

Maryland
Division of Correction
Annual Report
2004

CHANGE:
Restructuring to Build
a Better Tomorrow



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The 5 Pillars of the Ehrlich-Steele Administration

Fiscal Responsibility ~ Education ~ Health and the Environment ~

Public Safety and Safer Neighborhoods ~ Commerce

Public Safety and Safer Neighborhoods

Governor Ehrlich remains firmly committed to making Maryland communities safe. Carrying out this task calls for more comprehensive criminal prevention programs, the guarantee for a fair and speedy adjudication system, and effective punishment and rehabilitation in all Maryland correctional facilities. Through fair and diligent law enforcement, and through the presence of effective discipline and treatment within our juvenile and adult detention facilities, the State will protect its citizens from those who infringe upon an individual's rights and liberties.

Keeping the Public Safe

The adult population of Maryland state correctional institutions continues to grow to an average projection of 28,350 in fiscal 2005. Governor Ehrlich, in his plan to maintain necessary security and safety standards in light of this increase, proposes \$65 million towards the construction and development of State and local correctional facilities. He has included in the capital budget plans for the construction of two new high security units in Cumberland as well as plans to improve the detention centers in Baltimore and Anne Arundel Counties. In 2003, more than 15,000 inmates were released from Maryland prisons and returned to their home communities. With no changes to the current correctional system, it would be expected that more than half would eventually be convicted for new crimes.

To counteract this situation, the Governor is committed to developing new forms of treatment services for inmates to instill a sense of renewed community belonging and accomplishment upon release. RESTART (Reentry, Enforcement and Services Targeting Addiction, Rehabilitation and Treatment) will support the expansion of treatment and rehabilitation services to adults currently in Maryland correctional facilities. Providing inmates with drug treatment and job training will return inmates to their homes equipped to become productive members of society, which will then result in saving lives and safer communities. The program adds 9,800 new treatment slots and will create approximately 200 new positions over the next three years to provide for the counseling of inmates.

The Governor has proposed \$5 million for Collaborative Supervision and Focused Enforcement (CSAFE) to support the public safety needs of crime-ridden jurisdictions. A partnership of far-reaching public safety agents that include policing, juvenile outreach, probation, and treatment services will assist vulnerable communities. The integration of these services into a unified law enforcement tool will strengthen Maryland's efforts to reduce recidivism and violent crime in these areas. CSAFE, by design, will also grant communities the freedom to rearrange their resources and information sharing assets to better adapt to an ever-changing criminal environment.



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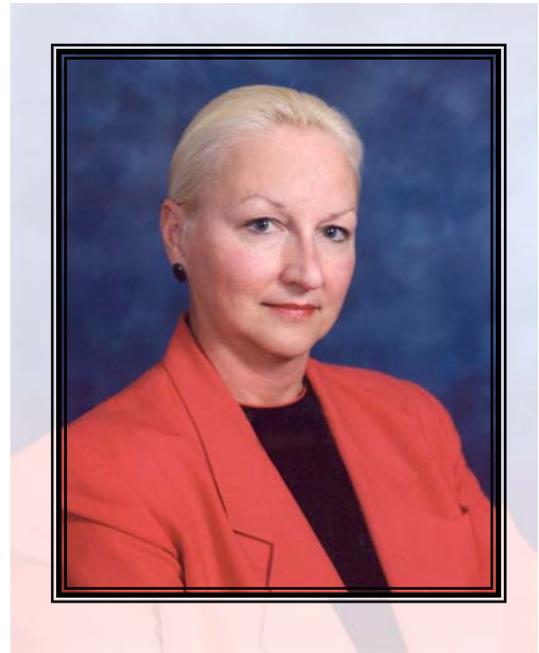
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Secretary Mary Ann Saar

The Honorable Robert L. Ehrlich, Jr.
Governor of the State of Maryland
State House, 100 State Circle
Annapolis, Maryland 21401

Dear Governor Ehrlich:



It gives me great pleasure to submit for your approval the Annual Report for the Maryland Division of Correction for Fiscal Year 2004. This year, under the direction of a new Commissioner, the Division showed tremendous leadership in bringing new correctional philosophies to the forefront of the Maryland Department of Public Safety and Correctional Services. The information contained in this report is submitted pursuant to the requirements of the *Annotated Code of Maryland*, Correctional Services Article, Section 3-207.

During Fiscal Year 2004, the Division of Correction (DOC) worked diligently toward attaining program goals. Working within existing budget constraints, the Division was able to implement new programs, while continuing to explore innovative methods for expanding those already in place. As you know, this Department believes strongly that treatment and education work. The men and women of the DOC have gone above and beyond the call of duty to ensure that all of its institutions are ready for more educational and substance abuse treatment slots when they are made available. This report serves to document the persistence and hard work of management and staff in meeting and exceeding their objectives. I am proud of the achievements of the staff of the Division of Correction.

You may rest assured that our team of dedicated professionals will continue their efforts to operate prisons in a safe and efficient manner. It is their commitment that helps preserve the quality of life and safe communities the people of Maryland enjoy.

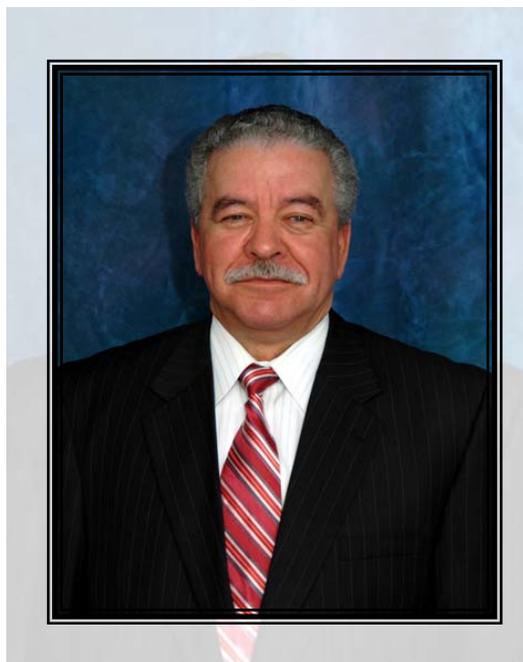
Sincerely,

Mary Ann Saar
Secretary

Commissioner Frank C. Sizer, Jr.

Secretary Mary Ann Saar
Department of Public Safety and Correctional Services
300 East Joppa Road
Towson, Maryland 21286

Dear Secretary Saar:



I am pleased to present the Maryland Division of Correction Annual Report for Fiscal Year 2004. The accomplishments outlined in the following pages were achieved through the work and support of dedicated and professional staff within the agency.

The theme for the 2004 Annual Report is, *Change: Restructuring to Build a Better Tomorrow* which reflects the reorganization occurring in the agency to improve staff development, increase efficiency in operations and provide relevant programming for inmates. The agency is diligently working to meet these objectives in order to prepare for the future. We stand ready to meet the challenges associated with changing the philosophy of how we do business as we incorporate recognized best practices in the correctional industry.

The Division of Correction is responsible for maintaining custody and security of over 24,000 inmates and contributes to public safety by operating secure prisons in Maryland. I am proud of the 7,000 correctional employees who report daily to 27 facilities throughout the state to maintain operations.

This agency remains committed to maintaining safe and secure prisons for the citizens of Maryland.

Sincerely,

Frank C. Sizer, Jr.
Commissioner

STATE USE INDUSTRIES



Stephen Shiloh, General Manager

State Use Industries (SUI) provides structured employment and training activities for offenders. SUI's goal is to improve inmate employability upon release; reduce prison idleness; and to produce high quality goods and services for resale. State Use Industries is a financially self-supporting state agency. SUI Headquarters is located in Jessup and throughout the state there are 30 different business units and/or plants inside Division of Correction facilities.

Accomplishments

During Fiscal Year 2004 SUI employed 1,398 inmates with revenues of \$35.68 million and net operating income of \$1.82 million; State Use Industries contributed \$2 million to the State's general fund and a total of \$15 million to Maryland's economy. The recidivism rates of men and women employed by SUI is more than 50% lower than that of non SUI inmates. Maryland's SUI ranked ninth in national prison industry sales. Two Prison Industry Enhancement (PIE) partnerships operated in two plants and the annual customer survey rated SUI over 85% in the excellent/good category.

SUI employees prepared 1,000 turkeys to benefit the Bea Gaddy Annual Turkey Dinner which is the largest goodwill effort on Thanksgiving in Maryland. Staff "adopted" three family/charities and donated \$750. Staff had two articles published in local newspapers regarding their charitable efforts. Staff member Dee Massey represented the Division of Correction and State Use Industries when she received the Award of Excellence by the Northeast Correctional Industries Association.



Future endeavors for SUI are to double inmate employment; complete the Support Services Building; achieve a 3% net operating income level; increase sales by 2%; improve SUI's visibility among customer base and other stakeholders; reduce average delivery time; and to provide enhanced profes-



Dee Massey receives the NCI "NATIONAL STAFF AWARD" Pictured left to right are: Rusty Bell, Gwyn Smith Ingley (NCIA Exec. Dir.), Dee Massey, Steve Shiloh, and Patricia Weiland (NCIA President).

PUBLIC INFORMATION OFFICE



Priscilla Doggett, Director

The main objective of the Public Information Office is to promote the mission of the agency through community integration and public relations. Staff work diligently and actively promote public awareness of the agency's commitment to public safety by disseminating information and arranging tours of our institutions.

