

# Maryland Division of Correction



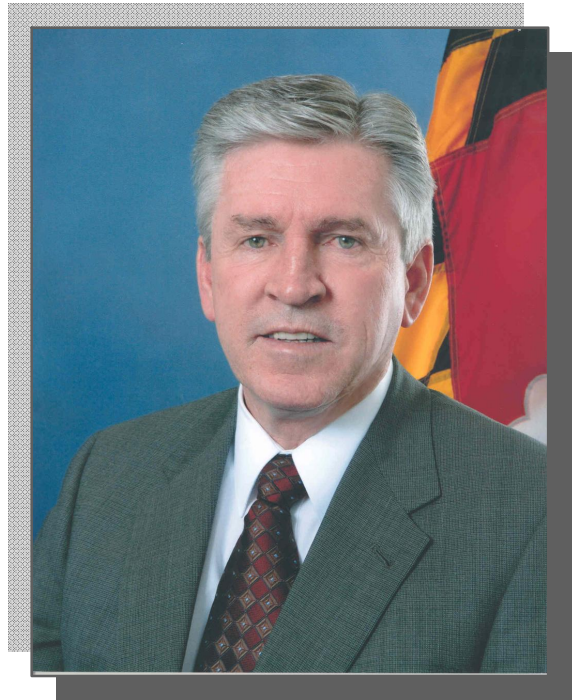
## Annual Report ~ FY 2009

Martin O'Malley, Governor  
Anthony G. Brown, Lt. Governor

Gary D. Maynard, Secretary  
J. Michael Stouffer, Commissioner



## Secretary Gary D. Maynard



The Honorable Martin O'Malley  
Governor of the State of Maryland  
State House  
Annapolis, Maryland 21401-1991

Dear Governor O'Malley:

It is with pleasure that I present to you the Fiscal Year 2009 Annual Report for the Maryland Division of Correction (DOC). Throughout the year, the Division and its employees have worked diligently to meet the Department of Public Safety and Correctional Services' mission of protecting the public, our employees and those under our supervision.

Institutional security is a top priority of the Department. In collaboration, the DOC has made concrete improvements in the safety of our facilities through gang intelligence coordination and information sharing, entrance security enhancements and increased contraband interception using innovative techniques and technologies. Gangs and contraband are what fuel violence in prison. Through these efforts in FY 2009 the Division was able to increase gang validation by 35% over FY 2008, increase collection of contraband cell phones by 50% over FY 2007 and decrease assaults on staff by 48% over FY 2006 and assaults on inmates by 55% for the same time period.

At the close of FY 2009 the Division's correctional education became a permanent function of the Department of Labor, Licensing and Regulations (DLLR). This will allow DOC to utilize DLLR's labor relationships when linking offenders to employment upon release, a key factor when reducing the chances of recidivism. The Divisions' own industry arm, Maryland Correctional Enterprises, also had a record breaking year in terms of preparing offenders for work on the outside. In FY 2009, MCE employed an average of 1,876 inmates per month, a 44% increase over FY 2007.

The Division also increased our partnerships with state and local organizations through the *Smart, Green and Growing* initiative of the O'Malley Administration. We have provided countless hours of meaningful work opportunities to offenders while enhancing the environment for a sustainable future. At the close of FY 2009, inmates had helped plant 200,000 trees towards our goal of one million. In addition, MCE and DOC helped build more than 5,000 cages for oyster repopulation efforts of the Department of Natural Resources, and harvest, grow and plant bay grasses for a project that included 38,000 new plants on Poplar and Coaches Islands in the Chesapeake Bay.

In May of 2009, the Division officially opened the Second Chances Farm at the Central Maryland Correctional Facility in Sykesville. In partnership with the Thoroughbred Retirement Foundation, the farm will house retired race horses that could otherwise face slaughter or abuse, while also providing opportunities for inmates to learn work ethics, maintenance skills and compassion for the horses. Other public works projects continued in FY 2009 included maintenance of State veteran gravesites, building houses with Habitat for Humanity and many community restoration projects.

Through all of these efforts the Division has made a significant difference in the safety and security of Maryland in FY 2009. Please accept this report on behalf of the hard working employees that made such accomplishments possible.

Sincerely,

A handwritten signature in blue ink that reads "Gary D. Maynard". The signature is written in a cursive, flowing style.

Gary D. Maynard  
Secretary

*Commissioner J. Michael Stouffer*



The Honorable Gary D. Maynard  
Maryland Department of Public Safety  
and Correctional Services  
300 East Joppa Road, Suite 1000  
Towson, Maryland 21286

Dear Secretary Maynard:

It is my pleasure to present the Maryland Division of Correction's Annual Report for Fiscal Year 2009. The accomplishments detailed in this report demonstrate the efforts and commitment of our dedicated employees.

To reduce violence in the institutions, state-of-the-art security equipment was purchased to include BOSS chairs (Body Orifice Security Scanner), x-ray scanners and secure view monitors located at institutional entrances to reduce contraband in the Division's facilities. Gangs and contraband are responsible for the majority of violence; thus reducing the amount of contraband entering institutions will reduce violence. Continued drug interdiction efforts, gang intelligence coordination and information sharing with law enforcement agencies has played a significant role in decreasing the amount of contraband and assaults over the past year.

In December 2008, the Division implemented Individual Case Plans (ICP) for newly sentenced inmates. This is an assessment of criminogenic needs that identifies issues and strategies for remediation to include substance abuse, education, family/marital support, medical, mental health and sexual offending. This full scale implementation of cognitive behavior programming allows staff to recommend a particular course of action or treatment. With a population of more than 21,000 inmates, ICPs are gradually being implemented Division-wide and it is anticipated that all inmates will have an active ICP by the end of fiscal year 2010.

Continued and new partnerships with other agencies allow the Division to provide inmates with numerous opportunities to enhance Maryland's communities. To name a few - planting trees throughout Maryland with a goal of one million; growing, harvesting and planting shoreline grasses to prevent soil erosion on two islands in the Chesapeake Bay; constructing oyster cages to support restoration of the Bay's oyster population; bagging and cleaning oyster shells in preparation for injection with larvae and planting in tributaries; building homes for Habitat for Humanity and providing maintenance, painting and grounds work for many civic and non-profit organizations.

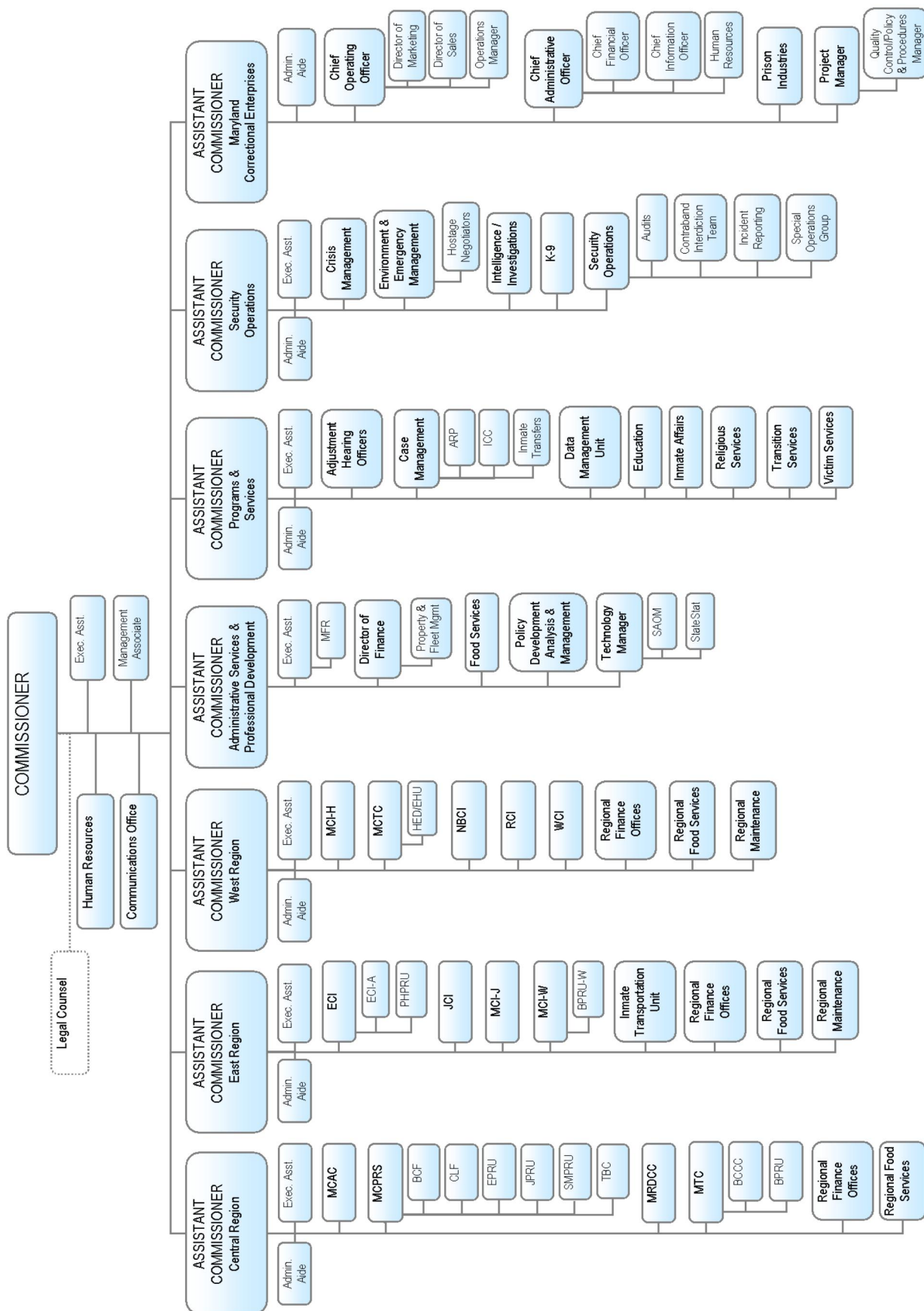
The Division of Correction is proud of its employees and FY '09 accomplishments and we look forward to advancing the Department's mission and vision in the years to come.

Sincerely,  
A handwritten signature in black ink that reads "J. Michael Stouffer". The signature is written in a cursive, flowing style.

J. Michael Stouffer  
Commissioner



# Organizational Chart



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## *Executive Staff ~ Assistant Commissioners' Offices*



Wendell France is a retired commanding officer from the Baltimore City Police Department with over 27 years decorated service. Mr. France has over 37 years of law enforcement, correctional and criminal justice experience.

As Assistant Commissioner, he is responsible for overseeing the East Region consisting of the following institutions: Eastern Correctional Institution (ECI), Eastern Correctional Institution-Annex (ECI-A), Poplar Hill Pre-Release Unit (PHPRU), Jessup Correctional Institution (JCI), Maryland Correctional Institution-Jessup (MCI-J), Maryland Correctional Institution for Women (MCI-W) and the Baltimore Pre-Release Unit for Women. Mr. France also oversees the Division's inmate transportation services which operates through three satellite units. The units are responsible for transporting all DOC inmates to and from court appearances, medical appointments and transfers within and outside of DOC institutions.



Jon P. Galley began his career with the Maryland Division of Correction in 1967 as a Correctional Teacher. He steadily moved through the ranks of Assistant Warden, Warden and Commissioner of Correction. He resigned in 1993 and worked for two local detention centers. Mr. Galley returned to DOC in 1999 as Warden of WCI.

As Assistant Commissioner for the West Region he is responsible for the supervision of the following institutions: Maryland Correctional Institution-Hagerstown (MCI-H), Maryland Correctional Training Center (MCTC), North Branch Correctional Institution (NBCI), Roxbury Correctional Institution (RCI) and the Western Correctional Institution (WCI).



Gary Hornbaker began his career with the Division in 1975. Throughout his career he has held the positions of Correctional Officer, Captain, Security Staff Assistant, Director of Security Operations, Assistant Warden and Warden.

As Assistant Commissioner of the Central Regions, Mr. Hornbaker is responsible for the supervision of the following institutions: Maryland Correctional Adjustment Center (MCAC), Maryland Reception, Diagnostic and Classification Center (MRDCC), Metropolitan Transition Center (MTC), Baltimore City Correctional Center (BCCC) Baltimore Pre-Release Unit (BPRU) and the Maryland Correctional Pre-Release System (MCPRS) comprised of the Brockbridge Correctional Facility (BCF), Central Maryland Correctional Facility (CMCF), Eastern Pre-Release Unit (EPRU), Jessup Pre-Release Unit (JPRU), Southern Maryland Pre-Release Unit (SMPRU) and the Herman L. Toulson Correctional Facility (TCF).



Paul O'Flaherty has provided 35 years of service to the Psychology profession and began with the Maryland Division of Correction in 1978. His career included assignments as Psychology Technician, Recreation Supervisor, Classification Counselor, Psychologist Correctional, Psychologist Associate, Administrator, Assistant Warden and Warden.

As the Assistant Commissioner for Programs and Services at the Division's Headquarters level, Mr. O'Flaherty manages the operations in the following areas: Inmate Education, Case Management, Adjustment Hearing Officers, Medical, Administrative Remedy Unit, Victim Services, Religious Services, and Volunteer/Transition Services.



## Executive Staff ~ Assistant Commissioners' Offices

James Peguese started his career in 1978 as a Correctional Officer. In 1988, he transferred to the Maryland Correctional Adjustment Center as a member of the transition team and participated in the opening of MCAC. Through his career, he has also held the positions of Security Chief and Warden.

As Assistant Commissioner for Security Operations, Mr. Peguese is responsible for evaluating security at all Division institutions. There are several specialized teams and groups within Security Operations such as: Program Audit Review, Staffing Analysis and Overtime Management, Emergency Preparedness, Hostage Negotiation, Canine, Special Operations Group, Critical Incident Stress Management, Contraband Interdiction and the Intelligence Coordinating Unit.



Stephen Shiloh is the Assistant Commissioner serving as the Chief Executive Officer of Maryland Correctional Enterprises (MCE) ~ the prison industry arm of the Division. MCE provides inmates with work skills and work ethics, reduces prison idleness, provides quality products and services and is a self-supporting State agency. In Fiscal Year 2009, MCE had unaudited record revenues of \$52.88 million

Prior to being appointed as CEO in 1991, Mr. Shiloh managed all of the MCE prison manufacturing plants and distribution center located at the three State institutions in Hagerstown.

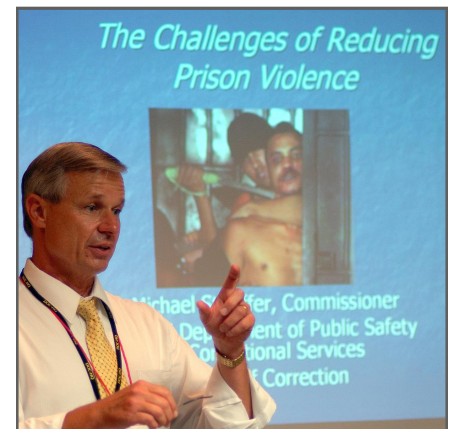


Mr. Watson began his career as a Correctional Officer at the Central Maryland Correctional Facility. He transferred to various facilities and was promoted through the ranks to include: Sergeant, Lieutenant, Captain, Major, Security Chief, Director of Security Operations, Interim Warden, Acting Assistant Commissioner and appointed in 2004.

As Assistant Commissioner, Mr. Watson is responsible for all administrative and financial services. In addition to the Finance Unit, he is responsible for the Food Service, Policy Development, Analysis and Management and Information Technology operations. Regular duties include preparation and participation with StateStat and Managing for Results. He is also the Department's primary representative to both the State Emergency Operations Center operated by the Maryland Emergency Management Agency and the Joint Executive Committee of the Governor's Office of Homeland Security.



Secretary Gary D. Maynard (l) and Commissioner J. Michael Stouffer (r) presenting at the Middle Atlantic States Correctional Association (MASCA).



