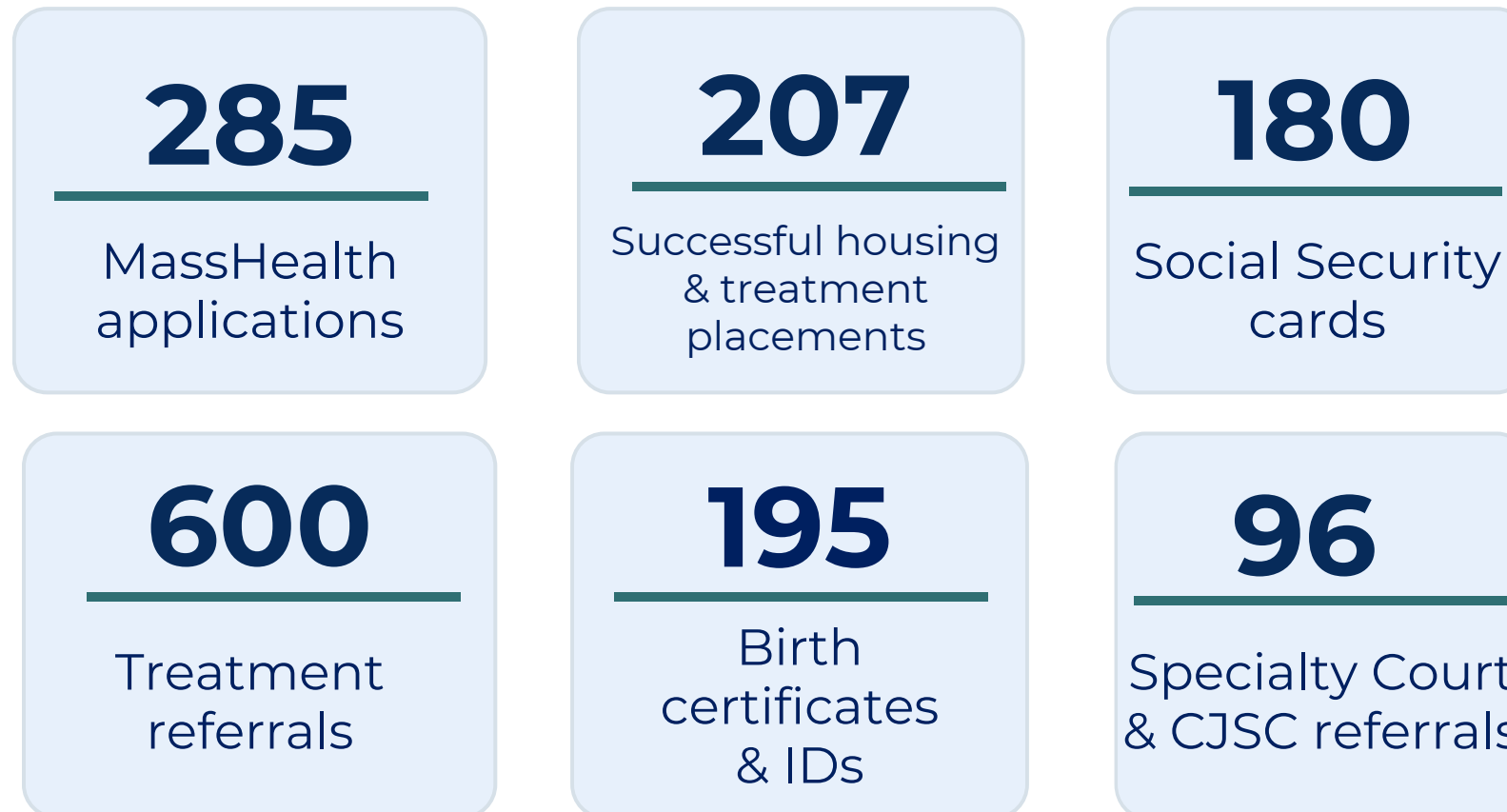


# Reentry Planning Continuity Before Release

## Continuity Begins Before Release

### Pre-Release Planning

The Reentry team provides planning services prior to release with the goal of a successful transition back into the community, by offering connections to necessary resources like housing, employment, substance use treatment, and mental health care.