Significant achievements include: completion of a three-year project for Public Broadcasting System (PBS) television; a *60 Minutes II* segment featuring the Maryland Reentry Transition; consultation to *The Wire* on prison operations; coordination of a Best in the Business article with *Corrections Today* magazine which highlighted a correctional officer's community service; mock job fairs in conjunction with the Maryland State Department of Education and the Governor's Council on Management and Productivity; and coordination of the Baltimore Adolescent Resource Fair for youthful offenders media coverage in partnership with local law enforcement agencies.

EXECUTIVE ASSISTANT and INMATE AFFAIRS UNIT

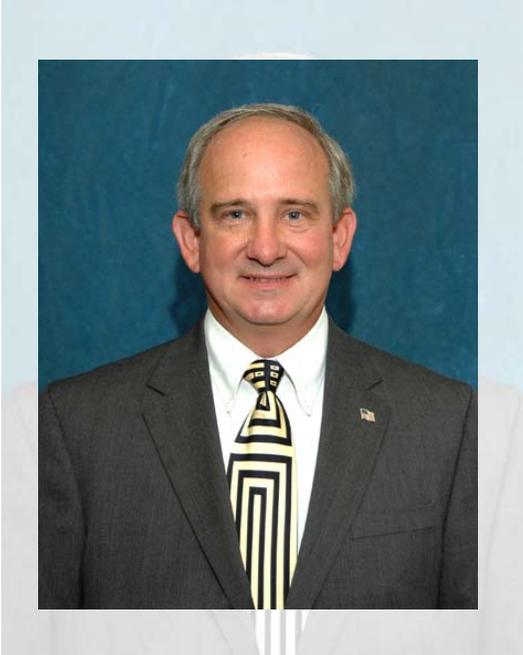


Tiffany Alston, Esquire, Executive Assistant

The Office of the Executive Assistant serves as the Commissioner's Chief of Staff by ensuring proper and timely implementation of all goals, objectives, and programs for the agency. The office maintains oversight of the Division's legislative and legal activities, as well as the Inmate Affairs Unit. Major developments in the Office of the Executive Assistant include implementation of a major agency reorganization and continuous cultural change initiatives.

The Inmate Affairs Unit is responsible for addressing inmate's written concerns on behalf of the Governor, Secretary, Commissioner, Deputy Commissioner and Assistant Commissioners. This office handles massive amounts of correspondence and telephone inquiries for the Governor, Secretary and general public. In addition, this office plays a vital role in the development of the Division's annual report and webpage.

Office of the Deputy Commissioner



Bobby Shearin
Deputy Commissioner

Mr. Shearin joined the Division in March of 2004. He served as CEO of the North Branch Correctional Institution prior to being appointed as Deputy Commissioner. He is a retired Warden from the Federal Bureau of Prisons with over 30 years of correctional and law enforcement experience. During fiscal year 2004, the Deputy Commissioner maintained oversight for the Western Region and the following departmental areas:

Data Processing Unit - is responsible for the daily management of electronic inmate records, the implementation of passwords, and training of Division of Correction (DOC) staff who have access to the Offender Based State Correctional Information System (OBSCIS).

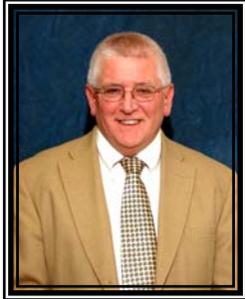
Policy Review and Publication - has management responsibility for the development and issuance of Division of Correction policies and procedures to ensure applicability and compliance levels with the Maryland Commission on Correctional Standards (MCCS) and the American Correctional Association (ACA).

Human Resources Unit – is responsible for providing a full range of human resources services for the Office of the Commissioner and assists human resource and management staff at DOC facilities.

Finance and Property Management - provides management visibility of the fiscal unit for each institution and the Division of Correction collectively, and administers transactions which affect DOC Headquarters.

Staff Development and Training - provides entry-level, in-service, and specialized training to DOC staff. Training is designed to help staff to become more effective in the performance of their duties and to prepare them for future responsibilities.

Chief Executive Officers ~ Western Region



Joseph Sacchet
MCI-H

The Western region is composed of the following five institutions: the Maryland Correctional Institution-Hagerstown (MCI-H); the Maryland Correctional Training Center (MCTC); the Roxbury Correctional Institution (RCI); the Western Correctional Institution (WCI); and the North Branch Correctional Institution (NBCI).



J. Michael Stouffer
MCTC



Rod Sowers
RCI



Jon Galley
WCI

MARYLAND CORRECTIONAL INSTITUTION-HAGERSTOWN

The **Maryland Correctional Institution-Hagerstown (MCI-H)** is the oldest institution in the region. It is situated on approximately 880 acres of land just south of Hagerstown, Maryland. Construction of this institution began in 1932 and was completed in 1942. Some of the finest stone masons of Washington County utilized inmate labor to set the cut stone which was mined from the local quarries. The resulting architectural structure created a very secure prison setting. The average length of stay for the inmates housed at MCI-H is 62.7 months.

Accomplishments

The Psychology Department established the Cognitive/Behavioral Program, *Thinking for a Change*. Twenty correctional officers and staff completed the facilitators training for this program. Computer training was implemented for general computer use. New courses have also been introduced to meet the individually specified needs of employees to include: hazardous work management; fire safety; fingerprinting techniques; and environmental awareness. An alternative work schedule for non-essential staff was established which allows employees to elect to work four 10-hour days. This has improved morale and helps staff manage personal issues at no cost to the state. The State Use Industries shop located at MCI-H also switched to a four 10-hour day schedule which provided an approximate 38% increase in production time for the plant. Enhanced visitor security procedures were implemented by installing lockers for both visitors and inmates to store clothing/personal items prior to entering the visiting room. The expansion/renovation project of the Central Kitchen was completed. MCI-H also opened a minimum security dorm which provides inmates for the central kitchen detail.



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DATA PROCESSING



Shirley Dean is the Acting Director of the Data Processing Unit. Accomplishments include: the training of more than 345 staff from the Division of Correction (DOC), the Baltimore City Detention Center, and the Patuxent Institution in OBSCIS I Inquiry, updating Traffic Data, and updating Infracton Data. The review, audit and modification of electronic records of approximately 23,000 DOC inmates; the collection, compilation, and distribution of password applications to the District and Circuit Court's criminal security coordinators, which has allowed DOC staff continued access to the Criminal Courts Inquiry System.

MARYLAND CORRECTIONAL TRAINING CENTER

The **Maryland Correctional Training Center (MCTC)** is situated on 39 acres of land in Hagerstown, Maryland and represents the State's largest single correctional compound. Construction of MCTC began in 1960 and the facility opened in 1966. The institution's design capacity is 1,720 and currently houses approximately 3,000 adult male offenders at various security levels. In addition to housing units, there are buildings for administration, case management, education guidance, vocational trades, food services/dining room, gymnasium and chapel.

Accomplishments

There were significant achievements in the areas of operations, programming, and security. The development and implementation of the *Youth Challenge Program* is one example of successful programming. Inmate programs and activities serve to decrease institutional violence.

MCTC is one of two sites that will be piloting the RESTART initiative. The RESTART implementation committee is making continual strides to ensure MCTC is effective and successful in carrying out this initiative.



POLICY REVIEW and PUBLICATION



Suzanne Fisher serves as the Director of Policy Review and Publication. The goal of the unit is to ensure operational consistency with the Maryland Commission on Correctional Standards and the American Correctional Association (ACA) standards and requirements; to maintain an effective monitoring system to ensure policies and procedures are accurate, current and responsive to changes in the correctional environment, and to operationalize policies of regulatory agencies affecting the Division of Correction (DOC).

During Fiscal Year 2004, this unit conducted annual ACA Accreditation certifications for the Division's two pilot institutions - Western Correctional Institution and Eastern Correctional Institution. In addition, the unit conducted a division-wide audit of forms which resulted in a reduction of 1,242 forms and is continuing the process of converting DOC Directives and Information Bulletins into a read-only format for placement on the Department's Intranet.

ROXBURY CORRECTIONAL INSTITUTION

The **Roxbury Correctional Institution (RCI)** is located on 40 acres of land in Hagerstown, Maryland. Construction of this institution began in 1982 and the institution opened in October 1983. This institution's design capacity is 912 and currently houses approximately 1,800 adult male offenders classified at medium security.

Accomplishments



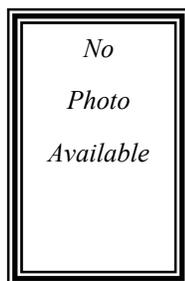
A Memorial was built and a plaque purchased to honor deceased employees who have worked at RCI. A new communication tool for sharing information with the inmate population via closed circuit television newscast was implemented. Staff participated in community projects such as the Salvation Army's Angel Tree, Victim's Rights Week, Maryland Special Olympics Tug-of-War, and Special Olympics Polar Bear Plunges throughout the State of Maryland, and the Red Cross Blood Mobile. Commissary and

concession stand sales averaged close to \$102,000 per month, reflecting a 13% increase from the preceding year. A net profit of approximately \$137,000 was generated during the fiscal year.