## Executive Offices

### Human Resources

The Human Resources (HR) Unit provides leadership and guidance to the Division's field HR offices and to Headquarters' management to ensure fair and consistent practices throughout the Division and to address employee needs such as benefits, training and career planning.

#### Accomplishments:

- In concert with the Assistant Commissioner of the East Region, submitted a proposal for a new position, Regional Maintenance Administrator, which was approved by the Department of Budget and Management. This position manages the organization and administration of the maintenance program. The position is responsible for the overall administration of Jessup's Regional Maintenance Program.
- Successfully deployed personnel staff to other Jessup and Baltimore facilities to assist in the day-to-day operations due to the State-wide hiring freeze.

#### Future Goals:

- Implement an automated system of tracking leave usage, benefits and other statistical information
- Develop an employee wellness program
- Develop standard audit processes for HR procedures
- Continue to support field HR offices in reducing vacancy rates within the institutions

*Special Olympics Maryland ~  
Commissioner's Annual  
Tug-of-War Games*

### Public Information

The Public Information Office, in conjunction with the Department of Public Safety and Correctional Services' (DPSCS) Communications Office, promotes the mission of the Division of Correction (DOC) through effective public, employee and media relations.

To emphasize the importance of the correctional system's role in providing public safety to Maryland, staff produced various press releases and media events throughout the year. Such efforts highlighted accomplishments of DOC employees, innovative inmate public works projects and the strides the Division has taken to make institutions a safer place for both employees and staff. Several Media Open Houses were also planned with the help of part-time institutional public information officers to allow media outlets to gain a better understanding of prison operations.

Additionally, staff was involved in and planned numerous employee events. These included:

- Annual Commissioner's Tug-O-War to benefit Special Olympics
- Quarterly Commissioner Citation Ceremonies
- Maryland Charities Campaign
- Puppy Naming Contest for employees' children to name home-bred K-9 dogs
- Annual DPSCS Employee Appreciation Week activities



## Maryland Correctional Enterprises

### Maryland Correctional Enterprises ~ Headquarters

7275 Waterloo Road  
Jessup, Maryland 20794  
410-540-5400

Opened: 1967; relocated to present site in 1981  
Number of Staff: 187



Maryland Correctional Enterprises (MCE), the prison industry arm of the Division of Correction (DOC), provides an environment for the operation of correctional industries that resembles the environment for business operations of a private corporate entity. Inmates are taught job skills and provided with constructive employment which leads to the development of both technical and social skills, and improved employability upon release.

Training and employment reduces idleness which is a leading cause of violence and disruptions in prisons. Even the prospect of obtaining employment with Maryland Correctional Enterprises serves as a deterrent to disruptive behavior as inmates must meet eligibility requirements. The outcome of a 15 year study period has proven that training and employment with MCE resulted in recidivism rates that are 60% lower than the DOC general population rate.

Maryland Correctional Enterprises has increased sales and inmate employment due to expansion, introduction of new products and services, upgrading of furniture lines, improved quality control and customer service. MCE was certified with GREENGUARD Indoor Air

Quality in December 2008. As a recognized member of the GREENGUARD Program, many MCE products have been rigorously tested and certified under this program. Consequently, MCE offers a variety of superior green products including seating, systems furniture, tables and accessories that eliminate the off-gassing and reduction of hazardous toxic materials.



In Fiscal Year 2009, Maryland Correctional Enterprises had unaudited record revenues of \$52.88 million, unaudited net operating income of \$0.96 million and employed an average of 1,876 inmates. MCE provided over 2.77 million hours of inmate employment/training and touched the lives of more than 3,000 inmates. At the close of this fiscal year, 177 special appointment and 10 skilled service employees were on the MCE payroll.

Based on Fiscal Year 2008 data and published in the National Correctional Industries Association 2009 Directory, MCE ranked 10<sup>th</sup> in the United States for both sales and inmate employment. Nationwide, Maryland ranks 19<sup>th</sup> in state population and 20<sup>th</sup> in correctional

population.

On July 1, 2008 MCE initiated MCE CARES (Continuing Allocation of Re-Entry Services) to assist inmate employees in transitioning to civilian employment upon release. MCE inmate employees nearing release were identified and transferred to the Central Maryland Correctional Facility to work in the commercial laundry and participates in the CARES program which began with the "Thinking for a Change" curriculum.

Beginning last fiscal year, MCE developed several projects to help Maryland increase environmental "green" initiatives and contributed to the DPSCS goal of planting 1,000,000 trees.

The first initiative was to begin growing shoreline grasses. The fragile shoreline grasses, crucial in protecting the Chesapeake Bay and its tributaries, were hand-picked by inmates from the Eastern Shore last year.





## Maryland Correctional Enterprises

The plants were harvested as seedlings by the inmates and then tended during the winter months at a special MCE greenhouse located at the Hagerstown prison complex.



In June, inmates traveled by boat to Coaches Island and Poplar Island to plant more than 20,000 shoreline-protecting bay grasses and other shrubs.



The second initiative was to grow trees for reforestation of disturbed land occurring due to the Inter-County Connector project. The Department's tree planting effort is part of *Smart, Green and Growing*, a new initiative of Governor O'Malley's administration. Both of these projects will assist required mitigation of environmental degradation concerns and will contribute to a healthier and environmentally sound Maryland.



### Other Accomplishments:

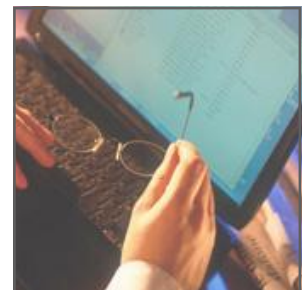
- Greg Haupt, Regional Manager Western Region, was presented with the Northeast National Correctional Industries Association "Award of Excellence" in September 2008.
- For 17 years, Maryland Correctional Enterprises' Meat Plant has prepared, deboned and cooked approximately 900 turkeys for Bea Gaddy's annual Thanksgiving Day dinner in Baltimore that serves more than 25,000 people in need. A full week is devoted by the facilities and personnel of the Meat Plant for this activity.



- The Eastern Correctional Institution's (ECI) Graphics Plant was officially closed on February 1, 2009. This allowed for an expansion of ECI Textiles into this area.

- The American Correctional Association (ACA) performed a Technical Assessment of MCE's operations in February 2009. MCE was found to be in 100% compliance to receive ACA Accreditation.
- Construction of the new MCE Hagerstown Warehouse Extension began in April 2009 with a 12 month estimated completion date.
- In June 2009, the Department of Budget and Management approved the program for the new 20,000 sq. ft. MCE Upholstery Plant at North Branch Correctional Institution. Funding for this project was approved by the 2009 General Assembly.
- On July 1, 2009, the new MCE website was unveiled. Some of the new features include:
  - A new search tool; embedded links throughout the website for cross reference
  - Expanded information about company products and services
  - Locate Account Representatives, showrooms and literature
  - An online shopping cart with a wish list feature

<http://mce.md.gov/mce/>





## Institutional Summary ~ Central (Baltimore)

### Maryland Correctional Adjustment Center

401 E. Madison Street  
Baltimore, Maryland 21202  
410-539-5445

Opened: 1988  
Number of Positions: 275  
Total Operating Costs: \$23,370,443

Security: Maximum  
Adult Males and Federal Detainees  
Average Daily Population: 386



The Maryland Correctional Adjustment Center (MCAC) was built in 1986 and opened in 1988. It is a maximum security institution which houses death penalty inmates, high risk inmates, regional segregation inmates and Federal Adult Detainees - who make up over half of the population. MCAC has six housing units, an Administrative area, Case Management, Psychology, Medical, Maintenance, Commissary and Dietary Units.

Conditions and progress of the institution:

- Upgraded main water valve
- Upgraded roof exhaust fans
- Upgraded institutional security grills
- Administrative area makeover – new floor tiles and paint
- Painted and landscaped perimeter
- Created a cadre unit of inmate workers resulting in reduction of contraband
- Purchased a BOSS Security Chair for inmates entering facility which resulted in reduction in contraband
- Hosted tours of college students majoring in Criminal Justice
- Continued library services

through the Metropolitan Transition Center library

Accomplishments:

- MCAC's Bowl-a-Thon raised more than \$3,700 for disadvantaged youths
- Maryland Charities Campaign raised \$5,500
- MCAC raised \$830 for Special Olympics Maryland
- School supplies were donated to the Inner Harbor East Academy raised through the Back to School Drive
- Baskets were made for eight families during the Thanksgiving Day Food Drive
- MCAC hosted six families during the Holiday luncheon and provided gifts for the children
- 42 inmates participated in the Activities Program
- Accomplished a 15% reduction in employee injuries
- Received 100% on the Program Review Audit

MCAC's future goals and objectives:

- expand the Cadre Unit, eliminating outside institutional inmate labor details from entering the core of the institution, thus decreasing the introduction of

contraband

- collaborate with the dietary contractor to build a team with all staff
- continue to build a positive working relationship with Federal employees
- enhance staff morale with a *Meet and Greet* with administrative staff by initiating a pot luck luncheon to talk to the Warden, Assistant Warden and Security Chief regarding concerns



*Special Olympics Maryland ~  
Commissioner's Annual  
Tug-of-War Games*

## *Institutional Summary ~ Central (Baltimore)*

### **Maryland Reception, Diagnostic and Classification Center**

550 E. Madison Street  
Baltimore, Maryland 21202  
410-878-3500

Opened: 1967; relocated to present site in 1981  
Number of Positions: 519  
Total Operating Costs: \$39,585,631

Security: Administrative ~ All Levels  
Adult Males  
Average Daily Population: 661



The Maryland Reception, Diagnostic and Classification Center (MRDCC) is an administrative intake facility with an operating capacity of 808 inmates comprising all security levels. MRDCC continues to protect and serve the citizens of Maryland by maintaining and operating a clean, safe, secure, controlled, humane institution and by receiving and processing sentenced male adult inmates within the State of Maryland.

#### Accomplishments:

- Hosted a delegation from the Republic of Georgia visiting the United States on a fact-finding mission to improve prison systems.
- Instituted changes to accommodate the needs of inmates going through withdrawal symptoms to include additional dietary items to provide for increased potassium, a designated housing unit with increased security rounds and no single-cell housing. This effort will also help in the detection and prevention of suicides.
- Case Management staff classified newly committed inmates within ten days of arrival resulting in an increase of available beds. Child Support Modification workshops

are held twice weekly to assist inmates with stopping payments during incarceration. Staff processed a total of 9,736 inmates to include: 5,363 new commitments; 3,587 parole violators; 692 short timers; 80 returns from escape; and 14 Interstate Corrections Compacts.

- Initiated Individual Case Plans (ICP) for each classified inmate with an emphasis on the individual's needs such as: substance abuse, educational/vocational, employment, medical and mental health.
- Celebrate Recovery, a six-week community-sponsored program by Celebration Church, currently has nine cadre workers. This is a Christian-based program that aids inmates in overcoming hurts, habits and hang-ups.
- MRDCC piloted the "Inside Out Dad" program in an effort to motivate the inmate population to stay active or become active in the lives of their children. Social work staff continue to be active members on the segregation review team. This activity provides inmates with needed resources and keeps staff informed of inmates qualifying for future release planning services.
- The demand for Domestic

Violence assessments increased 2.1% from FY 2008.

- Participated in the Promoting a Positive Culture in Corrections training program, an initiative to promote unity between the various units within the facility and raise staff morale.
- Psychology staff had 4,626 inmate contacts providing crisis intervention, psychological assessment, individual and group counseling and psychiatric medication evaluation services. The Department's doctoral level clinical psychology internship program is coordinated at MRDCC.
- Maintenance staff completed 594 preventive maintenance orders.

During fiscal year 2010, the social work staff will supervise two University of Maryland Social Work students. Social work is committed to joining the state-wide effort to increase the effectiveness of release planning to promote a reduction in recidivism. Staff will increase interactions with other units to develop greater cooperation and understanding of the inmates served and improve the work environment.

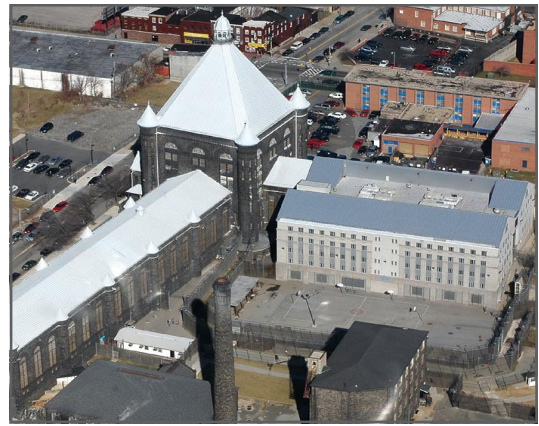
## *Institutional Summary ~ Central (Baltimore)*

### **Metropolitan Transition Center**

954 Forrest Street  
Baltimore, Maryland 21202  
410-837-2135

Opened: 1811  
Number of Positions: 450.6  
Total Operating Costs: \$52,508,204

Security: Minimum  
Adult Males  
Average Daily Population: 1,647



The Metropolitan Transition Center (MTC) is a minimum security institution and is the oldest operating facility in the western world. MTC preserves the interest of public safety through the secure confinement of inmates, training and empowerment of staff, and the development and implementation of programs and services designed to impact the decision-making and life choices of inmates preparing for re-entry into the community.

As the Baltimore Region's hub for medical services, inmate traffic exceeds 150 clinical patient visits on a daily basis. Staff also manages the University Hospital Security Ward for inmate admissions state-wide.

MTC manages the issues of the execution process as well as the care of the inmate placed in this status when the Warrant of Execution is implemented. Staff work closely with allied law enforcement agencies in its continued commitment of providing intelligence and support toward a safe community environment for the citizens of Baltimore and the State of Maryland.

MTC assists and shares responsibility for the Baltimore City Correctional Center (BCCC) and Baltimore Pre-Release Unit (BPRU).

Together the facilities strive toward the collective goal of re-entry of the inmate into the community.

The transition and volunteers activities coordinators work with inmates and allied organizations to assist inmates in transitioning back into society. The facility has 20 working programs. Two new programs are the MVA initiative and the Youth Challenge program. The MVA initiative works in conjunction with the Social Security Administration and the Division of Vital Records in providing the inmates with the opportunity to obtain a MVA Identification. The Youth Challenge program provides a self-help guide in assisting younger inmates in becoming self-empowered in decision making and choices through thought rather than reactionary.

#### Accomplishments:

- The Occupational Skills Training Center (OSTC) taught over 404 students providing literacy through GED preparation and special education employment readiness.
- Community Fairs took place in October and April with 25 community groups participating

providing OSTC students an avenue for employment opportunities.

- GED completion is 70% with 65 occupational certificates issued.
- Roofing students assisted the State with various projects which translated to work experience for the students and outside employment. Several projects include:
  - Habitat for Humanity - saving \$30,000
  - Barn Roof - saving \$25,000
  - Other facility roofing jobs - collectively saving \$50,000
- Staff continue to participate in events such as collecting funds and materials for families in need, presenting food baskets for needy families, sponsoring a "Breakfast with Santa" and toys to families in the community.



## Institutional Summary ~ Central (Baltimore)

### Baltimore City Correctional Center

901 Greenmount Avenue  
Baltimore, Maryland 21202  
410-332-4340

Opened: 1984

Number of Positions: 114

Total Operating Costs: \$12,239,762

Security: Minimum

Adult Males

Average Daily Population: 501



The Baltimore City Correctional Center (BCCC) is a minimum-security institution with an operating capacity for 508 adult male inmates classified to minimum and pre-release security. While housed at BCCC, inmates are afforded the opportunity to participate in reintegration skills, re-entry programming, release planning, substance abuse treatment, domestic violence, education and the employment readiness workshop.