### How the Work is Structured:

- Reentry plans are completed for sentenced and pre-trial residents held more than seven days
- Rapid release planning is completed by a post-release caseworker
- Reentry planning addresses 24 different areas related to stabilization and transition readiness



# Reentry Support: Voluntary Services

The FCSO Reentry Team brings a specialized, trauma-informed skill set that combines person-centered engagement, coaching strategies, values-based interventions and low-barrier access to support individuals during vulnerable transition periods.

This approach helps staff to build trust, reinforce skills, and guide people through real-life challenges, especially when stress, instability, or risk begins to increase.

## Current Staffing Structure

6 full-time reentry staff, including:

- Reentry Supervisor
- Reentry Planner
- Emerging Adult Reentry Coordinator
- Post Release Reentry Caseworkers

## Additional Staffing

3 grant funded positions for specialized pretrial support, and gender-responsive and survivor-centered reentry

**Reentry work requires specialized practice across incarceration, transition, and community systems.**

### Justice-Involved Population Expertise

Supports individuals with offense-specific needs, supervision expectations, and complex barriers using a plan that is individualized, and safety-focused.

### Survivor-Centered and Gender-Responsive Services

Includes the SPIRIT program and specialized support for adult survivors of commercial sexual exploitation at the intersection of trauma, substance use, and safety needs.

### Community Outreach

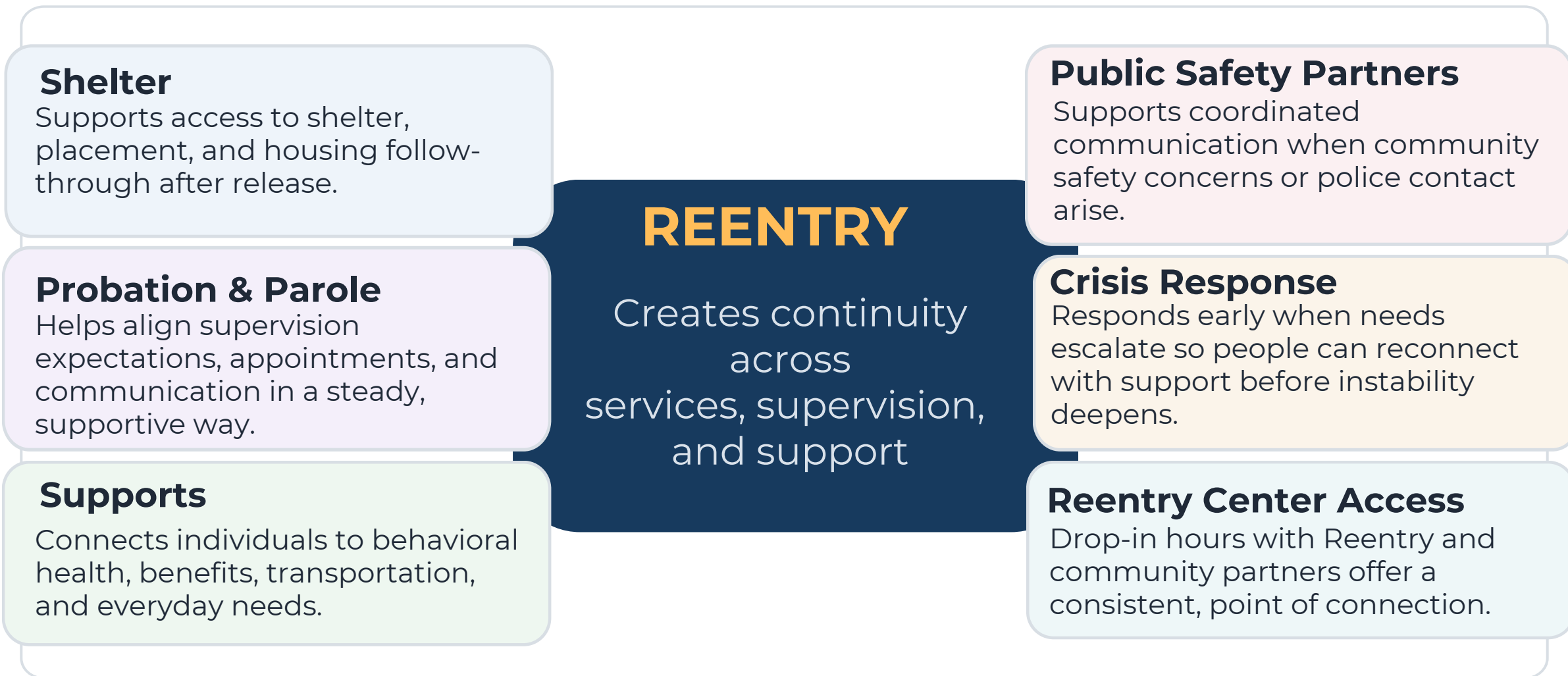
Engages people experiencing problematic substance use, homelessness, and other vulnerable residents through outreach, stabilization, and connection to care, benefits, transportation, and housing supports.