The education department issued 55 high school diplomas; 102 adult literary certificates; 122 occupational certificates; and 33 literacy certificates. There are currently 33 special education students enrolled in classes. SUI Graphics expanded their silkscreen department. A catholic chaplain was hired on a part-time basis. A \$1,000 media library was established in the occupational area. An "over 50" tier for inmates was implemented.

Future goals include the improvement of the perimeter; the addition of a gatehouse; expansion of the inmate dining room; and additional programming space. Additional goals are: the addition of lights to the recreation yard to expand the ability for more outside recreational opportunities and expansion of the addictions and cognitive therapy program, *Thinking for a Change*.

HUMAN RESOURCES



Larry Andersson is the Director of the Division's Human Resources (HR) Unit. This unit was instrumental in the successful development of the Division Headquarters reorganization plan. In addition, this unit coordinated the implementation of a position reduction plan in response to the fiscal crisis, coordinated the Division's hiring freeze, and assisted in the reallocation of positions.

A future goal of the unit is to establish the PIN (Position Identification Number) Transfer Program for correctional officer positions at the Maryland Correctional Adjustment Center. This is a program that would ensure that seasoned correctional officers fill vacant correctional officer positions. In addition, the Division's HR unit has been chosen to pilot an automated system for personnel transactions. This system is expected to significantly reduce the amount of time it takes to process transactions.

WESTERN CORRECTIONAL INSTITUTION

The Western Correctional Institution (WCI) is a medium security institution housing 1,903 adult male offenders. WCI has been in operation for eight years. The institution consists of five general population housing units and one special population housing unit. The institution is an electronically sophisticated and open campus footprint, with central services located outside the secure facility, including: central administration, facility maintenance, institutional laundry, and a dry goods warehouse.

Accomplishments

WCI received grants from TKS Foundation for the construction of a “Meditation Garden” and greenhouse. The greenhouse was completed in an effort to support the Horticultural Program and Meditation Garden. The training department provided a three-week *Training for Trainers* course approved by the Maryland Police and Correctional Training Commissions. Forty-four students attended the training from WCI, North Branch Correctional Institution, Allegany County Department of Correction and the Washington County Department of Corrections with a total of 42 graduates.



WCI’s goals and objectives for the future are to broaden the inmate horticulture certification program; develop and implement an outside recreation program for long-term infirmity inmates; develop and implement a quality of life/behavioral based incentive program; increase the number of staff trained in cognitive behavioral model and increase the number of inmates in the program; develop and implement an in-service training program for all staff on inmate sexual assault reporting (a committee was formed to review mandates of new federal law on inmate rape reporting and prevention); develop and implement an in-service training program on “Positional Asphyxia” for all correctional officer staff; broaden the “Beautify WCI” landscaping project utilizing the new greenhouse; complete the landscaping project in front of each housing unit and the flower planters located at the roadway entrances to the institution; and to maintain a safe and sanitary institution.



FINANCE and PROPERTY MANAGEMENT



Chuck Henneman is the Fiscal Specialist and has the responsibility of overseeing the Finance and Property Management Unit. This office is dedicated to eliminating unnecessary spending and improving property accountability throughout the Division of Correction.

Achievements during this period were: receipt of a Federal grant award of \$1,122,300 for the State Criminal Alien Assistance Program (SCAAP) while reporting over 600 undocumented criminal aliens who met grant criteria to the Bureau of Justice Assistance; establishment of reporting processes that more closely monitor overtime expenditures; activation of the electronic monitoring of supplies, expenditures and inventories; and property/inventory training at 20 institutions for 245 employees.

NORTH BRANCH CORRECTIONAL INSTITUTION

The North Branch Correctional Institution (NBCI) is a 256-cell housing unit located in Cresaptown, Maryland. Construction of Phase I was awarded on June 7, 2002 and was 100% complete as of June 30, 2003. Upon completion of housing unit #2, which will include the gatehouse and support services building, NBCI will be a 512 cell, maximum-security institution.

Accomplishments

As of June 30, 2004 construction on the gatehouse and support services building was 90% complete. Construction also began on housing unit #2 during this time.



Future goals for NBCI will include several state-of-the-art security features; a gatehouse entrance; camera surveillance of most areas; intrusion alarms; sensing devices; staff “panic” buttons; a 16-foot curved maximum-security perimeter fence; and a sophisticated computer monitoring/operating system. NBCI will also have a contemporary fire safety system consisting of smoke detectors and sprinkler systems throughout. The gatehouse/administration will be the only building located outside of the secure perimeter.

STAFF DEVELOPMENT and TRAINING



Mel Seidenzahl is the Director of Training. During Fiscal Year 2004, the Field Training Officer (FTO) Program was implemented. This program requires new correctional employees to complete at least 80-hours of structured, on-the-job training at which time they are paired with experienced staff in their respective disciplines. The primary FTO is available for guidance throughout the recruit’s probationary period. Five Training for Trainers and 32 supplemental in-service training programs were offered. A significant increase in the amount of firearms training was received by correctional officers. Computer-based training (CBT) programs were implemented which allows staff to complete any of 16 on-line training programs through the Department’s Intranet with additional training available at stand-alone units.

SPECIAL OLYMPICS MARYLAND



Office of the Assistant Commissioner for Programs



Patricia Allen
Assistant Commissioner

Ms. Allen was appointed Assistant Commissioner in April 2003. She has over 21 years of law enforcement experience. Ms. Allen is responsible for overseeing the Baltimore and Eastern Region institutions as well as the following departmental programs:

Inmate Education - this program is provided by the Maryland State Department of Education (MSDE) under the authority of the Education Coordinating Council for Correctional Institutions. MSDE in conjunction with the Division of Correction, is responsible for developing, overseeing, modifying, and monitoring the educational programs operating in state correctional facilities.

Commitment Unit - is responsible for ensuring that terms of confinement, diminution credits, and release dates are accurately computed for inmates committed to the Division of Correction (DOC). This department has 71 staff members and manages commitment and diminution records for all DOC inmates.

Case Management Unit - is responsible for the development of classification policies and procedures as well as training for case management staff. This unit also oversees screening for inmate programs, coordination of criminal alien deportation hearings, interstate corrections compact transfers and the processing of administrative remedy appeals.

Victim Services Unit - receives and processes requests for notification from victims of crime. These requests are submitted in order to inform the victim of the inmate's release from incarceration.

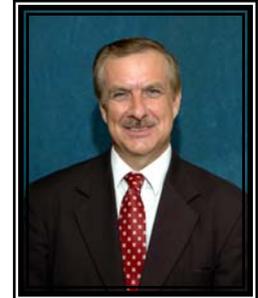
Religious and Volunteer Services - this department ensures that the Division of Correction meets its obligation to enable inmates to practice their First Amendment right to practice the religion of their choice. The department screens, prepares and monitors volunteers in their many service capacities through the institutional office of the volunteer activities coordinator.

Exit Orientation Program – this program is in its third year of operation. Over the past two years, this program has provided assistance to 4,392 inmates as they prepared to return to Maryland communities.

Chief Executive Officers ~ Baltimore & Eastern Regions

The Baltimore and Eastern regions are composed of the following four institutions: the Metropolitan Transition Center (MTC); the Maryland Reception-Diagnostic and Classification Center (MRDCC); the Maryland Correctional Adjustment Center (MCAC); and the Eastern Correctional Institution (ECI).

*Gary Hornbaker
MTC*



*Patrick Conroy
MRDCC*



*William Williams
MCAC*



*Robert Kupec
ECI*



METROPOLITAN TRANSITION CENTER

The Metropolitan Transition Center (MTC), formerly the Maryland Penitentiary, is located in Baltimore and opened in 1811. The institution houses approximately 1,100 adult male minimum and pre-release inmates. MTC also houses short-term offenders from Baltimore City with an anticipated release date of 18 months or less. The Chief Executive Officer of MTC is also responsible for providing administrative oversight of the facilities that are a part of the Baltimore Area Re-Entry Services (BARS), which includes the Baltimore Pre-Release Unit (BPRU), the Baltimore City Correctional Center (BCCC), and the Central Home Detention Unit (CHDU).

Accomplishments

MTC implemented a Horticulture Program sponsored by TKF Foundation. This program teaches groups of 15 to 20 inmates how to grow plants and vegetables and prepares inmates to obtain employment in the field of horticulture upon release. MTC has also successfully completed the University of Maryland Boot Camp Study; and initiated the Methadone Maintenance Program.



Guardenzia's Intensive Treatment Program (ITP) is providing drug therapy and life skills for inmates with a history of drug problems. In addition to the many programming efforts that have taken place at



MTC, there have also been numerous renovation projects including the renovation of the chapel which was completed with the assistance of the inmate population.

The goal of MTC is to create a safe, secure and clean institution for staff and inmates; provide efficient delivery of correctional services; and to help transition offenders back into society as productive citizens.

Inmate Education



Paula Matthews, as Educational Liaison, is responsible for developing, overseeing, modifying, and monitoring the educational programs operating within Maryland's state correctional facilities. Students can participate in improving academic skills, occupational skills, job development/placement, and parenting skills. Accomplishments of programs for this period include: 845 High School Diplomas (GED) earned; 65.1% GED pass rate; 96.3% school attendance rate; 1,493 Adult Literacy Completions; 829 Occupational Completions; 1.52% drop out rate; and 321 Basic Literacy Completions. The Occupation/Revocation Program has received the national certification from the National Center for Construction and Occupational

Education.