In conjunction with the State Highway Administration, Baltimore City Department of Parks and Recreation, Baltimore City Public Works, Baltimore City Department of Housing and Baltimore City Department of Solid Waste, BCCC provides outside testing in the community to suitable inmates in preparation for release.

### Accomplishments:

- Awarded 14 High School Diplomas through the GED process
- 94.5% school attendance rate
- Helped to maintain a less than 1% drop out rate from school
- Awarded 21 Basic Literacy Certificates and 45 Intermediate Literacy Certificates in conjunction with the Maryland State Department of Education
- 221 inmates transferred to work release units
- 79 inmates transferred to Home Detention
- 37 inmates transferred to Community Adult Rehabilitation Centers
- Worked in conjunction with Department of Natural Resources to plant 160,000 trees across the State
- Implemented the Addictions Treatment Protocol (ATP) and Thinking for a Change programs
- Hosted three community anti-gang forums to address gang violence and destructive behavior within facilities and communities
- Hosted Holiday Toy Drive at Mt. Lebanon Baptist Church that provided toys to the children of inmates



- Hosted two gospel concerts featuring "The Tribe of Praise" and "Calvary Baptist Church Youth Choir"
- Provided approximately 90 elementary students at Cecil

Elementary School #7 with hats and gloves

- Conducted a summit for Correctional Officer Sergeants assigned to MTC/BARS
- Hosted a Grand Jury tour
- Hosted an inmate family day event



### Future Goals:

- Increase the number of inmates participating in education programs
- Improve staff and inmate morale
- Install an upgraded surveillance camera system
- Replace boiler system
- Reduce the number of serious incidents
- Increase in-house staff training



## Institutional Summary ~ Central (Baltimore)

### Baltimore Pre-Release Unit

926 Greenmount Avenue  
Baltimore, Maryland 21202  
410-234-1850

Opened: 1971

Number of Positions: 48

Total Operating Costs: \$5,154,550

Security: Pre-Release

Adult Males

Average Daily Population: 189



The Baltimore Pre-Release Unit (BPRU) is a work release facility managed by a facility administrator reporting to the warden of the Metropolitan Transition Center (MTC). The facility has both dormitories and rooms. All inmates are transferred to the facility with work release status and are required to pay room and board once gainfully employed.

BPRU's mission is to assist inmates in preparing for a successful re-entry into the community. Through partnerships with the community, numerous programs are available in addition to work release, family leave, library services and religious services.

#### Other services:

- Narcotics Anonymous is held weekly by volunteers and is open to anyone with substance abuse issues.
- Employment Readiness Workshop teaches résumé

building, preparation for job interviews, employment search and communication skills.

- Re-entry Coaching sponsored by the Power/Excel Foundation provides problem-solving skills, career planning and conflict resolution skills for inmates on active work release.
- Prison Fellowship Ministry – Operation Homecoming was a faith-based program to assist with making better decisions, finding support on the outside, being successful at work and helping yourself and others.
- Thinking for a Change is a cognitive behavior approach to assist inmates in developing the ability of interacting in a more positive manner.
- Exit Orientation is conducted every 90 days by the Division's transition services staff who provide inmates with information on community resources such as housing and jobs.
- Parole and Probation Re-entry Orientation is conducted every 30 days. Parole and Probation staff provides guidance to inmates on how to be successful while on community supervision.
- Re-entry Mediation is conducted by the community mediation centers. This provides an opportunity for inmates to identify issues they have with family members that need to be resolved and develop solutions that work for everyone before being released.

#### Accomplishments:

- Achieved the Maryland Commission on Correctional Standards Recognition Award.
- Through a partnership with the Department of Human Resources, 13 inmates attended an eight hour

training session on Strong Fathers/Strong Families.

- Redesigned the orientation process to include the showing of a DVD, *Challenging the Lifestyle*.
- Sponsored the Mayor's Office of Employment Development, Re-entry Center (ReC) Partnership Network meeting. Forty-one (41) representatives from partner agencies attended.
- Implemented Phase I of a DPSCS community corrections initiative with the Division of Parole and Probation and the Division of Correction. All staff completed a survey given by a researcher from the George Mason University as well as attended a two day training session on Enhancing Communication Skills for Correctional Professionals.

## Institutional Summary ~ Central (Jessup)

### Maryland Correctional Pre-Release System ~ Headquarters

7931 Brock Bridge Road  
Jessup, Maryland 20794  
410-799-1363

Opened: 1970  
Number of Positions: 35  
Total Operating Costs: \$6,984,743

Security: N/A



Designed to oversee six minimum and pre-release security facilities throughout the State, the Maryland Correctional Pre-Release System Headquarters (MCPRS) provides centralized services to the facilities.

Those facilities continue to provide inmate labor to the Maryland Correctional Enterprises (MCE), the Maryland Department of Public Works (DPW), the Maryland State Police (MSP), the Maryland Department of Natural Resources (DNR) and Maryland Veterans Cemeteries. MCPRS also provides State Highway Administration (SHA) labor details to several counties throughout Maryland.

MCPRS facilities also provide educational programs and employment readiness workshops to assist inmates upon their release.

### Brockbridge Correctional Facility

7930 Brock Bridge Road  
Jessup, Maryland 20794  
410-799-1363

Opened: 1966  
Number of Positions: 197  
Total Operating Costs: \$19,524,461

Security: Minimum  
Adult Males  
Average Daily Population: 641



The Brockbridge Correctional Facility (BCF) consists of a two-story main housing unit, administrative offices, multi-purpose, training and warehouse buildings. Its bed capacity is 651 and consists of 11 dormitories with 55-56 beds per dorm and 20 cells that house 40 inmates.

BCF currently serves as the hub of the MCPRS and provides services for all MCPRS facilities to include: 24-hour medical coverage, dental services, mental health services, parole revocation and commission case hearings, inmate releases, MVA ID processing, staging for court trips, storage of dietary supplies and staff uniforms.



Inmates from MCPRS pre-release security facilities are transferred to BCF for adjustment hearings when they receive a notice of infraction for a serious rule violation.

Brockbridge provides an array of inmate programs to include transitional services, Thinking for a Change, Employment Readiness Workshop, mandatory remediation drug treatment (Addictions Treatment Protocol – ATP), Anger Management, All the Right Moves and various educational classes (pre-GED and GED). Activities available include basketball, softball, volleyball, board games, pool and ping pong tournaments.

### Accomplishments:

- Brick Restoration Detail completed
- New camera system installed
- Fully implemented ATP with cycles performing at maximum levels
- Hired two recreation officers allowing more recreational activities and provides additional security during periods when the yard and gymnasium are open
- Hired correctional maintenance officer. Maintenance staff concentrated on replacing metal access panels with wood panels in



## Institutional Summary ~ Central (Jessup)

dormitory bathrooms to prevent inmates from using the metal to create weapons.

- Reduced overtime
- Staff rallied and produced Thanksgiving baskets to needy families in the Baltimore area; also sponsored a Holiday Toy Drive that provided toys for inmates children
- In partnership with the State Highway Administration Landscaping Division, inmates planted approximately 200 trees in Howard County
- Staff participated in the Maryland Special Olympics Torch Walk and Tug-of-War Games
- Acquired 100% compliance with the Maryland Commission on Correctional Standards
- 33 inmates earned GED - 4 scoring more than 3,000; 87 inmates completed the Employment Readiness Workshop
- Mental health staff provided psychological services to approximately 2,500 inmates housed in the various MCPRS facilities
- The MCPRS Administrative Chaplain coordinated persons from the Film and Media Studies Program at Johns Hopkins University to facilitate a 12-week writing workshop to strengthen the writing skills of inmates with 20 participants. A writing symposium was held after the program to allow the inmates and Johns Hopkins volunteers to share their creative writings with the inmate general population.
- MCPRS Warehouse staff processed more than \$2.5 million in inventory. CSOs assigned to the warehouse received, stocked and delivered the items throughout MCPRS. Dietary supervisors assigned to the

warehouse coordinated these activities.

### Central Maryland Correctional Facility

7301 Buttercup Road  
Sykesville, Maryland 21784  
410-781-4444

Opened: 1960  
Number of Positions: 126  
Total Operating Costs: \$14,689,969

Security: Minimum  
Adult Males  
Average Daily Population: 509



The Central Laundry Facility relinquished its laundry operations to Maryland Correctional Enterprises (MCE). Effective July 1, 2009 the facility was renamed Central Maryland Correctional Facility (CMCF). However, CMCF inmates continue to serve state agencies by providing laundry services to the Department of Public Safety and Correctional Services and the Department of Health and Mental Hygiene facilities.

CMCF also operates a Residential Substance Abuse Treatment Program (RSAT) for inmates. This is a six month, two-phase program to treat inmates with substance abuse problems.

#### Accomplishments:

- 100% of the drug program treatment beds are filled
- CMCF is working with the

Thoroughbred Retirement Fund to operate an Equine Rehabilitation Center. *Second Chances Farm* officially opened May 14, 2009 with 3 horses.



- CMCF operates an inmate work crew in the Garrison Forest Park Veteran's Cemetery
- From February 2006 to present, incidents of assaults on both staff and inmates have been significantly reduced. This is due to improved communications; monthly meetings to discuss inmate problems; improved staff training; clear, concise directions for both staff and inmates.
- 100% inmate employment rate



## *Institutional Summary ~ Central (Jessup)*

**Eastern Pre-Release Unit**  
700 Flat Iron Square Road  
Church Hill, Maryland 21623  
410-810-5400

Opened: 1964  
Number of Positions: 47  
Total Operating Costs: \$5,159,098

Security: Pre-Release  
Adult Males  
Average Daily Population: 174



The Eastern Pre-Release Unit (EPRU) is situated on 96 acres in a rural setting in Queen Anne's County. The facility has the services of one part-time correctional teacher supplied through the Maryland State Department of Education and educational programs are available to inmates during the day and in the evening.

The facility's medical department is staffed by a full-time registered nurse provided by Correctional Medical Systems. A medical doctor sees the inmate population as needed twice weekly. Inmates requiring specialty services are referred to other correctional medical facilities or hospitals providing those services.

Recreational, religious, addictions, education, employment readiness, work release and family leave programs are available to the inmate population. Participation in the work release and family leave programs requires an inmate to meet eligibility and suitability conditions and receive written approval from the Warden.

In addition to the various facility job assignments such as sanitation, maintenance and dietary, inmates are assigned to the following outside work details: Maryland State Police Barracks in Easton and Centreville, Queen Anne's County Parks and Recreation, Department of Natural Resources, Queen Anne's County Public Works, five State Highway Administration Details, Maryland Environment Service and the City of Federalsburg. Approximately 100 inmates work in the community daily.

### Accomplishments:

- Acquired 100% compliance with the Maryland Commission on Correctional Standards.
- Programs include monthly veteran's meetings, the new exit orientation, MVA ID Pilot Program, Winning Fathers Program and the Thinking For a Change Program.
- Nine employers presently hire inmates on work release. All outside activities are monitored by staff. There are currently 32 inmates employed.
- Inmates volunteered for a special leave project to work at the Queen Anne's County 4-H Fair to set up and break down exhibit booths and clean up trash at the 4-H Park. Another special project inmates volunteered for was "Outlaw Days" at the Tuckahoe Equestrian Center and helped haul straw for various events to be staged at the center.
- Assisted in maintaining the grounds of the Spring Hill Cemetery in Easton.
- Community projects in which EPRU provided staff and inmate labor:
  - Planted over 13,000 trees throughout Queen Anne,

Kent and Caroline counties in conjunction with DNR, SHA and the Forestry Department.

- Planted bay grasses on Coaches and Poplar Islands.
- Worked with Caroline County's Habitat for Humanity in Federalsburg and completed construction of three houses.



- Built oyster cages for Maryland's Oyster Restoration Project.



- Laid new sod in Kent and Queen Anne's counties.
- Raised garden to provide fresh vegetables for EPRU and to share with other MCPRS facilities.





## *Institutional Summary ~ Central (Jessup)*

### **Jessup Pre-Release Unit**

2000 Toulson Road  
Jessup, Maryland 20794  
410-540-2700

Opened: 1976; relocated 1990  
Number of Positions: 136  
Total Operating Costs: \$16,991,937

Security: Minimum  
Adult Males  
Average Daily Population: 589



The Jessup Pre-Release Unit (JPRU) is located on 9.1 acres in Anne Arundel County and is ADA accessible. JPRU was initially designed with four housing units for 420 inmates. In 2002, double-bunks were added to six dormitories which houses an additional 76 inmates each. The housing units have a day/recreation room and control center. Case management specialists, the chaplain, outside detail sergeant and the property officer also have offices in the housing units. Recreational activities include an outdoor basketball court, weightlifting pad and horseshoe pit.

The dietary unit is a satellite of the Maryland Correctional Institution-Jessup (MCI-J). MCI-J staff prepares two meals per day, and JPRU dietary staff retrieves the meals, warms and serves them. JPRU dietary staff prepares breakfast independently.

GED classes and employment readiness workshops are conducted daily. Several dedicated group leaders conduct Alcoholics Anonymous and Narcotics

Anonymous groups, Toastmasters and Power Excel. Religious services are available for all denominations.



Medical services are provided through Correctional Medical Services and 15.5 hours of nursing services are provided per day. A medical records clerk is available daily and a doctor conducts sick call five times per week.

Eligible inmates may be assigned to any one of the following outside details: Crownsville State Hospital, Waterloo and Glen Burnie State Police Barracks, Maryland Correctional Enterprises Warehouses, Jessup Correctional Institution, Jessup Range, Training Building, K-9, IIU, MCI-J details as well as State Highway Administration road crews. Special details to the Maryland General Assembly and the State Comptroller's Office in Annapolis are also provided.

The work release program can maintain 80 inmates. Institutional job assignments for inmates confined to wheelchairs are available to enhance programming for these inmates.

Inmate Advisory Council meetings are held with inmate representatives monthly in an effort to create a problem-solving approach that has helped the unit move through another year without major problems.

### **Accomplishments:**

- New security lighting added to housing unit rooftops to enhance visibility and decrease contraband thrown over the perimeter fence.
- Two new guard shacks were constructed to house officers during inclement weather.
- Staff participated in Maryland Special Olympics through the Walk-a-Thon, Tug-of-War Games, bake sales and silent auctions. Staff raised more than \$700 for the charity.
- Staff adopted a needy family in the Jessup community during the Holiday season and provided gifts and dinner.
- Inmates planted 27,600 trees (44 acres) in cooperation with DNR. Participating inmates were recognized with a certificate of appreciation and a dinner.



- Hosted a Family Day event, a Mother's Day Banquet, a Toastmasters' event and several religious celebrations.
- Employee barbeque was held in honor of Correctional Employees' Appreciation Week.
- Education staff created an inmate newspaper to be published as a monthly periodical.
- Passed the Maryland Commission on Correctional Standards and Program Review audits.

## Institutional Summary ~ Central (Jessup)

### Southern Maryland Pre-Release Unit

14320 Oaks Road  
Charlotte Hall, Maryland 20622  
301-274-4701

Opened: 1962  
Number of Positions: 45  
Total Operating Costs: \$4,680,623

Security: Pre-Release  
Adult Males  
Average Daily Population: 177



The Southern Maryland Pre-Release Unit (SMPRU) is located in a rural setting in Charles County with 40,000 square feet and sits on 112.7 acres. Originally built to house 120 inmates, the facility can house 180 inmates in three double-bunked dormitories. In 1980, an administration building was added to house case management, medical, religion, education, general administration and other programming.

The facility also includes a firearms range. Directly behind the facility is a site for the Maryland Environmental Service. The facility regularly offers the use of the firearms range to the Charles County Sheriff's Department, Maryland State Police and the Maryland Transportation Authority.

Educational services are provided by a volunteer teacher who teaches GED preparation, résumé writing and literacy training.