### Inside-to-Community Systems Coordination

Reinforces skills taught on the inside through real-life application, and coaching and support post release



# Reentry as the Connector Across Agencies



## System Impact

### How Reentry Strengthens Community Infrastructure

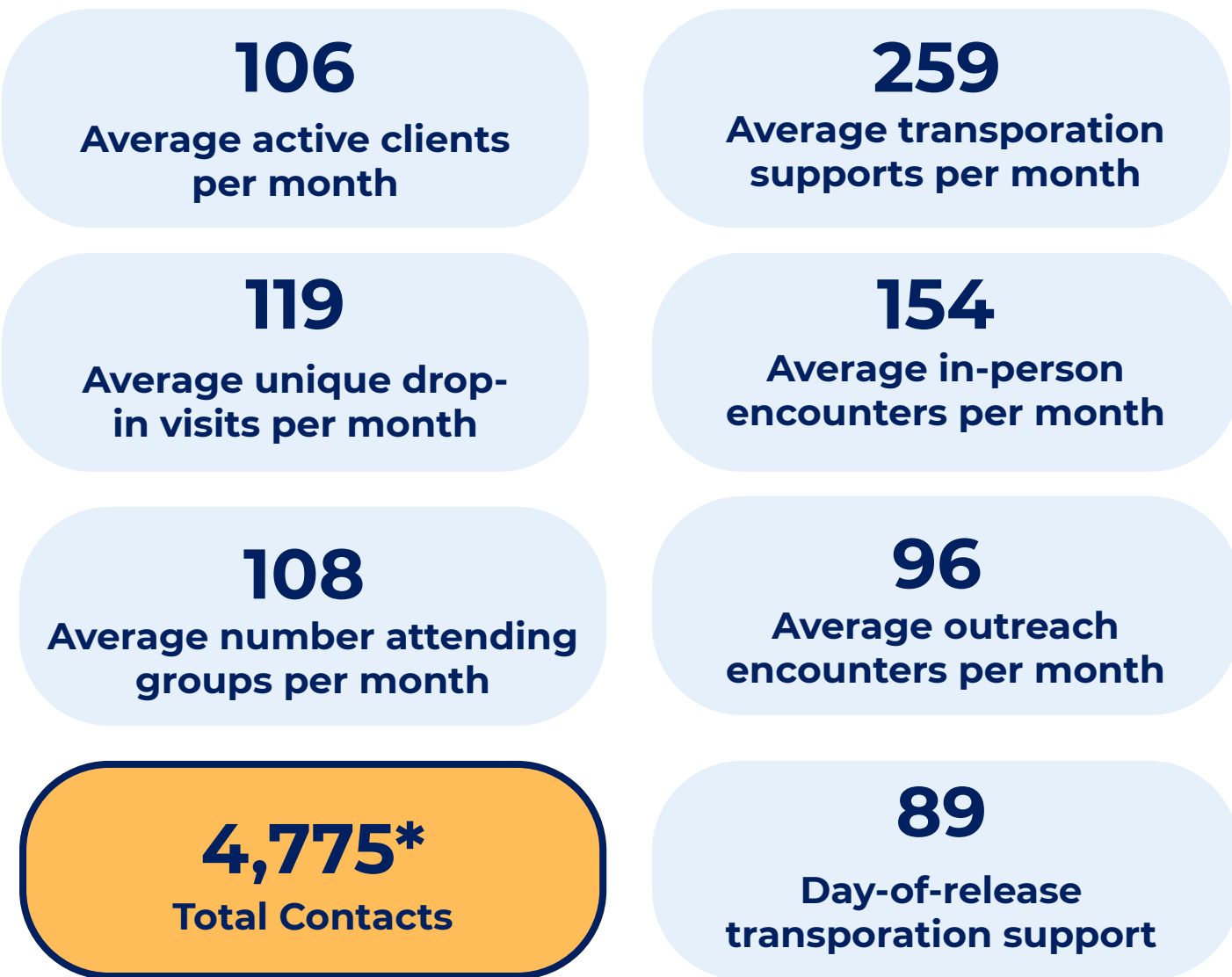
- **Strengthens coordination across agencies**  
Reentry helps providers, supervision, and community partners work from the same plan.
- **Reduces avoidable strain on ER, police, and probation/parole**  
Early coordination can prevent missed connections from turning into repeat crisis contacts.
- **Improves continuity, problem-solving, and engagement**  
A steady point of contact helps resolve barriers quickly and keeps people connected with support.