BALTIMORE PRE-RELEASE UNIT

The **Baltimore Pre-Release Unit (BPRU)** is located in Baltimore City and was opened in April 1981. BPRU houses approximately 100 adult male offenders who are in pre-release status. BPRU emphasizes job readiness, work experience, and work release programs.

In Fiscal Year 2004 BPRU received \$320,970 from room and board fees. The average number of inmates on work release is 100.

The goal of BPRU is to successfully reintegrate inmates to the community with the basic necessities for survival. A desire to create jobs in a localized area of the city will allow the unit to provide transportation and generate revenue in the form of state provided transportation. BPRU strives to ensure employment opportunities are afforded to every inmate, and ensures that housing and medical issues are addressed.

BPRU is in the process of attaining new jobs that will allow inmates to have year round employment. A future goal is to increase the number of active work release inmates to 75% of the population.

BALTIMORE CITY CORRECTIONAL CENTER

The **Baltimore City Correctional Center (BCCC)** is a minimum-security facility and sits on 212.74 acres of land in Baltimore City. BCCC provides reintegration skills, training and job placement and operates the Occupational Skills Training Center. Medical and dietary services are provided to inmates through contracts with private sector individuals and companies. State employees who have BCCC as one of their regional responsibilities deliver substance abuse treatment and social work services.

During Fiscal Year 2004, accomplishments at BCCC include: reduction of overtime, and the addition of a inmate work crew at Coppin State College.

CENTRAL HOME DETENTION UNIT

The **Central Home Detention Unit (CHDU)** was authorized by the General Assembly in 1990, and occupies space in the Department of General Services Building in Baltimore City. CHDU provides carefully selected inmates serving the last part of their sentence the opportunity for successful reentry into the community. The unit provides around the clock electronic monitoring; job search assistance; addiction treatment and urine testing; counseling; life skills training and educational opportunities.

The number of inmates returned to custody decreased by 104. Improved face-to-face contact procedures were initiated to ensure offender-monitoring standards are met. Offender employment averaged 121 per month, 39% of the average daily population resulting in the collection of monitoring fees totaling \$227,048 dollars. Warrant unit personnel and police communications operators completed 2,125 confirmations, resulting in the arrest of fugitive parolees.

As a unit, CHDU strives for commitment and excellence in service to the public and the Division. In the future, through a partnership with private industry and the Partnership for Re-Entry Programming, the unit will focus on employment and community services that are available for offenders while in the program, and upon release. The unit will move forward to accomplish the objective of increasing the number of inmates gainfully employed, which increases monitoring fees collected.



MARYLAND RECEPTION-DIAGNOSTIC and CLASSIFICATION CENTER

The Maryland Reception-Diagnostic and Classification Center (MRDCC) is located in Baltimore City and opened in 1981. MRDCC receives adult male offenders committed to the custody of the Commissioner of the Division of Correction. MRDCC evaluates, classifies, assigns, and transfers inmates to the appropriate maintaining institutions. It is also home to the Central Transportation Unit for the Division.

Accomplishments

Staff processed a total of 10,102 inmates. The Central Transportation Unit transported 31,226 inmates to courts or other institutions, and served 30,260 Writs from the courts. Replacement of the chiller and cooling tower was completed (this was a major undertaking and contracted at a cost of more than \$989,000). The new equipment contains non-ozone-depleting refrigerant. The social



Chiller Replacement Unit

work and addiction services continue to meet the demands of HIV infected inmates by identifying and processing 5,700 inmates for pre-test counseling. Also, 2,778 inmates were identified for post-test counseling and continued treatment within DOC institutions.

MRDCC continues to protect and serve the citizens of Maryland by maintaining and operating a clean, safe, secure, controlled, humane institution and by receiving, transporting, and processing sentenced adult offenders within the State of Maryland.



Commitment



Jodie Stouffer is the Director of the Division's Commitment Unit. Secretary Saar and members of her executive staff met with commitment staff, to review the challenges this unit is facing with an increase in legislative changes and court decisions that impact awarding of credits, sentence computations and release dates. Accomplishments include: implementation of numerous changes in policies due to court decisions and amendments; establishment of 8,432 new commitment and diminution records; recalculation of approximately 3,540 cases for time spent on escape, parole and mandatory supervision; recalculation of 2,400 cases based on new sentences, modifications or appeal results; processed 12,337 releases; 878 victim notifications prior to an inmate's release; and completion of the annual audit of all DOC commitment field offices.

MARYLAND CORRECTIONAL ADJUSTMENT CENTER

The Maryland Correctional Adjustment Center (MCAC) is a maximum-security institution located in Baltimore City. The institution opened in 1989 and has a contemporary design consisting of three levels. MCAC's mission is to house the most disruptive and violent inmates committed to the Division of Correction.

Accomplishments

Reductions in serious incidents as well as reduction in uses of force by over 40%. Eighty-five inmates successfully completed the *Quality of Life Program*. The institution maintains a contract with the Federal Marshall Services and increased the number of beds for Federal pre-trial detainees. Completed the non-contact visiting booths to allow visitation away from housing units.



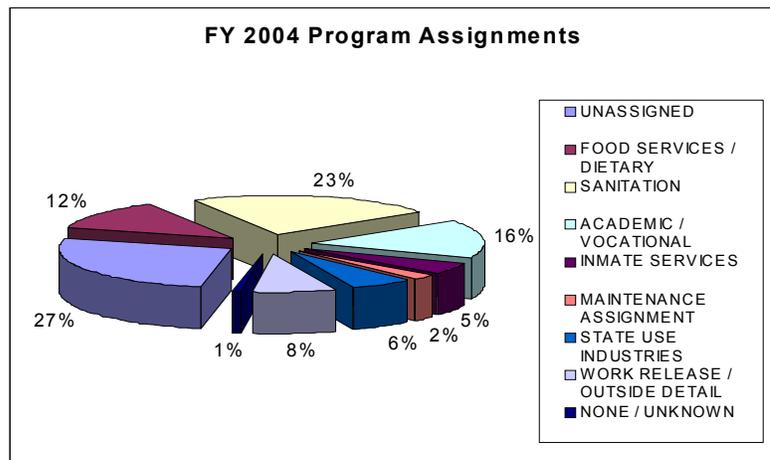
Non-contact visiting booth

CASE MANAGEMENT



Patricia Goins-Johnson is the Director of Case Management. Accomplishments in the Case Management Unit during Fiscal Year 2004 were numerous. The unit implemented new classification instruments; processed 2,615 administrative remedy appeals and conducted 13 institutional audits; coordinated a total of 8 Interstate Corrections Compact (ICC) inmate transfers to and from Maryland; conducted bi-annual reviews of 59 Maryland ICC inmates housed in other states, and 59 ICC inmates housed in Maryland institutions; coordinated Alien Deportation Hearings for 76 inmates; coordinated training for 24 newly hired case management specialists; reinstated the Mutual Agreement Program (MAP) contracts and coordinated training for case management staff division-wide on policies and procedures; coordinated 20 case management and work release audits; and revised the examination for case management supervisors.

Case Management staff are responsible for inmate job assignments. This chart indicates the various assignments and percentage of inmates assigned during fiscal year 2004.



EASTERN CORRECTIONAL INSTITUTION

The Eastern Correctional Institution (ECI) was constructed in 1987 as two identical compounds (a medium security compound and a minimum compound) and a pre-release work camp unit. Located five miles South of Princess Anne in Somerset County, ECI and ECI-Annex are situated on 620 acres. The ECI Complex is composed of 12 general population units, one segregation unit, one combined orientation/special management unit, and one medical infirmary unit. In addition, ECI recently completed approval and planning for a 140-bed housing unit at ECI-Annex.

Accomplishments

A Division of Correction pilot Brunch Meal Program was implemented. Received the Governor's *Health and Safety Group Excellence in Risk Management* Award in recognition of the continued reduction of on-the-job injuries and their associated costs. A total of \$7,000 was raised for Somerset County's Relay For Life benefiting the American Cancer Society. Expanded the University of Maryland Eastern Shore inmate enrollment and the College of the Air enrollment. A total of 190 inmates were employed in ECI's State Use Industries shops; the furniture restoration, graphics, and textile shops had a sales total of \$3.5 million.

Future goals are to continue the development of a substance abuse therapeutic community for the new building at ECI-Annex. ECI also plans to construct a new range building, and to begin requiring all inmates to wear uniforms.



Annual Ceremony in honor of deceased ECI employees.

VICTIM SERVICES

In recent years, notification regarding other significant inmate events have been added to the list of correspondence provided to victims. Many victims want criminal justice professionals to know the crime has impacted their lives. For others, there is the absolute fear of the inmate's return to society and they are not sure what action to take upon receiving word of an inmate's release. This unit handles dozens of calls on a weekly basis. Just as an offender's supervision is handed over from one authority to another, normally a victim is part of the process as well, and needs to be referred to the appropriate agencies. Several accomplishments for this year include: a 16% increase in victim notifications; conducted the most successful tour to date for victims with 45 participants; production of a quarterly newsletter published on the Department's web site; an article published in the Office of Victims of Crime publication entitled: *Creating a Victim Focus: A Guide to Working with the Victims During Offender Reentry*; the coordinator was key player in contacting victims' family members for a scheduled execution by obtaining permission to witness the execution, and by providing transportation and security during the execution.