SMPRU maintains nearly half of its population in the community engaged in work ethic activities such as: work release, SHA details, Charles County Public Works details, State Police Barracks details, Department of Natural Resources Police and Forestry details, the Cheltenham Veterans Cemetery detail and the Department of Natural Resources (DNR) tree planting and oyster shell projects.

#### Accomplishments:

- Recognized for achieving 100% compliance on the Maryland Commission on Correctional Standards audit.
- Housing unit electrical systems updated to meet current usage standards.
- A crew of 12 inmates cleaned the Charles County Fairgrounds.
- Inmates planted approximately 156,000 trees throughout Maryland. In addition:
  - 7 inmates planted 240 trees on SMPRU grounds.
  - 16 inmates planted 120 trees on the Hughesville Bypass for the SHA.
  - 16 inmates planted 38,000 trees on 61 acres in Greenwell State Park in cooperation with DNR



- A detail of six inmates are participating with the DNR in the Oyster Shell Project at the Piney

Point Maryland Aqua Culture Center. The inmates have been bagging over 1,000 oyster shells three days a week in preparation for cleaning, injection with larvae and planting in the Chesapeake Bay tributaries in conjunction with the Bay Restoration project.



- Four honorably discharged inmates are detailed to the Cheltenham Veterans Cemetery grounds crew.



- In April eight inmates participated in the Potomac River clean-up sponsored by the Charles County Public Works.
- Hosted eleven local high school seniors who participated in the Southern Maryland Criminal Justice Academy's Internship Program. Each senior spent one week at SMPRU dividing their time between custody, dietary and case management units. These efforts build goodwill in the community and support for correctional services.



**Herman L. Toulson Correctional Facility**

2001 Toulson Road  
Jessup, Maryland 20794  
410-540-6688

Opened: 1990  
Number of Positions: 121  
Total Operating Costs: \$10,923,632

Security: Minimum  
Adult Males  
Average Daily Population: 372



The Herman L. Toulson Correctional Facility (TCF), formerly known as the Herman L. Toulson Correctional Boot Camp (TBC), located in Anne Arundel County was officially dedicated in August 1990. The facility is named in memory of Officer Herman L. Toulson who lost his life in the line of duty. TCF is designated minimum security and houses a maximum of 384 inmates.

TBC represents the first of its kind in Maryland. It was designed as a comprehensive correctional program attempting to harness the positive potential found in a military boot camp regimen. TBC was designed to offer youthful, non-violent inmates a reduced period of confinement consisting of: regimens of strict discipline, military-style drill and ceremony, physical exercise and labor and extensive rehabilitative programs such as education classes, vocational trade training, substance abuse treatment, anger management and cognitive social restructuring and training.

All inmates eligible and suitable for the Boot Camp program negotiate a Mutual Agreement Plan (MAP) contract stipulating performance objectives and guaranteeing a parole release upon the successful completion of the terms of the agreement. This is a six-month program with three phases: program participants are either Part I inmates who are serving sentences up to five years, Part IB inmates serving sentences of two years or less, and/or Part II inmates serving sentences up to ten years. Upon completion of the program, Part I inmates are released to the Division of Parole and Probation where they receive intensive supervision. Part II inmates are transferred to other pre-release facilities to prepare for release through participation in vocational training and/or work release programs.

A partnership with Anne Arundel Community College was developed to provide Fiber Optics training and certification in addition to parenting and employment readiness classes. The result of these collaborations was the development of a comprehensive, well-rounded program designed to prepare inmates to reintegrate into communities as productive citizens.

**Accomplishments:**

- Issued 45 MVA IDs to inmates being released; obtained 135 birth certificates and 135 Social Security cards to aid inmates in transitioning smoothly into the community.
- The cognitive behavior program, Thinking for a Change, completed three cycles with 75 inmates completing the class. The 4<sup>th</sup> cycle concluded August 2009 with an additional 22 inmates completing.

- VOICE class instruction began its' 1<sup>st</sup> cycle in May 2009.
- Provides inmate work crews in the community for: State Highway Administration for up to 13 road crews, Maryland State Police, Annapolis State House, and Anne Arundel County Community College.
- Produced quality MAP agreements presented to the Maryland Parole Commission allowing approximately 180 inmates to graduate TBC program.
- Release and Refocus cognitive class served 100+ participants.
- Coordinated the Community Mediation program which assists inmates transitioning to communities.
- Achieved 100% compliance in Case Management Audit.
- 70 inmates completed Decisions Group.
- Completed 30 Domestic Violence Assessments.
- Six release plans prepared for special needs inmates.
- Inmates required to submit a DNA sample were correctly identified.
- Student awarded a scholarship to attend Hagerstown Community College; former student is currently enrolled (three months post release).
- Awarded the only Level IV Adult Skills Certificate in the Division which reflects performance above the high school level.
- Staff participated in the Special Olympics Torch Walk, Maryland Charities Campaign, Bea Gaddy Thanksgiving Dinner, Arbor Day Tree Planting, Book Mobile Unit, Brick Restoration Project and Habitat for Humanity detail.

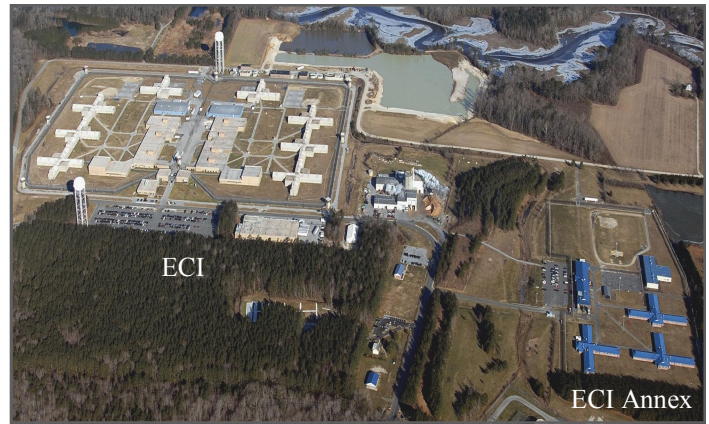
## Institutional Summary ~ East

### Eastern Correctional Institution Complex

30420 Revells Neck Road  
Westover, Maryland 21890  
410-845-4000

Opened: 1987  
Number of Positions: 902  
Total Operating Costs: \$100,492,007

Security: Medium, Minimum, Pre-Release  
Adult Males  
Average Daily Population: 2,682



Located in Somerset County the Eastern Correctional Institution (ECI) is composed of a medium security compound, a minimum compound (ECI Annex) and a pre-release work unit ~ Poplar Hill Pre-Release Unit (PHPRU). ECI was designed for 1,440 inmates and has an operating capacity of 2,793. ECI Annex is designed for 608 and PHPRU can hold 192 inmates.

The ECI Complex (ECI and Annex) are situated on a 620-acre tract. ECI consists of two separate compounds while the Annex is self-contained. ECI is also an American Correctional Association (ACA) Accredited institution.

The complex is composed of 13 general population units, one segregation unit, one combined protective custody/administrative segregation/disciplinary segregation unit, and one special medical infirmary unit. Utilizing a Team Management model, ECI staff observe, monitor and influence inmate behavior. Staff also assess inmate needs to provide a variety of educational, vocational and social services to encourage personal change and growth.

The medium facility inner compound (East and West) perimeter is

encircled by a double fence covered with razor ribbon. Each compound's security perimeter has four armed guard towers, mobile and K-9 patrols and alarm systems. Security pedestrian and vehicular entrances are present on each compound. All housing units have a strategically located control center for maximum observation. Six of the general population units have four wings containing two levels of 48 cells each and two have three wings.

All cells have approximately 77 square feet of living space with electronically controlled sliding doors that have view windows which are operated from the control center. All cells are exterior with louver windows and screens, toilet/wash basin/fountain units, upright lockers, desks and attached beds.

Along with the inmate housing units and the Maryland Correctional Enterprises (MCE) shops, each medium security compound has a gymnasium/multi-purpose building used for recreation, religious, self-help programs, inmate barbershop and the inmate visiting room. Both East and West compounds have outdoor recreation facilities consisting of a ball field and a basketball/multi-purpose court.

Accomplishments:

#### Institutional Milestones:

- Passed ACA audit and received ACA Re-accreditation
- Closed MCE Graphics and expanded Textile shop
- Transferred operation of central laundry to MCE
- Provided access to *ABC News Tonight* to film DOC K-9 cell phone detection program
- Designated housing unit #5 as DOC medium security protective custody unit
- "Constricted" operations at PHPRU with reduction of inmate population and staff transfers to main compounds
- Held Team Building retreat
- Hosted regional Public Information Officers meeting with DPSCS Communications team and ECI PIOs
- Conducted Pandemic Flu table top exercise
- Completed 11<sup>th</sup> year of Cognitive Behavioral Program

#### Projects:

- Participated in Governor's Chesapeake Bay Restoration Program - Annex inmates built 1,030 oyster cages and PHPRU inmates planted trees and shoreline bay grasses
- PHPRU work crews provided



## Institutional Summary ~ East

maintenance, painting and grounds work for many civic groups and non-profits in lower shore area

- Held several Walk-In Testing events at local schools and colleges for employment recruitment efforts

### Institutional Improvements:

- Installed fiber optic cable increasing network capabilities
- Installed VAV boxes to upgrade HVAC system
- Installed new ice machines in housing units
- Installed nuisance fencing between Annex housing units
- Completed fan preventive maintenance project
- Completed East support building chiller replacement
- Implemented on-site physical therapy

### Staff Activities:

- “Debbie’s Awesomes”, ECI Relay for Life team, raised \$11,724 for the American Cancer Society
- Staff fundraisers and donations contributed to community Thanksgiving dinners, Holiday gifts to needy families and for WBOC TV’s annual “Bless Our Children” campaign
- Intel staff coordinated gang interdiction efforts with Wicomico County State’s Attorney Gang Task Force
- Conducted “CHOICES” gang deterrent seminars for youth in schools, churches and community centers
- Held annual Sydney Collins Trust fundraiser and collected \$1,600
- With staff participation, inmates made parade floats featured in lower shore holiday parades and media coverage

- Honor Guard unit participated in DOC Honor Guard competition
- ECI Tug-of-War team participated in Commissioner’s competition to benefit Special Olympics
- Held annual employee health fair in conjunction with Wellness Committee activities



- Held annual DPSCS Employee Week events that included Memorial Service, Awards Ceremony and staff picnic.



### Programs:

- Constructed first DOC Native American Sweat Lodge and held official sweating ceremonies
- Began Inmate Conflict Resolution groups with \$13,457 MD Mediation and Conflict Resolution Office grant and received additional grant of \$35,900 for staff conflict resolution training

- Held annual ECI inmate art exhibit at Somerset County Arts Council with 42 items on display
- Held Inmate Sports Festival on West Compound
- Hosted media coverage regarding inmate religious services
- Conducted Sunrise Jaycees Relay For Life Walk-a-Thon raising \$3,200 for the American Cancer Society
- Religious services staff hosted Anointed Ex-Offenders, former ECI inmates/motivational speakers to speak to population
- Held Inmate Walk-a-Thon to commemorate and raise funds for Victims’ Awareness Week
- Implemented housing units’ Youth and Gang Emancipation Program with completion ceremonies
- Began inmate information channel on institutional internal cable TV
- Expanded College of the Air program to six classes
- Began educational occupation program “Introduction to Telecommunications” at ECI-Annex
- Conducted, in cooperation with WOR-WIC Community College, Web Design class with 15 inmates earning letters of recognition in computer technology
- Increased number of inmates participating in Alternatives to Violence Program resulting in significant reduction of rule violations





## *Institutional Summary ~ East*

### **Eastern Correctional Institution Annex**

30430 Revells Neck Road  
Westover, Maryland 21890  
410-845-4000

Opened: 1993

Security: Minimum  
Adult Males  
Average Daily Population: 585

Eastern Correctional Institution Annex (ECI-A) is a 608 bed minimum-security facility managed by a facility administrator under the direction of Eastern Correctional Institution's warden. Surrounded by a single perimeter fence topped with razor ribbon, the minimum compound consists of four housing units, one support building and an outside recreation area. Three of the housing units consist of three tiers with pods that house four inmates per pod, control center, dayroom and three administrative offices. The fourth housing unit, a 140 bed dormitory unit with two control centers and education and programming space, opened July 2006.

Security and public safety are the major focus of the minimum-security compound with an emphasis on preparing inmates for parole, mandatory release and/or transfer to pre-release facilities through job assignments, programs and services. ECI-A provides approximately 120 inmates for work details outside the perimeter at central kitchen, maintenance/grounds, central laundry, warehouse, range and the administration building.

Inside details consisting of 250 inmates, maintain the minimum compound in terms of cleanliness, dietary, property and commissary.

### **Poplar Hill Pre-Release Unit**

24090 Nanticoke Road  
Quantico, Maryland 21856  
410-845-4580

Opened: 1950

Security: Pre-Release  
Adult Males  
Average Daily Population: 150

Poplar Hill Pre-Release Unit is a 192-bed facility located on a 40+ acre tract in Quantico. A facility administrator manages the facility, which came under the direction of Eastern Correctional Institution's warden in October 1997.

PHPRU contains an operations building that houses the master control area, the unit captain's office, the officer in charge, case management, medical and the property room. The administration building contains the facility administrator's office, multi-purpose room, chaplain's office and the inmate visiting area.

The main area of this unit has three inmate dormitories of 64 beds, two recreation rooms, commissary, clothing room and kitchen/dining room. A maintenance building is located outside of the kitchen area. An outside yard and a fishing pier provide recreation and leisure sites. A schoolhouse, training building and supply/storage building are located in the facility perimeter.

Poplar Hill provides a transition to pre-release custody by making greater use of community resources, work release and family leaves during the final phases of an inmate's incarceration. PHPRU's mission is to assist the inmate in preparing for a successful re-entry into the community.

Due to State budgetary constraints, PHPRU reduced its inmate population by one-third. This severely curtailed inmate pre-release programming and employment opportunities along with community assistance projects. Some PHPRU staff transferred to ECI to help alleviate overtime.

### *ECI Complex Staff Activities*



## Institutional Summary ~ East

### Jessup Correctional Institution

P. O. Box 534  
Jessup, Maryland 20794  
410-799-6100

Opened: 1991  
Number of Positions: 608  
Total Operating Costs: \$61,561,560

Security: Maximum transitioning to Medium  
Adult Males  
Average Daily Population: 1,722



The Jessup Correctional Institution (JCI) is a maximum/medium security facility located in Anne Arundel County on approximately seven acres. The institution is divided into an administration building, supervisor and visiting suites, a multi-purpose building, six housing units, Maryland Correctional Enterprises (MCE) plants, regional hospital and two warehouses.

Five of the housing units are comprised of four wings and one with three wings. Each has a control center at its core. Each wing has two levels of 24 cells, a dayroom, washer/dryer and pay phones. The institution is in transition from a maximum security setting to medium security, now housing inmates who are parole violators.

JCI has several hundred inmate workers currently employed with MCE as well as inmates being employed in the support areas of the institution.

#### Accomplishments:

- Expanded programming of cognitive groups to include Additions Treatment Protocol, Inside/Outside Dads and Decisions.
- Sign Plant was relocated to the

Patuxent Institution.

- Assisted five community families during the Holiday season with food baskets and toys.
- Through Reduction in Violence Committee meetings and staff awareness, inmate violence has been reduced.
- Perimeter fence upgrade completed.
- MHC decommissioning project underway while utilizing for tours and film projects.
- Governor's Tree Planting project undertaken.
- Reduced work-related injury claims by 45%.
- Through the Mission Specific Institution initiative, JCI is the designated institution to house parole violators.
- Conducting pilot program in the education department for "Come On People" based on Bill Cosby's book.
- Participated in and won the DPSCS's first Honor Guard Competition.

- Established the *David McGuinn Scholarship Fund Award*. The first recipient of the annual scholarship fund received \$1,000 toward her tuition.