**Reentry helps housing, supervision, support services, community safety, and crisis systems respond in a more coordinated, trauma-informed way.**



# Reentry & CJSC: Reach and Utilization

**330** Unique Individuals Reached by FCSO Reentry Staff (voluntary services)



\*Daily in person, groups, phone, text, & collaborative contacts

**137** Unique Individuals Reached by CJSC Staff

## Greenfield CJSC function includes:

- 1 Structured transition, court referral, other justice involved support:** FCSO holds the treatment contract; minimum and pre-release residents engage in CJSC as part of a coordinated transition process; CJSC Reentry Coordinator works as a liaison between agencies.
- 2 High participant reach:** Franklin County CJSC serves among the highest average participant counts in the statewide CJSC network.
- 3 Unique CJSC Site:** Robust jail to community transition process; only site facilitating ACT and DBT curriculums

The Reentry Center and CJSC provide ongoing support, structured programming, and community connection for all who have a history of criminal justice involvement



# Programs and Reentry Center

## Community Collaborations: Reentry Connecting Participants to Community Providers

**Justice & Supervision**

- Franklin County Superior Probation
- Greenfield District Probation
- Worcester Parole
- Springfield Parole
- CJSC

**Recovery, Basic Needs & Survivor Support**

- Salasin Project
- People's Medicine Project
- Resilience Center
- Tapestry
- Opioid Task Force
- North Quabbin Community Coalition
- Children's Advocacy Center

**Legal & Financial Stability**

- Community Legal Aid
- Greenfield Savings Bank
- Franklin First Credit Union
- DTA

**FRANKLIN COUNTY SHERIFF'S OFFICE**  
 Connecting systems, services, and supports into one coordinated response

Average of 12 community providers use the Reentry Center monthly for drop-in hours or individual meetings with participants