RELIGIOUS and VOLUNTEER SERVICES



Nancy Williams serves as Director of Religious and Volunteer Services. Along with providing inmates their right to practice their religion of choice, chaplains, and volunteers under their supervision, provide quality programming designed to enhance the spiritual lives of inmates and enable their successful living both during and after release. Additionally, the unit screens, prepares and monitors volunteers in their many service capacities through institutional offices of the volunteer activities coordinator. 2,465 registered volunteers donated 48,323 hours of service, of these, 56.3% were in the religious services area. The remaining hours were divided between education and inmate organization programs, such as: Jaycees, veterans groups and peer-led substance abuse recovery programs. Community volunteers continue to be the lead service providers in programs such as the Alternatives to Violence Project and mindfulness meditation. The chaplains coordinated 460 weekly religious activities for 27 religions as well as seasonal and holy day observances and special programs. Over 60,000 requests were submitted by inmates for chaplain assistance in such matters as obtaining religious literature and devotional items, family relations, spiritual counsel, and working through life crisis.

EXIT ORIENTATION PROGRAM

The Exit Orientation Program allows inmates to meet with representatives from community-based agencies. Currently 55 agencies are participating. At the exit orientation, providers screen inmates for post-release services and program eligibility. When agency representatives are not available, Division of Correction and Community Transition Coordinators provide resource information packets to address both individual and gender specific needs. In addition to the packets, staff discuss how best to access services for each Maryland county and other states throughout the nation, including Washington, D.C. At the end of this fiscal year, the program had served 2,446 inmates at 17 institutions. This achievement represents a 20% increase compared to the previous year. During a six-month course, interns from Towson University and McDaniel College helped develop a survey instrument and subsequent report to assist in evaluating the referral process. Future program goals include: increasing the number of institutions and inmates to be served; conducting a survey and evaluating feedback from inmates and agencies for program improvements; developing a means for staff to evaluate the post-release needs of inmates and provide specific resource information packets released from specific institutions; and the recruitment and supervision of student interns to support the collection and analysis of data.

EMPLOYEE'S OF THE YEAR



EMPLOYEE'S OF THE YEAR



Office of the Assistant Commissioner for Security



Randall Watson
Assistant Commissioner

Mr. Watson was appointed Assistant Commissioner in March 2004. He has over 14 years of law enforcement experience and is a Certified Corrections Executive through the American Correctional Association. He is responsible for overseeing the Jessup Region institutions as well as the following departmental units:

Correctional Hearing Officers - this unit conducts disciplinary hearings for all inmates housed in the Division of Correction, the Division of Pre-Trial Detention and Services, and the Patuxent Institution.

Food Services - this unit is responsible for providing all persons confined to the Division of Correction and the Patuxent Institution with nutritionally adequate meals in compliance with the Dietary Reference Intakes (DRI's), National Academy of Sciences and National Research Council.

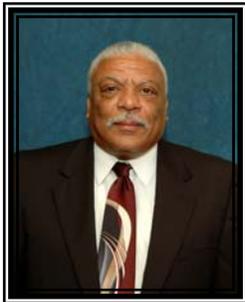
Canine Unit (K-9) - this unit enhances security at all state correctional facilities by providing highly trained K-9 teams that are visible and can respond immediately to deter and calm institutional events or provide drug detection capabilities.

Intelligence Coordinating - this unit collects raw data from institutional intelligence officers to be processed, analyzed and placed into an appropriate database. This database is used to determine and validate members of the security threat groups and street gangs that affect institutional security and staff safety.

Security Operations - this multifaceted unit includes: Tactical Operations, the Security Audit Review Team, the Regional Hostage Negotiation Teams, the Intake and Transfer Unit, Emergency Preparedness and the Staffing Analysis and Overtime Management Unit.

Chief Executive Officers ~ Jessup Region

The Jessup region is composed of the following five institutions: the Maryland House of Correction (MHC); the Maryland Correctional Institution for Women (MCIW); the Maryland Correctional Pre-Release System (MCPRS); the Maryland Correctional Institution-Jessup (MCI-J); and the Maryland House of Correction Annex (MHCX).



*Ronald Hutchinson
MHC*



*Marsha Maloff
MCIW*



*Mitchell Franks
MCPRS*



*John Price
MCI-J*



*James Peguese
MHC Annex*

MARYLAND HOUSE OF CORRECTION

The **Maryland House of Correction (MHC)** opened in 1878 with an original design capacity of 699. The current operating capacity is 1,218 and houses maximum-security male offenders. MHC is unique in that it is one of America's oldest continuously operating prisons, and in spite of its 125 year old physical plant, it remains on the cutting edge of modern corrections by providing a safe environment for its inmates, staff, and citizens of the State of Maryland.



Accomplishments

During FY 2004, approximately 40 students received their high school diplomas and 44 students participated in the college program. The *Inmates Making a Positive Attempt to Collectively Educate Teens (IMPACT)* group meets several times each month with groups of teens (ages 13+) identified as at risk to promote life changes through education, decision making, self-empowerment, responsibility, and right choices. The SUI mattress plant added a new silk screening operation to increase inmate employment; the SUI sign shop installed a new video monitoring system to allow supervision of multiple work sites from one central location. MHC sponsored a Maryland State Department of Education initiative entitled, *Family Literacy Program* which meets monthly. This program provides inmate fathers a chance to participate in reading, spelling, and storytelling activities with their children. Secretary Saar presented the program with a \$1,000 donation in order to purchase books. MHC received a Citizen Citation from Mayor Martin O'Malley in recognition of its support of and contributions to low-income families in Baltimore City. Also, the Commanding General of the U.S. Armed Forces Command, recognized MHC for its support of Guardsman and Reservists in Operation Iraqi Freedom. In addition, MHC won first place in the Maryland Special Olympics *Commissioner's Invitational Tug-of-War* for a second consecutive year.



CORRECTIONAL HEARING OFFICERS



As Director of the Correctional Hearing Officers Unit, **David Barthlow**, ensures that all inmates receive fair hearings and that their due process rights are not violated. Hearing officers also conduct inmate disciplinary hearings involving Federal inmates under departmental custody. As participants, staff represented the Department at inmate appeal hearings scheduled by the Inmate Grievance Office and heard by Administrative Law Judges from the Office of Administrative Hearings. The unit assists Chief Executive Officers and staff with interpreting Division of Correction (DOC) and departmental policy regarding hearings, and provide support staff to assist with operational tasks for the DOC's Security Operations Unit.

MARYLAND CORRECTIONAL INSTITUTION FOR WOMEN

The **Maryland Correctional Institution for Women (MCIW)** is located in Jessup and opened in 1939 with an original design capacity of 699. The current operating capacity is approximately 1,070 including offenders housed at the Baltimore Pre-Release Unit for Women (BPRUW) in Baltimore. MCIW is designated as an administrative facility and serves as both a reception center and a maintaining facility for all women committed to the Division of Correction (DOC). BPRUW, which operates under the authority of the Chief Executive Officer for MCIW, is a 144 bed facility that houses minimum, pre-release and work release status inmates. While assigned to BPRUW, inmates are afforded the opportunity to participate in several programs in preparation for their release such as: basic education, GED preparation, Occupational Skills Training Center, substance abuse therapy, anger management seminars, HIV awareness seminars, job readiness, and work release.

Accomplishments

The Baltimore Pre-Release Unit for Women-Annex closed its doors to DOC and it reopened as TAMAR's Children, a diversionary program for offenders and newborns. MCIW's social work department became involved with mentoring programs for children of incarcerated parents. A program through the Children's Center in Charles County has been particularly active in obtaining referrals from MCIW. Big Brothers and Sisters of Central Maryland and Morgan State University have expressed an interest in this service as well. In addition, both MCIW and BPRUW inmates participated in the Clothesline Project with Notre Dame College which allows abused and traumatized women to express their thoughts and feelings about their experiences in a safe environment, and adds a dimension of artistic expression on T-shirts that can convey meaning without words. MCIW has been selected as a RESTART pilot site. Finally, MCIW is the only DOC institution that is a Canine Partners for Life (CPL) puppy home. CPL trains dogs to assist individuals with mobility impairments. Each dog is trained to meet specific needs of individual recipients.



CPL Puppies in training: (l to r): Potter; Dansko; Sage; Disston

During FY 2005 construction will begin for MCIW on an upgraded fence with detection alarms and an improved perimeter patrol road. Also planned is a new addition to the visiting room, a new warehouse, a maintenance building, renovation of the chapel, and construction of two 244 bed-housing units to accommodate the projected increase in the female prison population.

FOOD SERVICES



Richard West and Maria Maximo-Sabundayo oversee food services for the Division of Correction. This unit employs approximately 2,893 inmates, both male and female. The inmate employees assist correctional dietary officers in preparing meals for over 21,000 inmates system-wide. The men and women who work for food services acquire skills and abilities that can assist them in obtaining gainful employment after release.

MARYLAND CORRECTIONAL PRE-RELEASE SYSTEM

The Maryland Correctional Pre-Release System (MCPRS) Headquarters, located in Jessup, Maryland oversees the operation of six minimum and pre-release security facilities. The MCPRS Headquarters administration building was built in 1970, and was enlarged in 1982. MCPRS strives to provide staff with the tools to perform their job through training and by providing proper equipment while also providing opportunities for inmates to prepare for release through participation in the education program, work release, family leave program and many other types of programming.



Donated school supplies.