## Institutional Summary ~ East

### Maryland Correctional Institution ~ Jessup

P. O. Box 549  
Jessup, Maryland 20794  
410-799-7610

Opened: 1981  
Number of Positions: 371  
Total Operating Costs: \$38,145,994

Security: Administrative ~ All Levels  
Adult Males  
Average Daily Population: 1,024



The Maryland Correctional Institution-Jessup (MCI-J) is a modern facility located in Anne Arundel County. MCI-J houses medium/minimum security male inmates sentenced to the Division of Correction. The facility is a contemporary designed prison, which originally opened on April 29, 1981 as an annex to the decommissioned Maryland House of Correction. The 17 buildings total approximately 284,170 square feet. A large visiting room includes an area for contact visits, private areas for segregation inmate visits, private areas for attorney visits and parole hearings.

The original capacity of the institution was 512, but with double-celling and alternative housing, the current population is 961. The institution continues to house parole violators as well as Spanish speaking and deaf inmates. Additionally, the institution serves as a hub for adjustment hearings for inmates from the MCPRS.

Notable programs and activities include Reading Unites Families (RUF) where inmates promote literacy with their children; Inmates Making a Positive Attempt to Change Teens (IMPACT) where at risk youth between ages 13-17 visit

the institution and experience inmate life; and, Victim Offender Impact Class and Education (VOICE).

The Maryland Correctional Enterprises (MCE) employs approximately 150 inmates in three separate printing plants who not only learn relevant job skills, but also develop good work ethics:

- Graphics I plant specializes in 4-color process printing of brochures, books and form printing.
- Graphics II plant specializes in business cards, letterhead, envelopes and awards.
- The Quick Copy Center produces annual reports, flyers, brochures and manuals.

Statistics show that inmates who work for MCE for at least one-year recidivate at a rate of 60% less than those within general population.

Accomplishments:

- Raised over \$12,000 for Maryland Charities Campaign.
- The Reading Academy (Literacy Program) has been featured nationally and internationally for its successes.

- The Unity Committee had another profitable year with their distribution of Holiday baskets.
- Received a grant by the TKF Foundation for a meditation garden.
- The “Promoting a Positive Corrections Culture” group conducted a successful Winter Coat Drive.
- Conducted 3<sup>rd</sup> Annual Red Cross Blood Drive.
- The 2<sup>nd</sup> Annual Walk-A-Thon was held during National Victims Rights Week. Inmates raised \$500 and presented a check to representatives of the organization.
- Community members continually participate with our nationally known Touchstones Discussion Project ([www.touchstones.org](http://www.touchstones.org)). These diverse readings from wide and varied literary works teach inmates how to listen, formulate opinions and consider others’ thoughts about various life issues.
- Official site for the English as a Second Language Program (ESL) which serves non-English (mainly Spanish) speaking inmates.

## Institutional Summary ~ East

### Maryland Correctional Institution for Women

7943 Brock Bridge Road  
Jessup, Maryland 20794  
410-379-3800

Opened: 1939  
Number of Positions: 385.4  
Total Operating Costs: \$37,568,561

Security: Administrative ~ All Levels  
Adult Females and Federal Detainees  
Average Daily Population: 842



The Maryland Correctional Institution for Women provides safe and secure confinement, unlimited opportunities for staff and diverse gender-responsive programs designed to transform and transition female inmates remanded to the Division of Correction.

MCI-W is one of the pilot institutions for the Re-Entry program which concentrates on improving and enriching lives through cognitive and spiritual based programs, providing responsive gender training to all staff, and continuing partnerships with community stakeholders to enhance services.

Along with psychology and social work programs, there are several examples of programs that provide a holistic approach to transforming inmates:

- The Clothesline Project is a multi-session program where students from the College of Notre Dame interact with inmates to face issues of trauma and abuse. They then commemorate the “release” with the making of T-Shirts that include thoughts and hang them on clotheslines.
- Members of the Montgomery County Bar Association allow

inmates to read to children on tape in the Story Book Project.

- Canine Partners for Life is a program where volunteers work with inmates to train dogs to support citizens with disabilities.



- Girl Scouts of Central Maryland sponsor monthly meetings with inmates and their daughters who are members of the MCI-W Girl Scout troop.
- Alternative Directions sponsored a Civil Legal Workshop that addressed support, custody and other issues.
- Goodwill Industries provides career training, employment and related social services to inmates transitioning to the community.

#### Accomplishments:

- Degree program began in January 2009 with 49 inmates and 2 staff at Anne Arundel Community College.

- Initiated PUSH (Prisoners United Spreading Hope) in concert with the Baltimore Mayor’s Office for empowering female youth.
- The segment of *Larry King Live* spotlighting the plight of incarcerated women and MCI-W programming aired on CNN.
- National Geographic filmed a documentary on women in prison.
- 4 inmates successfully completed IEC (Independent Electrical Contractors) receiving an apprenticeship detail for women.
- Hosted the following through the volunteer activities coordinator for general population:
  - Gospel Fest
  - Resource Fair
  - Health Fair
- Hosted the 1<sup>st</sup> Re-Entry Conference in October 2008. 125 inmates participated in various workshops and job fairs.
- The Canine Partners for Life Program have raised 22 puppies, 4 seizure alert dogs, 9 service dogs and 16 home companion dogs.
- Increased the number of inmates participating in the Therapeutic Community.



**Baltimore Pre-Release Unit for Women**

301 N. Calverton Road  
Baltimore, Maryland 21223  
410-223-2260

Opened: 1991

Security: Minimum  
Adult Females  
Average Daily Population: 84



The Baltimore Pre-Release Unit for Women (BPRU-W) aspires to prepare female inmates for reintegration to the community via programs, work release and staff interactions. Staff are also provided with gender responsive training.

BPRU-W is a one story brick structure situated on approximately 2.5 acres and surrounded by commercial and residential establishments. The facility has wide spacious corridors including ramps and railings for the physically challenged.

The grounds include an enclosed courtyard complete with night lights, park benches, landscaped shrubbery and an off-street parking lot.

In January 2009, BPRU-W's population was constricted and now houses 68 inmates. Inmates participate on active work release, are assigned to dietary, road crews, sanitation, are eligible for work release or the Occupational Skills Training Center (OSTC).

BPRU-W also provides programs such as Narcotics Anonymous and Alcoholics Anonymous.

Another program offered is the Fulfilling Your Destiny-Life Enrichment Workshop. This program is geared toward assisting participants with understanding the meaning of living, understanding their purpose and their destiny.

Outside details place inmates in a position of trust to assist in determining suitability for work release. Placements also include road crews and sanitation details at the Patuxent Institution.

BPRU-W also offers the family leave program which is a privilege aimed at active work release participants providing the opportunity to re-establish family ties.

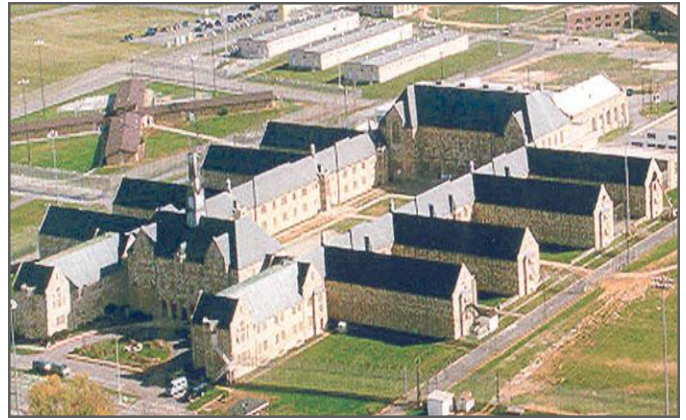
## *Institutional Summary ~ West (Hagerstown)*

### **Maryland Correctional Institution ~ Hagerstown**

18601 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-1000

Opened: 1942  
Number of Positions: 609  
Total Operating Costs: \$61,410,719

Security: Medium  
Adult Males  
Average Daily Population: 2,035



The Maryland Correctional Institution-Hagerstown (MCI-H) is the oldest operating medium security institution in Maryland. Although construction began in April 1932, after suffering several funding issues, MCI-H was completed in 1942. The main building is constructed of stone from local quarries using inmate labor and some of the finest stonemasons in Washington County. MCI-H shares 880 acres with two other institutions.

The MCI-H Incarcerated Veterans Group is the first such group in the nation to participate in the Veterans History Project for the Library of Congress. They have been commended for their work by Congressman Roscoe Bartlett. The Veterans History Project is sponsored by the Veterans Group and spearheaded by the librarian. The veterans have completed more than 40 interviews.

Several new programs have been implemented to include:

- Youth Challenge - a self-help group available to younger inmates (16-27 years). This group is facilitated by the older inmates teaching skills such as a better way of thinking, improving self-image,

self-esteem and self-empowerment.

- Victims Awareness - focuses on how crime impacts victims, along with the inmate's family and friends.
- "A Team Program" - a voluntary behavior modification program addressing programming and mentoring needs.
- A Latino Support Group for Hispanic inmates.

#### Accomplishments:

- Services for the Hispanic population are being addressed by two case managers who are Spanish interpreters.
- Staff realignment in the region provided a transition coordinator for the institution.
- Filled two social work positions with experienced licensed graduate social workers. Social work is also facilitating a new parenting group program.
- A secure serving line for the inmate dining room was implemented which decreased the passing of contraband and reduced the time to serve meals.
- New dishwasher installed.
- Volunteer coordinator implemented a new Digital Kite Broadcast system.
- Chaplain's staff provided the

inmate population with more than 1,500 religious services, studies, Holy Days and special programming.

- Maintenance staff completed the renovation of the Visitors Registration Center.



- Other activities included: Black History Celebration, Family Days, and Veteran's Walk-a-Thon, along with the implementation of the Story Book Project.
- Education department staff awarded approximately 430 certificates and/or diplomas along with receiving three grants for the library.
- Maryland Correctional Enterprises (MCE) continues to operate the Metal I & II Shops, Meat Plant, Brush & Carton Shops, Picture Frame Shop, Laundry and the Upholstery Shop.

## *Institutional Summary ~ West (Hagerstown)*

### **Maryland Correctional Training Center**

18800 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-1601

Opened: 1966  
Number of Positions: 623  
Total Operating Costs: \$60,105,365

Security: Medium  
Adult Males  
Average Daily Population: 2,488



The Maryland Correctional Training Center (MCTC), the largest single compound correctional institution in Maryland, houses inmates consisting of multiple security levels. MCTC has seven housing units with a new 192-bed unit slated for completion in early 2010. New construction underway includes a medical, commissary and support buildings and a new brush shop.

A new program - Family Re-Unification is sponsored by the Washington County Mediation Center and provides trained mediators. This state-wide program assists inmates with family challenges. A total of five workshops were held with 80 participants.

Inmates housed in the HED/EHU assumed responsibility for central kitchen duties. Regional maintenance and MCE agriculture details were expanded to include the tomato field (3,000 plants and 75 hills of squash planted) and special initiatives such as planting trees (510 15-foot trees planted throughout Maryland) and bay grasses (9,200+ seedlings).

#### Accomplishments:

- Transition staff conducted 2,385

interviews, completed 284 discharge plans, processed 833 social security card applications and 575 birth certificate applications.

- The addictions unit expanded the number of ATP and Aftercare groups and continues to develop the SAP and Aftercare curriculum.
- Psychology staff chairs the Research Committee and are currently developing a new group protocol for inmates with active ADHD symptoms.
- The Chaplains unit hosted several therapeutic programs, drama productions, graduation ceremonies and social events for inmates and their families.
- Volunteer activity staff had a successful year with overseeing 240 registered volunteers, 30 citizen participants and two interns/externs; 41 new volunteers participated in orientation. On average, volunteers had 75 visits/month with two hours/visit.
- Social work staff provided: release planning for 135 special needs inmates, 47 older adult assessments, 172 domestic violence assessments; had 52 graduates in TDC classes and 30 graduates in Parenting classes; coordinated the Special

Management Unit providing interventions for MCTC's most vulnerable inmates with ten completing the program.

- Case management staff continues to assist inmates in addressing educational/vocational needs, preparation for release, identifying special needs and issues/problems related to incarceration by way of motivational interviewing techniques. Staff conducted more than 23,600 interviews, 15,000 reclassification hearings, 4,000 authority moves and 498 releases.
- Gaudenzia Therapeutic Community operates at 100%. A new Segregation Addictions Program was implemented. Various departmental staff conducts cognitive style treatment groups and have expanded services to other segments of the population.
- Maintenance staff maintains a 40+ year old institution to ensure all equipment remains operational. Completed projects: new roofing on all housing units, steam loop project, water valve replacements in the new medical center and power pole replacement.



## *Institutional Summary ~ West (Hagerstown)*

### **Roxbury Correctional Institution**

18701 Roxbury Road  
Hagerstown, Maryland 21746  
240-420-3000

Opened: 1983  
Number of Positions: 450  
Total Operating Costs: \$44,642,216

Security: Medium  
Adult Males  
Average Daily Population: 1,744



The Roxbury Correctional Institution (RCI) is a medium security institution in a rural setting encompassing 40 acres within a double-fenced enclosure.

Construction began on July 17, 1982 and received its first 30 inmates on October 28, 1983. It includes 11 structures and is flanked on the exterior perimeter by 8 towers, 2 of which are operated 24/7. Additional security measures include infiltration sensor technology and occasional use of a regional K-9 unit. The majority of inmates are from the Baltimore/Washington area with an average age of 35.6 and an average sentence length of 19.9 years.

The institution is well maintained but is presently slated for Capital Construction upgrades to the perimeter, inmate dining area, and the medical and psychological services areas. Five housing units, one of which is designed for special housing, contain 912 cells. The gymnasium houses the inmate commissary and barber shop as well as providing for activities such as basketball, weightlifting, ping-pong, etc.

A chapel is available for religious worship and related activities and provides office space for the social work unit. The Graphics Plant was

opened in 1993 and is operated by Maryland Correctional Enterprises (MCE). The administration building houses inmate and staff dining rooms, kitchen, dispensary, administration segregation intake area, psychology unit, inmate receiving, visiting room, control center, business offices, custody offices and administrative offices.

#### Accomplishments:

- Passed the Maryland Commission on Correctional Standards audit.
- To control contraband and reduce the number of vendors accessing the perimeters, RCI, through coordinated efforts with MCI-H and MCTC, initiated a package control process in which package deliveries by vendors are made to the central warehouse, checked for contraband, and then routed to respective institutions by staff.
- Assisted MCE with administrative support to improve operation, tool control, key control, fire safety and overall appearance of the recycling project located in the barn area east of the perimeter.
- Cell doors were realigned in Housing Unit #5. The misaligned doors allowed the

possibility for a breach by inmates. All cell doors in this housing unit were corrected and the adjusting plates tac-welded to thwart attempts by inmates tampering with the adjustments.

- Raised \$1,800 via inmate Walk-a-Thons which was donated to charitable organizations.
- Inmate Communication Committee began a new fundraiser for a charitable cause through “sub sales” which benefits the Boys and Girls Club of Hagerstown.
- Continues as a pilot facility for the Return to Work Program.
- Replaced dishwashing machine.
- Inmate dining hall was renovated by removing the old floor tiles and replaced with a polished concrete finish.
- Also in the inmate dining hall, a blind serving line was installed.
- Regional maintenance staff made major repairs to the handicap parking area located at the front of the institution.
- Successfully switched the inmate television system from analog to digital.
- Staff surpassed contribution goals set for the Maryland Charities campaign with more than \$9,200 in donations.

## *Institutional Summary ~ West (Cumberland)*

### **North Branch Correctional Institution**

14100 McMullen Highway, SW  
Cumberland, Maryland 21502  
301-729-7400

Opened: 2003; independent operation 2008  
Number of Positions: 556  
Total Operating Costs: \$38,378,179

Security: Maximum  
Adult Males  
Average Daily Population: 868



The North Branch Correctional Institution (NBCI) is a state-of-the-art, maximum security prison designed to house Maryland's most problematic inmates. NBCI opened for operation as part of the Western Correctional Institution (WCI) in 2003 and in 2008 began operating independently. NBCI continues to educate its' employees with the ability to manage challenging inmates and prepare them to function in general population in both maximum and lesser security environments. The institution consists of four housing units operating under a housing unit manager concept.