**Clinical & Behavioral Health**

- Community Health Center
- Bridge Primary and Psychiatry
- BHJI
- Center for Human Development
- DMH

**Education, Employment & Digital Access**

- Community Action Pioneer Valley
- Greenfield Community College
- MassHire
- Digital Navigator
- MassAbility

**Community, Cultural & Creative Support**

- Strong Oak from Visiting Bear Intertribal Coalition
- Women's Writing Group



# Response to Human Trafficking, Sexual Assault, and Domestic Violence

Partnership, identification, coordination, and direct survivor support

## SET Prevention Workgroup

In 2019 the Sexual Exploitation and Trafficking Prevention Workgroup formed in collaboration with the Opioid Task Force to strengthen local identification, prevention and response.

## Partnership

Assigned FCSO staff to the Northwestern District Anti-Crime Task Force; the Franklin County/ North Quabbin Children’s Advocacy Center and Dr. Abigail Judge - Boston HEAT.

## Regional Coordination

Partners with U.S. Attorney's Western Massachusetts Human Trafficking Investigative Working group; Governor's Council to Address Sexual Assault, Domestic Violence, and Human Trafficking; and local domestic violence and sexual assault prevention and response efforts.

## Together for Hope 2026

Selected to present on the S.P.I.R.I.T. program at the the Boston Medical Center Grayken Center annual Together for Hope Conference

## S.P.I.R.I.T Program

A collaboration between the Franklin County Sheriff’s office and the Salasin Project



- S** Safety
- P** Purpose
- I** Independence
- R** Resilience
- I** Integrity
- T** Transformation

The S.P.I.R.I.T Program provides clinical, case management, and peer advocacy support services to individuals residing in Franklin County and the North Quabbin who have experienced commercial sexual exploitation.



# Comprehensive Impact of Grant Funding

## Reentry & Rehabilitation

- Expanded reentry planning, case management, and support services
- Reduced recidivism through structured programming

## Behavioral Health & Recovery

- Increased access to substance use and mental health services
- Stronger continuity of care from custody to community

## Education & Workforce Development

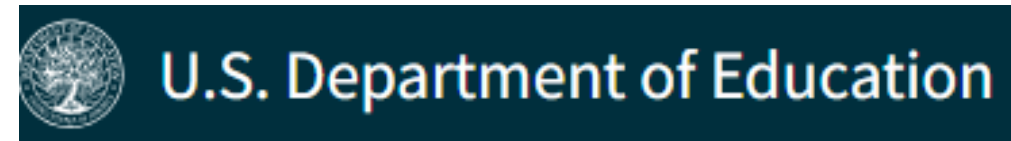
- HiSET, job training, and certifications (OSHA-10)
- Improved employment readiness and outcomes

## Life Skills & Wellness

- Financial literacy, wellness, and personal development programs

## Community & Public Safety

- Stronger partnerships and safer communities through reduced reoffending



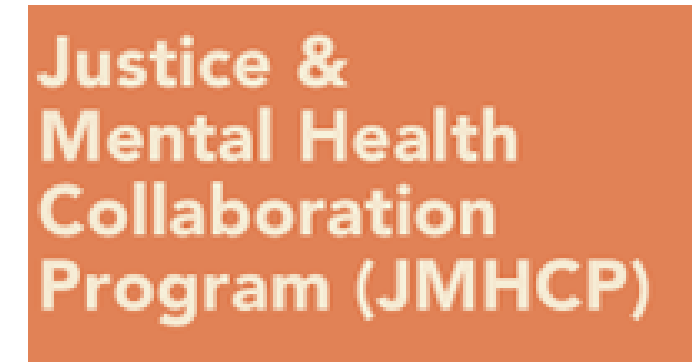
Perkins



Residential Substance Abuse Treatment for State Prisoners



Prescription Drug and Opioid Addiction





# Coming Together in our Community





FCSO

# Thank You