Accomplishments

During FY 2004, MCPRS Headquarters staff held a book drive for Van Bokkelen Elementary School. School supplies and three bicycles were also donated to the school. Clothing was donated to Sarah's House, a shelter for homeless families.



Donated clothing round-up.

BROCKBRIDGE CORRECTIONAL FACILITY

The Brockbridge Correctional Facility (BCF) is located in Jessup, and was constructed in 1966 with an operational capacity of 651. This facility houses minimum-security male offenders. BCF is working to provide staff with additional training to respond to emergencies; to train new staff and further their skills through professional development.

Accomplishments

BCF successfully made the transition from being the MCPRS segregation institution. The segregation unit was turned into a regular housing unit. As a result, more outside jobs for inmates were added. The facility piloted the Culinary Arts program for inmates in conjunction with the Anne Arundel Community College. The *Thinking for a Change* class resumed as a result of the Going Home Grant from the Department of Justice. BCF donated dry ice to Baltimore City during the power outage caused by Hurricane Isabel. An inmate labor pool was activated which effectively reduced inmate idleness.



Inmate Family Day Activities

CENTRAL LAUNDRY FACILITY

The Central Laundry Facility (CLF) is located in Sykesville and opened in 1961. CLF has an operating capacity of 516 and houses minimum and pre-release security male offenders. In the three fold function of CLF: laundry services, provision of State Highway Administration work crews, and housing of the Residential Substance Abuse Treatment (RSAT) program, CLF has attained its goals of service delivery coupled with rehabilitation of inmates and ensuring public safety.

Accomplishments



Staff participated in the Special Olympics Torch Run, the Tug-of-War and the Maryland Charities Campaign. RSAT extended the clinical phase of treatment from three months to four. Overtime was reduced by adding new staff. CLF processed over 2.2 million pounds of laundry for the Division of Correction and the Department of Health and Mental Hygiene.

EASTERN PRE-RELEASE UNIT

The Eastern Pre-Release Unit (EPRU) is located in Church Hill, opened in 1964, has an operating capacity of 180, and houses pre-release security male offenders. The objective of EPRU is to prepare inmates for reentry into society as productive members of their community. Staff provide the support and opportunity for inmates to accomplish this goal.

Accomplishments

During this fiscal year there was a reduction in overtime; new employees were welcomed; there was an increased inmate participation in work release programs; and the facility received 100% compliance in a work release audit. In addition, several trees were removed from the property adjacent to a horse farm housing



thoroughbred racehorses. This action saved the State of Maryland liability issues that could have risen if the trees had fallen on the horses. This also enhanced the appearance of the property to residents in the community and was accomplished at no cost to the facility.



JESSUP PRE-RELEASE UNIT

The Jessup Pre-Release Unit (JPRU) is located in Jessup, opened in 1990, and has an operational capacity of 596 inmates. This facility houses minimum and pre-release security male offenders. The work release program has increased, and new employers have been added. Staff continues to work with community employers to increase the number of jobs for inmates and to incur revenue for the State.

Accomplishments

During Fiscal Year 2004, overtime was reduced; 35 inmates received their GED; the GED increased 8th grade certificates to 114; and during the holiday season, staff contributed and delivered a significant amount of clothing and toys to the Children's Place, the House of Ruth, and food items to Sarah's House.



Staff take a moment to enjoy a cook-out during Employee Appreciation Week.

SOUTHERN MARYLAND PRE-RELEASE UNIT

The Southern Maryland Pre-Release Unit (SMPRU) is located in Charlotte Hall, opened in 1962, and has an operational capacity of 180 inmates. SMPRU houses pre-release male inmates and is the only pre-release unit in the Southern Maryland area. The facility provides work release labor to local employers in three counties and provides State Highway labor details to four counties. SMPRU continues to maintain two-thirds of its inmate population in the community who are engaged in work ethic activities such as: work release; SHA details; Public Works details; State Police Barracks details; and DNR Police and Forestry details.

Accomplishments



Employee Appreciation
Cook-out

SMPRU started a parole workshop in August 2003 wherein a Parole and Probation (P&P) supervisor in the Southern region visits SMPRU monthly. The supervisor meets with the inmates who have recently arrived and discusses the reporting requirements of P&P and answers questions. In addition, SMPRU started an education program in March 2004. GED classes and Employment Readiness Workshops are held on a part-time basis.

HERMAN L. TOULSON CORRECTIONAL BOOT CAMP

The Herman L. Toulson Correctional Boot Camp (TBC) located in Jessup opened in 1990 with an operational capacity of 432. TBC houses minimum and pre-release security male offenders. The Boot Camp program is the first program of its kind in the State of Maryland. The Lanham Addiction Treatment Building is used for drug education, addiction therapy, network classes, and religious services. The facility's programs include academic education and occupational and non-occupational training provided by Maryland State Department of Education teachers. TBC staff strives to encourage inmates to become responsible, productive citizens.

Accomplishments

During FY 2004, staff participated in the Maryland Special Olympics Torch Run and Tug-of-War; the Maryland Charities Campaign; and the Bea Gaddy Shelter Thanksgiving Dinner. Also, during this fiscal year, overtime was reduced.



CANINE UNIT

Captain Michael Ocker is the Commander of the K-9 Unit which is located in the Hagerstown Region. This unit enhances security at state correctional facilities by providing highly trained K-9 teams that are visible and can respond immediately to deter and calm institutional events or provide drug detection capabilities. Teams conduct searches for controlled dangerous substances (CDS) at entry points of the institutions, as well as all grounds and buildings. During this fiscal year, the K-9 Unit seized CDS on 33 occasions; recorded approximately 74,500 searches by drug detection teams; received national certification for several handlers and dogs; modernized the kennel facility at K-9 Headquarters; detector dog teams placed first and second at the United States Police Canine Association trial; and trained several dog teams for the Division and allied agencies.



MARYLAND CORRECTIONAL INSTITUTION-JESSUP

The Maryland Correctional Institution-Jessup (MCI-J) opened in 1981 as an annex to the Maryland House of Correction. The original design capacity was 512, but with double-celling and alternative housing, the current operating capacity is approximately 1,160. MCI-J's compound consists of 17 buildings and houses medium security male offenders.

Accomplishments

Highlights during the 2004 fiscal year include: the officer's dining room was painted and new paintings were hung; the automotive shop was reopened; State Use Industries employed approximately 100 MCI-J inmates in two separate print shops, a bindery, and design and sign shops. The print plant produces envelopes, business cards, letterhead and brochures in up to five colors, and various engraved items. The security enhancement project that began in January 2003 is nearing completion.



Graphic Arts Shop

The education department services approximately 340 inmate students yearly in GED, general education and work preparation programs. MCI-J also has a graphic arts shop and a vocational auto shop for inmates, which provide skills training and teaches work ethics.



Automotive Shop

In the next fiscal year, MCI-J will begin an asbestos abatement project, which consists of removing and disposal of asbestos containing floor tile and mastic from three buildings. The perimeter security improvement/visitor registration center is scheduled for completion. This project provides for a stronger, more modern perimeter security system, which includes three fences, a "shaker system", a microwave system, barbed wire 12 rows deep, and a camera system.

INTELLIGENCE COORDINATING UNIT

Frank Galaski is the Director of the Intelligence Coordinating Unit (ICU). This unit received major technical support from the High Intensity Drug Trafficking Area (HIDTA). ICU staff work closely with various law enforcement agencies as well as Homeland Security in sharing information on released security threat group (STG) members, crimes committed, gang memberships and identity, as well as ongoing trends. Staff also deciphered 197 documents containing various codes created and utilized by inmates. This unit maintains the Banned Visitor's List which is updated and distributed to all institutions bi-weekly.



MARYLAND HOUSE OF CORRECTION ANNEX

The Maryland House of Correction Annex (MHCX) opened in 1991. The design capacity is 1,104, and the operating capacity is 1,200. MHCX houses maximum-security male offenders. Staff is continuously exploring ways to keep the inmate population from being idle. The institution is looking forward to the start of an evening shift in the SUI textile plant and the development of a hobby/crafts initiative.



Accomplishments

During this fiscal year, a surveillance camera was placed on tower one so that observation of the big yard was enhanced. Sixty-two inmates received certificates from participation in the decision making class. The inmate dining rooms were painted a two-tone gray.



During FY 2005, MHCX hopes to expand the SUI textile plant, add additional programming space, work to continue to lower inmate-on-inmate assaults and inmate-on-staff assaults, and to enhance training of staff.

SECURITY OPERATIONS UNIT



Phil Morgan is the Director of the Security Operations Unit (SOU). The SOU consists of six sub-units, and provides effective management of security operations for all of the Division's institutions by developing, interpreting and assessing policies and procedures as well as auditing and monitoring practices. Staff reviews and monitors Serious Incident Reports and Use of Force Reports submitted by managing officers. Statistical data is generated from several sources to develop monthly, quarterly and annual reports for: Inmate Urinalysis Testing; Use of Force; and Housing/Population Capacity. Other statistical and comparative reports are produced as necessary which assist in monitoring trends and security concerns.