NBCI features a Behavioral Management Program (BMP) and a Special Needs Unit (SNU). Housing unit one is a segregation unit and manages the BMP which is a structured program to aid participants in the development of life skills that will assist them to obtain less restrictive housing and help to reduce violence. The focus of this program is to teach cognitive, social and behavior skills while providing the participants the tools to succeed.

Housing unit two is the SNU and housing units three and four are general population. The SNU

program was developed with a multi-disciplinary team creating a safe and secure environment for inmates with mental health needs. Housing units two and three are step-down units for control of inmate behavior and they are provided with increased privileges. Inmates in housing unit four work within the institution.

The medical area of the institution is fully operational. Inmates will only report to the medical area for specialty appointments, (i.e., dental, optometry, physical therapy, etc.). All other medical appointments are handled in the housing units. This concept is working well and keeps inmate movement on the compound to a minimum.

#### Accomplishments:

- Food service operations began in 2008 and is able to fully serve the needs of the institution offering jobs to those inmates who have earned this privilege. NBCI's kitchen is one of the most modern and secure in the Division.
- Case management staff: performed 704 inmate orientations, 598 initial assignments, 544 reassignment actions, 1,499 administrative

segregation reviews, 1,590 disciplinary segregation reviews, 654 BMP reviews, 732 annual security reclassification reviews, 189 release of information reviews, 6,464 one-on-one interviews, facilitated three Thinking for Change groups with 17 inmates graduating and facilitated two Basic Victim Awareness groups with 11 graduates.

- Currently working on developing distance learning for inmates confined to housing unit one (segregation). An educational program for SNU is also being considered.
- Maintenance staff serves both NBCI and WCI and completed 11,102 work orders and 8,053 preventive maintenance orders.
- Psychology staff have been extensively involved with staff training in dealing with behavior management problems and inmates with mental illnesses.
- The religious program began four groups: Protestant, Sunni, Moorish Science Temple America, and Wicca.
- Social work staff completed seven Thinking, Deciding, Changing groups and two Inside/Out Dad's groups.



## *Institutional Summary ~ West (Cumberland)*

### **Western Correctional Institution**

13800 McMullen Highway, SW  
Cumberland, Maryland 21502  
301-729-7000

Opened: 1996  
Number of Positions: 502.5  
Total Operating Costs: \$50,873,929

Security: Maximum  
Adult Males  
Average Daily Population: 1,687

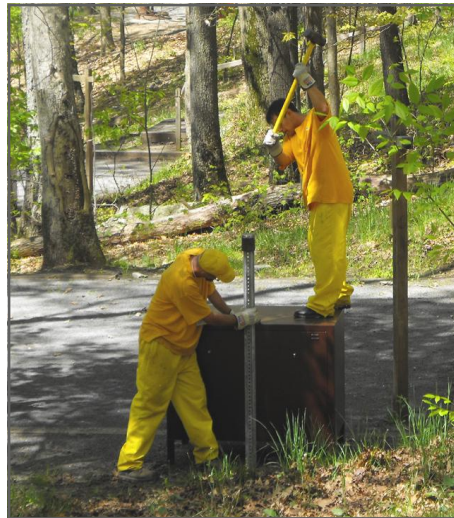


The Western Correctional Institution (WCI) is located in Allegany County. Construction began in April 1994 and was completed in January 1999; however, WCI began housing inmates in July 1996. WCI is designated as a maximum-security institution but houses all security levels. A number of minimum-security inmates perform jobs outside of the secure perimeter under the supervision of correctional staff. These outside jobs include road crews working in both Allegany and Garrett counties.

WCI has several state-of-the-art security features including a gatehouse entrance equipped with metal detectors and a secure armory. A maximum-security perimeter is constructed with a “no climb” fence and a second outer fence contains razor ribbon coating the entire fence and ground area between the two fences. A microwave sensor detects any movement in close proximity to the fence and an electronic fence shaker alarm enunciates any unauthorized presence. A sophisticated CCTV system monitors and records activity on the compound and inner structures.

WCI’s inmate work crew, already locally heralded for trail maintenance, tree and flower

growing, and a wide variety of community improvement projects in Allegany and Garrett counties, also installed bear-proof enclosures at campsites near Deep Creek Lake. Fifty enclosures, designed to protect campers’ food and belongings were installed in partnership with the Department of Natural Resources.



A toy project was successfully implemented wherein inmate workers make wooden toys donated to charities addressing the needy children of the western counties.



Expanded job opportunities for wheelchair bound inmates were implemented to include the maintenance and repair of Wheelchairs. An expanded recreation program focusing on the needs of wheelchair bound inmates was also implemented.

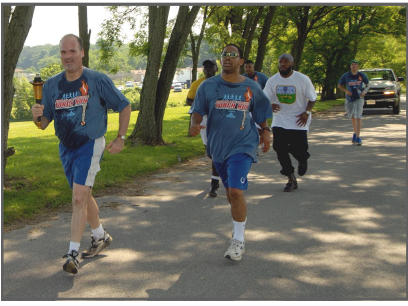


The sewing shop was expanded to begin repairing and refurbishing inmate bed linens in order to decrease the growing cost of purchasing new linens. The sewing shop also makes colorful pillowcases in support of a national charity providing the pillowcases to children hospitalized with life threatening illnesses.





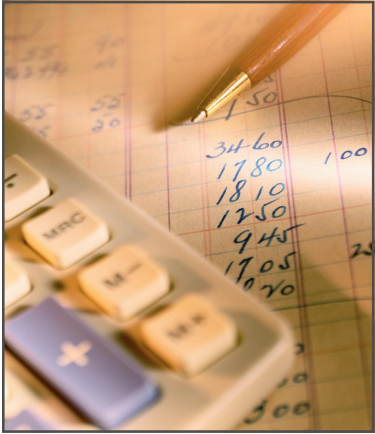
*DOC Sponsored Special Olympics Maryland Fundraiser*





### Fiscal Services

The Budget and Fiscal program is responsible for maintaining operating budgets and expenditures in order to analyze trends affecting budgets throughout the Division of Correction.



#### Accomplishments:

- Continued to monitor and evaluate overtime trends and expenditures reducing overtime in fiscal year 2009 by over \$3 million.
- Reorganized four regional finance offices (Baltimore, Jessup, Pre-Release and Patuxent/MCI-W) into the Central Region Finance Office achieving the following objectives:
  - standardized operations
  - reduced legislative audit findings
  - consolidated resources
  - reduced responsibilities for an already overburdened fiscal officer
  - improved successes
  - advanced accountability
  - gained efficiencies
  - shared historic knowledge
  - enhanced employee morale
  - improved staff recruitment and retention
  - consolidated subject experts
- Managed and directed Legislative Audit corrective action plans providing reviews and guidance in correcting and eliminating findings.

### Fleet Services

Fleet Services is charged with the responsibility of ensuring that the Division of Correction's vehicles are maintained and operated in accordance with state policies and procedures.

#### Accomplishments:

- Improved accountability of fleet inventories.
- Provided efficiencies by ride-sharing and fully utilizing assigned pool vehicles.
- Reviewed and evaluated vehicle mileage and maintenance records to provide a safe and efficient fleet.



### Food Services

The Headquarters' Food Service program provides direct support to the regional food service programs with equipment and system operations, food service planning, design and construction of new and/or renovated kitchens.

Quality assurance and compliance to various local state, federal and departmental regulatory agencies remains a high priority. Scheduled annual Program Review and Audits are conducted to ensure this level of compliance. Regional food service, likewise, conducts inspections to ensure continuity of health and sanitation standards. The Division provided an average of 42,900 inmate meals per day in fiscal year 2009.

The Food Service program is responsible for providing:

- All persons confined within the Division with nutritionally adequate meals in compliance to the Dietary Reference Intakes (DRIs), National

Academy of Sciences and National Research Council.

- Inmates working in the food service program with the opportunity to acquire skills and abilities that may assist in obtaining gainful employment after release.
- Inmates with accurate nutritional information that enables healthy eating habits thus enhancing their quality of life.
- Reinforcing food service training to correctional dietary officers to enhance good service awareness in food preparation and service, food safety and cost containment.



Accomplishments:

- Formation of the Dietary Kaizen team, a process improvement approach and methods with recommendations that seek to eliminate non-value added activities or waste.
- Replaced three new dish machines at the Hagerstown kitchens.
- Re-participation of the Department in the Federal Government Donated Foods Programs effective September 2009.
- Re-configuration of MCI-H and RCI dining rooms for an effective “secured feeding line.”
- Implemented the Food Service Manual replacing the existing DPSCS/DOC food service directives.
- Implementation of the Religious Diet Program.

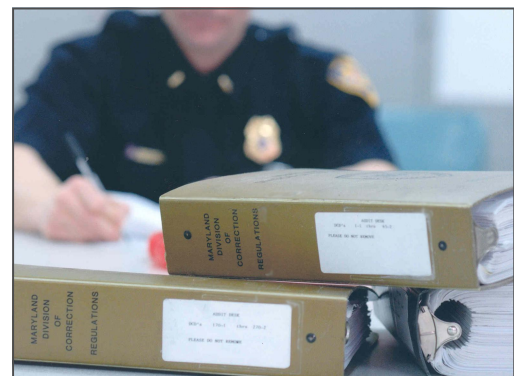
***Policy Development, Analysis and Management***

The Office of Policy Development, Analysis and Management (OPDAM) is responsible for all Division of Correction (DOC) official publications to include DOC Code of Maryland Regulations (COMAR), directives, manuals, bulletins, forms, post orders and institutional directives.

The unit, in collaboration with other program directors and Division staff, continues to ensure operational consistency with State law as well as the standards of the Maryland Commission on Correctional Standards (MCCS) and the American Correctional Association (ACA).

Accomplishments:

- Established a regular schedule of meetings with facility audit compliance coordinators to exchange information and help ensure standardization of audit procedures.
- Participated in all scheduled Program Review Audits.
- Initiated the conversion of all agency policy documents to the Department’s new, standard format.
- Issued 13 Directive Change Notices and 20 DOC Information Bulletins.
- Conducted refresher training for program directors, audit compliance coordinators and other staff in preparation for the pending revision of Division of Correction COMAR.





### ***Property Management and Inventory***

The property management program continues to improve property accountability by providing technical assistance to property officers in the institutions, maintaining excellent customer service and assisting with compliance of the Inventory Control Manual.



#### **Accomplishments:**

- Increased the property thresholds for several institutions in order to improve and expedite property inventory and accountability.
- Continued implementation of the A-Track inventory system for all institutions to improve property tracking and compliance with State policies and procedures.
- Enhanced the property filing system to maintain and retrieve information quickly and easily.
- Hired a property officer that has assisted with completing property inventories, training new property officers and implementing the A-Track inventory system.

### ***Technology Unit***

The Technology unit performs the following duties:

- Acts as liaison for the Division of Correction (DOC) and Information Technology and Communications Division (ITCD).
- Develops and supports new correctional applications.
- Provides bi-weekly StateStat template information, OT analysis and meeting support.
- Provides monthly data extracts used in submission to the Association of State Correctional Administrators' (ASCA) Performance Based Measures System (PBMS).
- Administers the Staffing Analysis and Overtime Manager (SAOM), Facility Incident Reporting Manager (FIRM), Security Audit

Manager (SAM), and DOC Requisition Manager.

- Monitors SAOM data and manages staffing plans and special assignment posts.
- Produces automated and adhoc reports from SAOM and FIRM for StateStat, Public Information Act (PIA) requests and subpoenas.
- Coordinates and assists in the selection, implementation and management of various technologies used in the correctional institutions.
- Supports institutional Correctional Officer PC Coordinators.

#### **Accomplishments:**

- Added Search and Contraband modules to FIRM.
- Thorough analysis of Roxbury Correctional Institution's staffing and OT practices in order to draft requirements for a new SAOM OT Allocation report.
- Completed several special projects concerning institutional closings and OT reductions.
- Implemented new data collection and reporting processes to support PBMS resulting in successful submissions beginning the 4<sup>th</sup> quarter of FY 2009.
- Provided technical support for the Cellular Disruption demonstration held at the decommissioned Maryland House of Correction.
- Assisted and supported ITCD in the Digital ID system implementation in DOC institutions.
- Provided technical assistance and coordination for the monthly MVA State ID bus visits to Brockbridge Correctional Facility, Metropolitan Transition Center and Maryland Reception, Diagnostic and Classification Center.



### *Adjustment Hearing Officers*

The inmate hearings program is staffed by eleven Hearing Officers and a Program Administrator. The program is responsible for inmate disciplinary hearings throughout Division of Correction institutions, Patuxent Institution and the Division of Pretrial Detention and Services. The program is guided by the Code of Maryland Regulations (COMAR) Title 12 and Division of Correction Directive (DCD) 105 series. A function of inmate hearings is to support the Departmental mission of public safety and institutional security via the hearing process.

Staff are also responsible for representing the Division at Office of Administrative Hearings (OAH) when an inmate appeals an adverse decision from a disciplinary hearing. Hearing officers appear before an Administrative Law Judge to defend the decisions reached by members of the unit. Adverse decisions by hearing officers can affect an inmate's security status and/or length of confinement. Hearing officers weigh evidence and measure testimony for relevance while remaining impartial. Staff cannot advocate for the institution or the inmate. Objectivity and knowledge of prevailing legal decisions are used to measure the credibility of evidence presented and testimony given.

The program also provides select hearing officers to conduct training of institutional hearing officers and institution representatives in inmate hearing procedures. The training involves interpretation of Title 12 of COMAR, proper use of the DCD 105 series and explanation of recent decisions handed down from OAH, Appellate and Federal Courts.

#### Accomplishments:

- Conducted over 20,000 inmate disciplinary hearings - 1,789 of those hearings via video-conferencing which resulted in savings in travel expenses.
- Hearing officer trainers conducted seminars at four institutions with wardens, supervisors and security staff.
- Established electronic retention of audio recordings from individual hearings.
- Implementing videoconferencing at NBCI and WCI.

### *Case Management*

The Headquarters case management unit is responsible for the development and implementation of classification policies and procedures. The department includes separate business units operating under the case management umbrella which include: the Alcohol and Drug Abuse Administration (ADAA) substance abuse placement coordination team, the Division's inmate transfer coordinator, the Mutual Agreement Program (MAP) unit, the Administrative Remedy Procedure/Inmate Grievance Process (ARP/IGP) unit, the Interstate Corrections Compact (ICC) unit and the case management training unit.

The most significant accomplishment of the case management unit was the rollout of the Individual Case Plan (ICP). The initiative began in December at the reception units and in January at the maintaining institutions. At the close of the fiscal year, case management had developed approximately 12,000 case plans, which are assessments of the needs of the inmate and a schedule of programming in order to match those needs with available programming designed to assist the inmate in their successful transition to the community.

Case management staff continue to represent the Division in the development and implementation of the Offender Case Management System (OCMS). The work flows have been generated and reviewed for all DPSCS agencies and the rollout of the product is scheduled for late 2009 at the Central Booking Intake Facility (CBIF) in the form of arrest and booking. The Division will be the third DPSCS agency to go live, behind Arrest & Booking and the Baltimore City Detention Center (BCDC).



## *Programs and Services*

The following is a summary of condition and accomplishments:

- ARP/IGP - processed 2,771 appeals of warden's decisions, of which 2% were found to be meritorious and 4% found to be meritorious in part. The unit also conducted a total of 11 ARP/IGP audits of institutional operations, 10 of which were found to be compliant with current policy.
- Transfers - the coordination of inmate movement is handled by the Division transfer coordinator with assistance from case management specialists. During the fiscal year, 9,169 inmates were transferred.
- ICC - at the close of the fiscal year staff monitored 214 inmates under the provisions of the ICC. Of that number, 81 are being housed in the Division and 133 Maryland inmates being housed in other state/federal facilities. These numbers do not include the federal male inmates being housed on a contractual basis at MCAC.
- DHMH/ADAA - the two person team processed a total of 311 transfers to both inpatient and outpatient treatment programs as the result of court orders issued under the HGA §8-507.
- Training - the training coordinator worked to increase opportunities for institutional staff to attend target-specific training to develop skills set in areas utilized in the performance of routine duties. This included the 15 day case manager training program with 49 participants. In addition, 47 case managers attended training on Motivational Interviewing, the preferred approach utilized in the development of individual case plans.

### ***Data Management***

The Headquarters Data Management Unit experienced staff changes starting with the retirement of the Assistant Director. At the same time, the unit expanded its role and interaction with Maryland counties and Federal agencies.



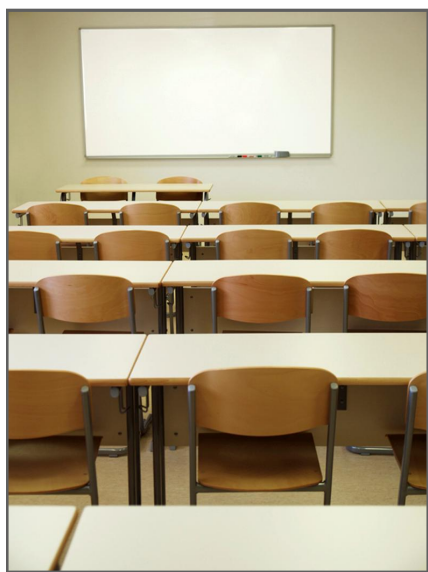
Listed below are the significant changes:

- Continued annual division-wide bed audit.
- Implemented the Maryland Electronic Telecommunication Resource System (METERS) on all DOC computers with Originating Agency Identification (ORI) numbers which replaced National Crime Information Center (NCIC).
- Trained staff on METERS program.
- Increased institutional staff training to 14 hours of specific Criminal Justice Information Services (CJIS) applications.
- Increased on-site training classes.
- Increased participation with investigations in conjunction with the Maryland State Police.
- Expanded training and support to the Central Booking Intake Facility (CBIF) commitment office staff.
- Modified pre-release process regarding transfer information.
- Implemented new procedures to heighten monitoring staff usage of Internet services.
- Implemented new process that allows data management staff to operate an institution's traffic/operations office from the Headquarters office.
- Implemented the Performance Based Measures System (PBMS) count procedure that provides a detailed account of institutional beds.
- Implemented weekend count procedure.
- Implemented Security Service Management System (SSMS) that streamlined the process of CJIS and Network applications.
- Designated institutional contact persons responsible for entered data into CJIS and Network applications.



### ***Education***

The correctional education program is provided by the Maryland State Department of Labor, Licensing and Regulation (DLLR) under the authority of the Educational Coordinating Council for Correctional Institutions. DLLR, in conjunction with the Division of Correction, is responsible for developing, overseeing, modifying and monitoring the educational programs operating in Maryland's correctional institutions. Correctional education provides educational opportunities for incarcerated men and women enabling them to become independent and productive workers, citizens and parents.



The academic program begins with basic literacy and continues along a learning continuum through high school completion. After obtaining a GED, students may proceed into one of the 37 occupational programs or 44 advanced education courses. Prior to release, most inmates are able to enroll in employability and workforce development courses. Library and special education services are also available.

The occupational programs offer training in the areas of auto body repair, automotive power services, building maintenance, business data processing, commercial roofing, computer repair, copper cabling/fiber optics, drafting, electrical wiring, furniture upholstery, graphic arts, heating, ventilation and air conditioning, masonry, plumbing, residential construction, sheet metal

fabrication and warehousing/distribution.

At each institution and pre-release unit, workforce development and transition strategies are integrated into the academic and occupational programs. Employability skills are taught and career development centers are placed in each library.

#### Accomplishments:

- 708 Basic Literacy completions – Ad Skills 1, 2
- 1,141 Intermediate Literacy completions – Ad Skills 3
- 611 Advanced Adult Literacy completions – Ad Skills 4, 5
- 997 Occupational completions
- 2,855 ERW/Transition completions
- 678 High School Diplomas (GED) earned
- 67.4% GED pass rate
- 95.3% School attendance

Correctional education supports the mission of the Department of Public Safety and Correctional Services by providing educational, library and employment transition services to inmates in support of their successful re-entry and re-integration into the community.

### ***Religious Services***

The Religious Services unit is an essential part of the Division's integrated programming system that encourages positive change of the inmate population. Through quality programming, commitment and support of the chaplains' staff as well as the assistance from volunteers, Religious Services provides mandated and innovative services to enhance the spiritual lives of inmates to enable successful living during incarceration and after release.

The Division accommodates 33 religions at the request of inmates. All religions are provided the opportunity for worship services and study groups to continue religious activity throughout the week. The various religious programs are enhanced by hundreds of religious volunteers who are supervised by institutional chaplains.

Chaplaincy staff have been involved in numerous

## Programs and Services

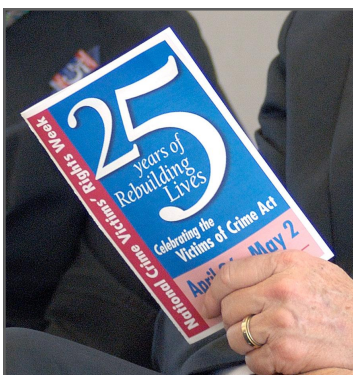
projects outside of standard duties that include: coordinating various celebrations, revivals, concerts and seminars. The facilitation of a group of sessions entitled “*Spirit Man*” is one of the many examples of special projects.

This year, the chaplains successfully supported the implementation of the Division’s pilot Religious Diet Program. During this fiscal year, with the addition of three or more holy days per religion, institutional chaplains accommodated over 350 holy day observances. In the area of pastoral care, chaplains were triumphant in addressing more than 55,000 requests for assistance from inmates.



### Victim Services

The Division of Correction’s Victim Services Unit (VSU) is dedicated to assisting crime victims who have suffered direct or threatened physical, emotional or financial harm as a result of a crime. This is accomplished by having a trained dedicated staff that addresses victim issues with sensitivity and compassion and processes provisional release letters, victim notification requests and victim impact statements in a timely manner.



### Accomplishments:

- Attended conference entitled “*East Meets West: Cross-Cultural Perspectives towards Addressing and Preventing Sexual Assault*”. Workshops included Rape and Human Rights, Violence and Muslim Women and Sex Trafficking as a Form of Sexual Violence Against Women.
- Attended the National Association of Victim Service Professionals in Corrections conference and participated in several workshops to include: Keeping the Victims’ Voices Heard in Corrections, Workplace Violence, and Victim Impact and Evidence Based Principles.
- Attended Victim/Offender Dialogue Workshop that was profiled in the *Washington Post*.
- Assisted with annual DPSCS Kick-Off event to commemorate National Victims’ Rights Week with more than 200 participants.
- Coordinated a tour of the now closed Maryland House of Correction for over 50 participants. This is provided for victims who have concerns about coming into contact with inmates.



- Supported Victims’ Rights Week activities including a Victim/Offender Impact Discussion Panel where inmates actively participated.
- Created a restitution DVD that educates inmates regarding restitution payments.
- Processed approximately 1,400 notification requests, 164 victim impact statements and 721 provisional release letters.
- Coordinated training to institutional victim advisory representatives on Critical Incident Stress Management (CISM).
- Provided individual training sessions to two case managers and five Division of Parole and Probation victim services advocates.
- Participated in various fundraisers sponsored by other victims’ organizations.

***Volunteer and Transition Services and Community Initiatives***

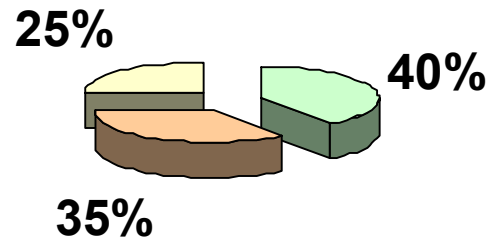
Fiscal constraints, expanded roles and increased responsibilities presented some challenges for the staff of the Office of Volunteer and Transition Services and Community Initiatives (VTSCI). Volunteer activities coordinators, transition coordinators and staff assigned to the newly-created facility coordinator, collectively administered community initiatives, volunteer and transition services that coordinated hundreds of volunteers' participation in programming, including assisting providing access to pre- and post-release services to thousands of inmates.

A major initiative for FY 2009 was the improvement and standardization of the process to obtain inmate personal ID documents (birth certificate, social security card and picture ID) in preparation for their release. In addition, the Office of the Governor proposed that DOC pilot a process by which inmates could receive a free Motor Vehicle Administration (MVA) ID card prior to release. The yearly goal is to process 1,800 inmate applicants for a free MVA ID card at three correctional institutions. A special-equipped MVA bus was available on site to facilitate the application process.

Staff from the six Maryland Correctional Pre-Release System (MCPRS) facilities developed and implemented the "DOC MVA on Wheels." Over a three-month period, the work groups and training teams trained 69 facility coordinators and 194 staff representing security operations, case management, mental and medical health care, transition and addictions services. The early work of MCPRS staff became the foundation for a Division-wide Inmate Personal Identification Document application process. Today, as a standard release process, institutional staff and transition coordinators assist inmates who wish to apply for his/her personal ID documents.



The primary goal of Volunteer Services in FY 09 was to enhance the Division's Mission Specific Institution programming philosophy through policy updates and process improvement. Volunteer activities coordinators from each region comprised a workgroup that updated volunteer services directives necessary to this philosophy. This group standardized the approval process for inmate programming that will allow greater coordination of inmate and volunteer program participation.



**Volunteer Services:** 2,526 registered volunteers; 236 citizen volunteers; 1,450 visits; 3,594 hours of service; 574 professionals and 33 retired volunteers supported inmate groups, religious, treatment, transition, education and other services.

**Community Initiatives:** Veteran affairs re-entry services; HIV/AIDS in-reach and out-reach services; child support services; Big Brother Big Sister children mentoring and Maryland community family mediation services.

**Transition Services:** Provided 2,100 release resource packets; 1,100 free MVA ID cards; processed 4,000 birth certificates and Social Security ID documents; and, assisted inmates returning to Baltimore City, supported by Faith-based Prison Re-entry, Goodwill Industries' SEETS Services and the Occupational Skills Training Community Out-Reach Initiatives.



### Security Operations Unit

The Security Operations Unit (SOU) is responsible for security management at all Division of Correction (DOC) institutions and provides recommendations for policy changes and implementation. This process is achieved through policy development, audit assessment, security inspections, specialized training, monitoring visits and intelligence gathering. SOU staff reviews and monitors Serious Incident Reports (SIR), Use of Force (UOF), Facility Incident Reporting Manager (FIRM), Administrative Remedy Procedure (ARP) appeals, as well as gathers statistical data to check for trends and conduct special operations.

The unit consists of six sub-groups: Canine Unit (K-9), Contraband Interdiction Team (CIT), Crisis Management Team (CMT), Honor Guard, Intelligence Coordinating Unit (ICU), Program Audit Review Team (PART) and Special Operations Group (SOG). Over the years, the unit has seen significant improvement on the services extended to field staff and other law enforcement agencies.

The Security Operations Unit is most proud of its achievement with the breeding and training of cell phone detection dogs. This initiative has gained national recognition and has made an immense impact on our contraband interdiction efforts.

### Canine (K-9)

The Division's K-9 unit experienced another highly productive year and continues to increase its efficiency. The unit continues to lead the way in progressive K-9 operations by pursuing existing initiatives such as the breeding and cell phone detector dog programs. K-9 staff provided training to outside agencies such as the U.S. State Department and several foreign countries and provided services to the Maryland Department of Agriculture.

Cell phones in correctional institutions remain a major concern for prisons worldwide. K-9 staff provided training in cell phone dog detection to numerous other states including West Virginia,

New Jersey, South Dakota, Oregon, Kansas, Texas and the District of Columbia, as well as the Israeli Prison Service, the Canadian Border Service and the New South Wales Department of Correction in Australia.



Staff successfully trained K-9 Klinker to locate a dangerous bacteria found in beehives. This bacterium is one of the causes for the rapidly declining bee population in this country. K-9 Klinker is able to locate this deadly and very contagious disease at its earliest stages thus preventing the infestation to other colonies.

Typically, an individual performs a visual search that only covers 8% of the colonies and can take the majority of a day. K-9 Klinker is able to conduct a 100% search of the colonies in a bee yard in a very short time.

During FY 2009, K-9 conducted 73,895 scans and assisted various institutions with their contraband interdiction efforts with the following results:

- 70 drug finds
- 99 cell phone finds
- 123 tobacco finds
- 62 weapons finds



Puppy Naming Contest

### ***Contraband Interdiction Team***

The Contraband Interdiction Team (CIT) are specially trained correctional officers that conduct searches and monitor inmate behavior for contraband. The team currently consists of 87 correctional officers that are divided into two geographical regions: East and West. These officers are activated upon the orders of the Commissioner.

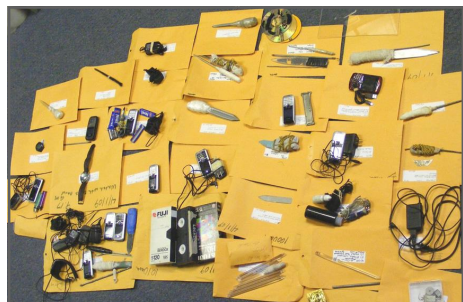
The team uses some of the most cutting edge technology available to assist with missions to include:

- X-ray Scanners
- BOSS Chair (Body Orifice Security Scanner)
- Secure View Monitors
- Hand-held Scanners



During FY 2009, CIT was activated to assist with two missions in Baltimore and Jessup with a significant amount of contraband recovered:

- 72 cell phones
- 20 grams of Controlled Dangerous Substance (CDS)
- 108 weapons of various types
- 314 grams of tobacco



### ***Crisis Management Team***

The Crisis Management Team (CMT) is comprised of subunits that function to prevent or limit emergencies within the institutions, assist staff with the proper method in handling emergencies and mitigating the negative affects of those emergencies or traumatic events. The team includes:

- Emergency Preparedness
- Hostage Negotiation Team
- Critical Incident Stress Management Team (CISM)

Accomplishments:

- Received instructor certification for Incident Command System through the Center for Domestic Preparedness.
- Participated in hostage negotiation seminar.
- Provided technical assistance to several institutions on emergency preparedness.
- Audited several institutions in the area of Emergency Preparedness and Respiratory Protection.
- Activated the CISM in a support role to several institutions.
- Participated in Howard County's pandemic tabletop exercise.
- Conducted statewide table top exercises on pandemic event scenarios.
- Attended Strategic National Stockpile – Mass Dispensing training.
- Held department-wide Point of Dispensing training in preparation of possible pandemic event.
- Assisted respiratory protection coordinators to ensure proper levels of preparedness.
- Participated in Pennsylvania's Department of Correction's full scale exercise.
- Prepared the Division's Emergency Operation Plan.
- Participated in the following Maryland Emergency Management Agency (MEMA) exercises:
  - Hurricane/Flood (National Level Exercise)
  - National Incident Management System (NIMS)
  - Continuity of Operations Plan (COOP)

### *Honor Guard*

The Department of Public Safety and Correctional Services (DPSCS) held its first Honor Guard Competition. Each region formed an honor guard team and practiced in preparation for the competition held at the Jessup Correctional Institution.