SECURITY OPERATIONS UNIT

Emergency Preparedness ~ This office is responsible for ensuring each institution's Emergency Operation Plan is current and contains sufficient information for staff to properly respond to any emergency situation. This office observed 15 state correctional facilities emergency operation plan exercises ranging from execution, mechanical disaster, bio-hazard incident, regional evacuation, and mass disturbance/hostage situation. Staff participated in two Maryland Emergency Management Agency (MEMA) exercises regarding terrorist and hurricane incidents. This unit also received a grant from Homeland Security through MEMA for \$154 thousand to purchase chemical-biological-radiological-nuclear gas masks and additional respirator fit test machines.

Regional Hostage Negotiation Teams (HNT) ~ Primary responsibilities include overseeing the maintenance of active readiness to all departmental hostage negotiation activities; formulating plans for hostage recovery based on analysis of current theory and practice. This fiscal year, HNT conducted regional and statewide hostage taking exercises in conjunction with Emergency Preparedness and regional tactical units; and conducted table top exercises in maintaining state correctional facilities using hostage scenarios to identify areas for future growth. In addition, the departmental HNT staff attended the 25th Annual Negotiation Seminar sponsored by the FBI and the Baltimore County Police Department.

Intake and Transfer Unit ~ The primary responsibility of this office is to direct, coordinate and manage inmate intake and transfer activities on a daily basis to ensure maximum bed utilization as it relates to institutional housing management. The division's transportation units safely transported over 34,000 inmates without major incident. This unit successfully arranged transportation for thousands of inmates to appropriate state correctional facilities for various transitional and rehabilitative programming.

Security Audit Review Team (SART) ~ The SART conducts annual security audits of all state correctional facilities within the Department. The SART conducts operational reviews by assessing, inspecting and ensuring that the institutions are in compliance with all aspects of facility security through effective security practices and emergency preparedness. SART assisted three institutions with internal security audits; suspended audits to develop and write departmental standardized post orders; assisted in development of security directives; provided technical assistance; and performed program reviews of institutional operations providing feedback to improve and streamline operations. Two members of the team achieved the American Correctional Association's certification of Manager and Supervisor.

Staffing Analysis and Overtime Management (SAOM) ~ The unit: ensured each facility staffing plan and post assignment worksheets reflected the current operations upon completion of the security audit; designed training module on collecting and recording process for all staff involved in SAOM with a total of 72 participants; module created and presented geared toward managing officers and administrators; recruited two additional instructors to train staff throughout the Department; developed a database utilized by technicians/operators for frequently asked questions; reviewed and edited new SAOM; and assisted the SART with ten facility audits for the instrument checklist items associated with SAOM, facility staffing plans, key facility indicators, and computer security technicians.

Tactical Operations ~ Responsibilities of this unit involves managing all regional special response teams and institutional tactical units, and ensuring adherence to current standards, policies and procedures. Accomplishments for this fiscal year are: completion and presentation of the Tactical Organization and Operations Manual; revision and presentation of the draft directive for establishment and selection criteria for tactical units; revision of the directive for firearms; commencement of a tactical medic program and creating the foundation for initial policy and procedures; and initiation of a quartermaster program.



CONCLUSION

As Commissioner of the Division of Correction, I am committed to change and restructuring to the extent that it will lead to molding productive citizens of Maryland and ultimately making communities safer. To that end, I have restructured my top management in accordance with nationwide *Best Practices*. We have added new Assistant Commissioners and redefined the roles of others.

The Deputy Commissioner, Mr. Bobby Shearin, supervises five Assistant Commissioners and he is responsible for the day-to-day operations of the agency.

The Assistant Commissioner for Program Services, Mrs. Patricia Allen, continues to oversee all programs and treatment services for the agency, including: the Hearing Officers Unit, Education, Commitment, Case Management, Victim Services, Religious and Volunteer Services.

The Assistant Commissioner for Security Operations, Mr. Randy Watson, continues to oversee all Security Operations, Intelligence and K-9.

There is a new Assistant Commissioner of Administration, Mr. Kevin Patten, who is responsible for overseeing Human Resources, Finance and Property Management, Staff Development and Training, and Policy Review and Publications.

Mr. Ronald Hutchinson was promoted from Chief Executive Officer to Assistant Commissioner for the Eastern Region. He supervises all of the Chief Executive Officers in the eastern region and ensures that their institutions run in accordance with national standards.

There is an Assistant Commissioner for the Western Region who will be responsible for supervising all Chief Executive Officers in the western region and ensuring that those institutions are running in accordance with national standards.

The Deputy and each Assistant Commissioners have an Executive Assistant who functions as their Chief of Staff to ensure that all assignments are completed accurately and timely.

Finally, I have added an Audit Office which will be responsible for ensuring that all institutions and disciplines are audited.

STATISTICAL DATA

SEX AND RACE DISTRIBUTION AS OF JUNE 30, 2004									
Institution	Sex Distribution *		Race Distribution **						
	Male	Female	Black Count	%	White Count	%	Indian Count	Other Count	TOTAL
ECI	3,126		2,367	76.4%	728	23.5%	1	3	3,099
MTC	1,095		908	85.8%	149	14.1%	1	0	1,058
MCAC	120		103	82.4%	21	16.8%	0	1	125
MRDCC	809		677	76.6%	206	23.3%	0	1	884
MHC-X	1,203		962	80.4%	230	19.2%	0	5	1,197
MHC	1,251		1,012	80.4%	240	19.1%	0	7	1,259
MCI-J	1,144		878	73.6%	310	26.0%	2	3	1,193
MCI-H	2,092		1,495	72.1%	568	27.4%	3	8	2,074
MCTC	2,969		2,188	74.3%	754	25.6%	1	3	2,946
RCI	1,789		1,256	71.5%	495	28.2%	1	5	1,757
WCI	1,900		1,354	71.8%	531	28.1%	0	2	1,887
BCF	625		496	78.9%	133	21.1%	0	0	629
PATX. ANNEX	303		221	74.7%	75	25.3%	0	0	296
MCI-W		913	592	67.9%	276	31.7%	2	2	872
JPRU	590		465	80.3%	114	19.7%	0	0	579
CLF	512		421	84.0%	80	16.0%	0	0	501
BCCC	499		435	87.3%	63	12.7%	0	0	498
EPRU	177		122	68.9%	55	31.1%	0	0	177
BPRU	209		182	87.9%	25	12.1%	0	0	207
PHPRU	190		142	78.0%	40	22.0%	0	0	182
SMPRU	170		142	80.2%	35	19.8%	0	0	177
TBC	309		221	74.9%	74	25.1%	0	0	295
HDU	174	17	161	82.1%	35	17.9%	0	0	196
CONTRACT	124		115	92.7%	9	7.3%	0	0	124
BPRUW		141	103	76.9%	31	23.1%	0	0	134
BCDC	472	112	270	85.4%	46	14.6%	0	0	316
TOTAL	21,852	1,183	17,288	76.3%	5,323	23.5%	11	40	22,662

* Manual data ** Automated data

The totals for the June 30, 2004 population presented in the following tables, with the exception of the sex distribution table, represent the OBSCIS (Offender Based State Correctional Information System) data available for the respective categories on that date. The totals on the Sex Distribution table represent the actual total population for the facilities listed. Differences between categories are due to missing data on the automated system. Information for an additional 418 inmates housed in local jails, Pre-trial, P&P Home Detention and MCAC Federal contract is not available. The WCI counts include approximately 250 inmates housed at North Branch Correctional Institution.

Statistical information contained in this report was provided courtesy of the Department of Public Safety and Correctional Services Office of Planning, Policy, Regulations and Statistics.

STATISTICAL DATA

RACE AND SEX OF COMMITTED PERSONS FISCAL YEAR 2004

RACE	Males Processed		Females Processed		Total
Black	7,982	76.5%	551	67.9%	8,533
White	2,271	21.8%	202	24.9%	2,473
Other/Unknown	178	1.7%	58	7.2%	236
TOTAL:	10,431	100.0%	811	100.0%	11,242

PLACES OF BIRTH OF COMMITTED PERSONS FISCAL YEAR 2004

Birthplace	Males Processed		Females Processed		Total
Maryland	6,441	61.7%	664	81.9%	7,105
District of Columbia	437	4.2%	28	3.5%	465
New Jersey	59	0.6%	4	0.5%	63
New York	182	1.7%	19	2.3%	201
North Carolina	70	0.7%	14	1.7%	84
Pennsylvania	78	0.7%	13	1.6%	91
South Carolina	28	0.3%	10	1.2%	38
Virginia	97	0.9%	18	2.2%	115
Other States	338	3.2%	29	3.6%	367
Outside United States	168	1.6%	10	1.2%	178
Unknown	2,533	24.3%	2	0.2%	2535
TOTAL:	10,431	100.0%	811	100.0%	11,242

STATISTICAL DATA

AGE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2004

Age Group	Count	Percentage
Under 17 Years	11	0.0%
17 Years	50	0.2%
18 Years	129	0.6%
19 Years	308	1.3%
20 Years	485	2.1%
21 Years	623	2.7%
22 Years	704	3.1%
23 Years	809	3.5%
24 Years	890	3.9%
25 Years	827	3.6%
26 - 30 Years	3,581	15.6%
31 - 35 Years	3,941	17.2%
36 - 40 Years	3,889	17.0%
41- 50 Years	4,962	21.7%
51- 60 Years	1,415	6.2%
Over 60 Years	294	1.3%
TOTAL	22,918	100.0%

Average Age: 35.1 Years

AGE GROUPS OF COMMITTED PERSONS FISCAL YEAR 2004

Age	Males Processed		Females Processed		Total
16 Years & Younger	25	0.2%	0	0.0%	25
17 Years	67	0.6%	1	0.1%	68
18 Years	215	2.1%	3	0.4%	218
19 Years	423	4.1%	9	1.1%	432
20 Years	511	4.9%	16	2.0%	527
21 Years	491	4.7%	24	3.0%	515
22 - 25 Years	1,605	15.4%	58	7.2%	1,663
26 - 30 Years	1,366	13.1%	127	15.7%	1,493
31 - 35 Years	1,662	15.9%	176	21.7%	1,838
36 - 40 Years	1,693	16.2%	191	23.6%	1,884
41 - 50 Years	1,956	18.8%	190	23.4%	2,146
51 - 60 Years	370	3.5%	14	1.7%	384
61 Years & Older	47	0.5%	2	0.2%	49
TOTAL	10,431	100.0%	811	100.0%	11,242

STATISTICAL DATA

SENTENCE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2004

Sentence	Count	Percentage
3 Months	95	0.4%
4 - 6 Months	140	0.6%
7 - 12 Months	320	1.4%
13 - 18 Months	656	2.9%
19 Months - 2 Years	739	3.2%
25 Months - 3 Years	1,400	6.1%
37 Months - 5 Years	3,410	14.9%
61 Months - 8 Year	2,991	13.1%
97 Months - 10 Years	2,345	10.3%
121 Months - 15 Years	2,639	11.6%
More Than 15 Years	5,889	25.8%
Life	2,195	9.6%
TOTAL:	22,819	100.0%

*Average Sentence Length: 164.5 Months**

*Average Stay Length: 57.8 Months***

* Average Sentence Length is calculated based on Total Sentence Length and does not include Life sentences.

** Average Length of Stay reflects the average length of time served in the Division as of the date of the report. This figure is not based on releases and may include time served at more than one institution.

LENGTHS OF SENTENCES OF COMMITTED PERSONS FISCAL YEAR 2004

Sentence	Males Processed		Females Processed		Total
3 Months	2,398	23.0%	21	2.6%	2,419
4 - 6 Months	1,146	11.0%	45	5.5%	1,191
7 - 12 Months	965	9.3%	150	18.5%	1,115
13 - 18 Months	897	8.6%	174	21.5%	1,071
19 Months - 2 Years	709	6.8%	107	13.2%	816
25 Months - 3 Years	912	8.7%	112	13.8%	1,024
37 Months - 5 Years	1,342	12.9%	101	12.5%	1,443
61 Months - 8 Years	776	7.4%	54	6.7%	830
97 Months - 10 Years	432	4.1%	16	2.0%	448
121 Months - 15 Years	375	3.6%	17	2.1%	392
More Than 15 Years	410	3.9%	13	1.6%	423
Life	69	0.7%	1	0.1%	70
TOTAL:	10,431	100.0%	811	100.0%	11,242

STATISTICAL DATA

OFFENSE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2004

Offense *	Count	Percentage
Arson	74	0.3%
Assault	3,095	13.6%
Auto Theft	294	1.3%
Bribery	16	0.1%
Burglary	1,248	5.5%
Court Violation	108	0.5%
Disorderly Conduct	40	0.2%
Domestic Relations	201	0.9%
Drug Offense	5,234	22.9%
Escape	72	0.3%
Forgery	24	0.1%
Fraud	96	0.4%
Kidnapping	207	0.9%
Larceny	1,201	5.3%
Manslaughter	234	1.0%
Murder	4,552	19.9%
Prostitution	28	0.1%
Rape	1,392	6.1%
Robbery	3,317	14.5%
Sexual Offenses	570	2.5%
Traffic Violation	90	0.4%
Vandalism	10	0.0%
Weapons	703	3.1%
Other	19	0.1%
Total	22,825	100.0%

* Major Offense for each person.

STATISTICAL DATA

MAJOR OFFENSES OF COMMITTED PERSONS FISCAL YEAR 2004

Offense*	Males	%	Females	%	TOTAL
Arson	33	0.3%	5	0.6%	38
Assault	1,559	14.9%	59	7.3%	1,618
Auto Theft	268	2.6%	15	1.8%	283
Bribery	17	0.2%	2	0.2%	19
Burglary	518	5.0%	20	2.5%	538
Court Violation	44	0.4%	2	0.2%	46
Disorderly Conduct	125	1.2%	8	1.0%	133
Domestic Relations	75	0.7%	7	0.9%	82
Drug Offense	4,467	42.8%	394	48.6%	4,861
Escape **	53	0.5%	4	0.5%	57
Forgery	21	0.2%	5	0.6%	26
Fraud	52	0.5%	27	3.3%	79
Kidnapping	29	0.3%	3	0.4%	32
Larceny	1,093	10.5%	156	19.2%	1,249
Manslaughter	54	0.5%	4	0.5%	58
Murder	316	3.0%	17	2.1%	333
Prostitution	27	0.3%	31	3.8%	58
Rape	110	1.1%	1	0.1%	111
Robbery	662	6.3%	29	3.6%	691
Sexual Offenses	148	1.4%	0	0.0%	148
Stolen Property	0	0.0%	0	0.0%	0
Traffic Violation	343	3.3%	6	0.7%	349
Vandalism	38	0.4%	2	0.2%	40
Weapons	347	3.3%	12	1.5%	359
Other	32	0.3%	2	0.2%	34
Total9/21/2004	10,431	100.0%	811	100.0%	11,242

* Major Offense for each person **From pre-release units, not maintaining institutions

STATISTICAL DATA

JURISDICTION FROM WHICH COMMITTED PERSONS WERE RECEIVED FISCAL YEAR 2004

Jurisdiction	Males Processed		Females Processed		Total
Baltimore City	7,045	67.5%	466	57.5%	7,511
Counties					
Allegany	84	0.8%	7	0.9%	91
Anne Arundel	224	2.1%	15	1.8%	239
Baltimore	889	8.5%	119	14.7%	1,008
Calvert	53	0.5%	2	0.2%	55
Caroline	35	0.3%	4	0.5%	39
Carroll	83	0.8%	8	1.0%	91
Cecil	60	0.6%	5	0.6%	65
Charles	175	1.7%	26	3.2%	201
Dorchester	46	0.4%	5	0.6%	51
Frederick	125	1.2%	15	1.8%	140
Garrett	21	0.2%	0	0.0%	21
Harford	259	2.5%	27	3.3%	286
Howard	70	0.7%	4	0.5%	74
Kent	31	0.3%	3	0.4%	34
Montgomery	185	1.8%	14	1.7%	199
Prince George's	379	3.6%	13	1.6%	392
Queen Anne's	42	0.4%	3	0.4%	45
Somerset	21	0.2%	3	0.4%	24
St. Mary's	42	0.4%	3	0.4%	45
Talbot	49	0.5%	6	0.7%	55
Washington	242	2.3%	31	3.8%	273
Wicomico	193	1.9%	26	3.2%	219
Worcester	69	0.7%	4	0.5%	73
Other	9	0.1%	2	0.2%	11
TOTAL:	10,431	100.0%	811	100.0%	11,242

STATISTICAL DATA

BY JURISDICTION, PERSONS COMMITTED TO DOC WITH LIFE SENTENCES AND DEATH SENTENCES * DURING FISCAL YEAR 2004

Committing Jurisdiction	Life	Death	TOTAL
Baltimore City	30	0	30
Allegany	0	0	0
Anne Arundel	1	0	1
Baltimore County	5	0	5
Calvert	2	0	2
Caroline	0	0	0
Carroll	0	0	0
Cecil	0	0	0
Charles	3	0	3
Dorchester	0	0	0
Frederick	0	0	0
Garrett	0	0	0
Harford	1	0	1
Howard	4	0	4
Kent	0	0	0
Montgomery	3	0	3
Prince George's	13	0	13
Queen Anne's	0	0	0
Somerset	0	0	0
St. Mary's	2	0	2
Talbot	0	0	0
Washington	1	0	1
Wicomico	4	0	4
Worcester	0	0	0
OTHER STATES	1	0	1
TOTAL:	70	0	70

* Information is from the automated system.
Life Sentences include life plus sentences.

STATISTICAL DATA

INTAKES AND RELEASES FISCAL YEAR 2004

Intakes	Total	Monthly Average*
Processed Commitments	11,242	937
Change in Jail Back-up	34	3
Returned from Parole	3,087	257
Returned from Escape	134	11
Returned from Mental Hospitals	13	1
Returned from Patuxent Institution	183	15
Other Intakes	34	3
TOTAL INTAKE:	14,727	1,227
Releases	Total	Monthly Average*
Expiration	4,806	401
Mandatory	5,550	463
Paroles	2,315	193
Continued on parole / mandatory	1,794	150
Commutations	0	0
Court Order	360	30
Pardoned	1	0
To Patuxent Institution	132	11
To Mental Hospital	0	0
Deaths	77	6
Escapes	129	11
Other releases	70	6
TOTAL RELEASES:	15,234	1,270

* Due to rounding, the sum of the individual averages does not necessarily equal the total average.



Department of Public Safety and Correctional Services

Division of Correction

Annual Report

Fiscal Year 2004

Governor Robert L. Ehrlich, Jr.

Lt. Governor Michael S. Steele

Secretary Mary Ann Saar

Deputy Secretary Mary L. Livers, Ph.D.

Commissioner Frank C. Sizer, Jr.