Four teams competed for the top honor of being named the “Official DPSCS Honor Guard”; that included: East Region ~ employees from the Eastern Correctional Institution; West Region ~ employees from Roxbury Correctional Institution and Maryland Correctional Institution-Hagerstown; Baltimore Region ~ employees from Division of Pretrial Detention and Services; and the Jessup Region ~ employees from Jessup Correctional Institution, Maryland Correctional Institution-Jessup, Maryland Correctional Institution for Women and the Patuxent Institution.

At the competition’s conclusion, there was a tie between the Jessup and West Regions sharing the top honors. Both units have split the duties this year representing the Department at various events.



### *Intelligence Coordinating Unit*

The Intelligence Coordinating Unit (ICU) has taken steps aimed at managing and containing any threat as it impinges upon Division of Correction (DOC) institutions. The most prominent are Security Threat Groups (STG), introduction of contraband and staff corruption. The ICU established a validation process to identify gang members that maintains a program designed to fracture gang hierarchies by identifying known gang core members and targeting them for special monitoring. The unit monitors inmate telephone calls, mail and conducts regular searches for contraband. The unit also conducts gang-awareness training to Departmental staff.

ICU plays an integral role in efforts to ensure that the State’s law enforcement community works as one by utilizing uniform and effective methods for identifying gang elements and for gathering and sharing gang-related intelligence.

ICU was awarded a grant by the Governor’s Office of Crime Control and Prevention entitled “DOC Gang Intelligence Project.” A large portion of the funds were used for the development of the Automated Gang Intelligence (AGI) database. The database provides a comprehensive and intelligence apparatus to collect and evaluate gang-related information. The AGI will be incorporated into the new DPSCS dashboard. With the assistance of Baltimore/Washington HIDTA, information from various databases will be merged making data accessible for analysis in real time.

#### Accomplishments:

- Weapons seized – 791
- Cell phones seized – 349
- CDS confiscations – 98
- Staff terminated/or released – 40
- Newly validated STG members – 1,605





### ***Program Audit Review Team***

The Program Audit Review Team (PART) conducts audits of all Division of Correction institutions. The function of a program audit is to determine the likelihood of a significant security problem or vulnerability to injury, escape, disruption or destruction of property due to inadequate use of policy, procedures, physical plant, and/or performance. Staff approach the audit process as a second set of eyes for ensuring the successful implementation and follow through of Departmental directives, initiatives, and investigations.



Although standards and policy are important aspects of an audit, the team's primary focus is to assess the effectiveness of how the policy and procedures are applied in an institution's daily operation. The program audit is essential in identifying problem areas and providing support or assistance.

A successful audit includes cooperation and open communication between auditors, managing officers and line staff directly involved with the audit process before, during and after an audit. This process is a detailed evaluation of every major aspect of an institution's programs. It determines the extent to which policy, procedure, standards and practice, when combined, provides a safe and secure institutional environment.

PART conducted 20 program audit reviews during this fiscal year. The following technical assistance was provided to institutional staff:

- Ways to establish a comprehensive key control program
- Assisted maintenance staff develop a shadow board for better tool accountability

- Assisted with the revision of an institution's inmate count sheet to ensure greater accuracy and efficiency
- Training/guidelines on Serious Incident Reports and Use of Force procedures

### ***Special Operations Group***

The Special Operations Group's (SOG) mission is to provide the Division of Correction with a team of Correctional SWAT Operators who can adapt to any circumstance or environment and overcome any difficulties that are encountered. The focus is on public and staff safety while ensuring the security and safety of inmates in our custody.

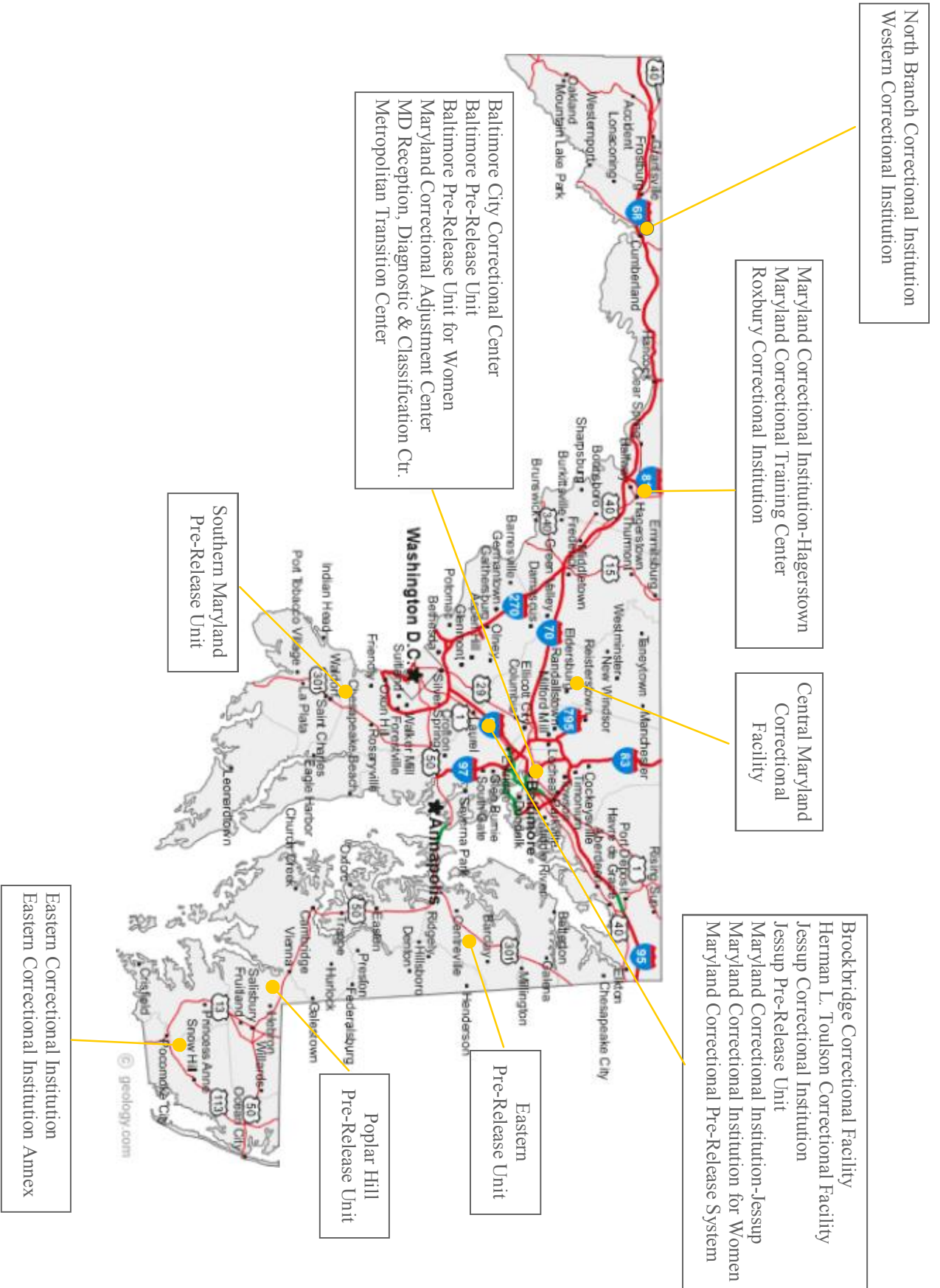
The SOG team is comprised of 30 selected correctional officers called "operators." Each operator maintains his/her status at their home facility and is activated upon orders of the Commissioner. Activations are based upon emergency conditions as well as routine or planned missions.

SOG continues to improve and make significant achievements in areas of successful missions and training certifications to include providing specialized tactical training, high risk inmate transport (HRIT) training, developing training programs in the areas of defensive tactics and working with confrontation and volatile inmates. The knowledge and expertise the unit has acquired in HRIT has been shared with Border Patrol Agents.

Accomplishments:

- Assisted in fugitive search in St. Mary's County
- Assisted contraband interdiction efforts at two institutions
- Developed and coordinated a three-day Firearms Weapons Cadre Workshop
- Provided security for high risk inmates during court proceedings and escort
- Conducted numerous road crew searches in the Baltimore and Jessup regions resulting in seizure of weapons and tobacco products
- Two operators completed the Tactical Woodland Fugitive recovery course

## Facility Locations



## Operating Costs

<b>Division of Correction Institutions</b>	
<b><i>Item</i></b>	<b><i>Operating Costs</i></b>
General Fund	\$669,545,827
Special Fund	\$17,174,093
Federal Fund	\$14,722,316
Reimbursable	\$3,549,347

<b>Division of Correction Headquarters</b>	
<b><i>Item</i></b>	<b><i>Operating Costs</i></b>
General Fund	\$37,222,402
Special Fund	\$140,429
Federal Fund	\$34,220
Reimbursable	\$170,026



## Statistical Data

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

Sex and Race Distribution										
As of June 30, 2009										
Sex Distribution			Race Distribution							
Institution	Male	Female	Black		White		Indian	Asian	Unk.	TOTAL
			Count	%	Count	%	Count	Count	Count	
ECI	3,200		2,382	74.4%	772	24.1%	1	3	42	3,200
MTC	1,562		1,303	83.4%	252	16.1%	0	1	6	1,562
MCAC	288		238	82.6%	47	16.3%	0	0	3	288
MRDCC	470		353	75.1%	109	23.2%	0	0	8	470
JCI	1,734		1,375	79.3%	327	18.9%	1	2	29	1,734
MCIJ	978		713	72.9%	246	25.2%	1	1	17	978
MCIH	1,990		1,342	67.4%	617	31.0%	1	6	24	1,990
MCTC	2,415		1,740	72.0%	665	27.5%	1	3	6	2,415
ROKB	1,723		1,266	73.5%	434	25.2%	1	3	19	1,723
WCI	1,605		1,155	72.0%	427	26.6%	0	1	22	1,605
NBCI	1,217		997	81.9%	207	17.0%	0	4	9	1,217
BBCF	641		486	75.8%	146	22.8%	0	0	9	641
PATX-A	389		299	76.9%	87	22.4%	0	0	3	389
MCIW		815	510	62.6%	295	36.2%	3	2	5	815
JPRU	571		415	72.7%	144	25.2%	0	1	11	571
CLPRU	500		379	75.8%	109	21.8%	0	0	12	500
BCCC	483		379	78.5%	99	20.5%	0	1	4	483
EPRU	165		105	63.6%	54	32.7%	0	0	6	165
BPRU	183		157	85.8%	26	14.2%	0	0	0	183
PHPRU	125		83	66.4%	37	29.6%	0	0	5	125
SMPRU	177		147	83.1%	24	13.6%	0	0	6	177
TBC	353	10	267	75.6%	76	21.5%	0	1	9	353
HDU	182	1	156	81.3%	35	18.2%	0	0	1	182
CONTRACT	122	64	104	84.6%	17	13.8%	0	0	2	123
BPRUW		41	44	68.8%	19	29.7%	0	1	0	64
BCDC	201		188	77.7%	54	22.3%	0	0	0	242
<b>TOTAL</b>	<b>21,274</b>	<b>931</b>	<b>16,583</b>	<b>74.7%</b>	<b>5,325</b>	<b>24.0%</b>	<b>9</b>	<b>30</b>	<b>258</b>	<b>22,205</b>

The totals for the population presented in the following tables represent the OBSCIS (Offender Based State Correctional Information System) data available as of the specified date of June 30, 2009. Any differences in category totals are due to missing data, rounding, or errors on the automated system. Data for an additional 385 inmates housed in local jails, Pre-trial and DPP Home Detention, and MCAC Federal contract is not available and has not been included in the following tables.

**Race and Sex of Committed Persons  
Fiscal Year 2009**

RACE	Males Processed		Females Processed		Total
Black	6,532	74.2%	782	63.8%	7,314
White	2,181	24.8%	437	35.6%	2,618
Other/Unknown	95	1.1%	7	0.6%	102
<b>TOTAL</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>

**Places of Birth of Committed Persons  
Fiscal Year 2009**

Birthplace	Males Processed		Females Processed		Total
Maryland	4,505	51.1%	461	37.6%	4,966
District of Columbia	487	5.5%	35	2.9%	522
New Jersey	79	0.9%	8	0.7%	87
New York	175	2.0%	17	1.4%	192
North Carolina	69	0.8%	9	0.7%	78
Pennsylvania	103	1.2%	14	1.1%	117
South Carolina	33	0.4%	4	0.3%	37
Virginia	107	1.2%	14	1.1%	121
Other States	330	3.7%	49	4.0%	379
Outside United States	217	2.5%	7	0.6%	224
Unknown	2,703	30.7%	608	49.6%	3311
<b>TOTAL</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>

**Age Distribution for Total Population  
As of June 30, 2009**

Age Group	Count	Percentage
Under 17 Years	13	0.1%
17 Years	68	0.3%
18 Years	137	0.6%
19 Years	323	1.5%
20 Years	500	2.3%
21 Years	587	2.6%
22 Years	678	3.1%
23 Years	746	3.4%
24 Years	790	3.6%
25 Years	796	3.6%
26-30 Years	3,976	17.9%
31-35 Years	3,014	13.6%
36-40 Years	3,036	13.7%
41-50 Years	5,199	23.4%
51-60 Years	1,835	8.3%
Over 60 Years	507	2.3%
<b>TOTAL</b>	<b>22,205</b>	<b>100.0%</b>

Average Age: 35.9 Years

**Age Groups of Committed Persons  
Fiscal Year 2009**

Age	Males Processed		Females Processed		Total
16 Years & Younger	33	0.4%	4	0.3%	37
17 Years	80	0.9%	3	0.2%	83
18 Years	193	2.2%	6	0.5%	199
19 Years	389	4.4%	13	1.1%	402
20 Years	412	4.7%	33	2.7%	445
21 Years	356	4.0%	40	3.3%	396
22-25 Years	1,430	16.2%	131	10.7%	1,561
26-30 Years	1,424	16.2%	182	14.8%	1,606
31-35 Years	926	10.5%	165	13.5%	1,091
36-40 Years	1,098	12.5%	210	17.1%	1,308
41-50 Years	1,900	21.6%	376	30.7%	2,276
51-60 Years	496	5.6%	61	5.0%	557
61 Years & Older	71	0.8%	2	0.2%	73
Unknown	0	0.0%	0	0.0%	0
<b>TOTAL</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>



**Sentence Distribution for Total Population  
as of June 30, 2009**

Sentence	Count	Percentage
3 Months	65	0.3%
4-6 Months	142	0.6%
7-12 Months	263	1.2%
13-18 Months	533	2.4%
19 Months-2 Years	673	3.0%
25 Months-3 Years	1,368	6.2%
37 Months-5 Years	3,236	14.6%
61 Months-8 Year	2,850	12.9%
97 Months-10 Years	2,180	9.8%
121 Months-15 Years	2,613	11.8%
More Than 15 Years	5,921	26.7%
Life	2,334	10.5%
<b>TOTAL</b>	<b>22,178</b>	<b>100.0%</b>

Average Sentence Length: 169.2 Months\*  
Average Stay Length: 62.0 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 2009**

Sentence	Males Processed		Females Processed		Total
3 Months	1,529	17.4%	415	33.8%	1,944
4-6 Months	890	10.1%	170	13.9%	1,060
7-12 Months	726	8.2%	131	10.7%	857
13-18 Months	795	9.0%	117	9.5%	912
19 Months-2 Years	634	7.2%	86	7.0%	720
25 Months-3 Years	902	10.2%	83	6.8%	985
37 Months-5 Years	1,309	14.9%	105	8.6%	1,414
61 Months-8 Years	758	8.6%	56	4.6%	814
97 Months-10 Years	424	4.8%	18	1.5%	442
121 Months-15 Years	363	4.1%	19	1.5%	382
More Than 15 Years	412	4.7%	22	1.8%	434
Life	66	0.7%	4	0.3%	70
<b>TOTAL</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>

**Offense Distribution for Total Population  
as of June 30, 2009**

Offense *	Count	Percentage
Arson	78	0.4%
Assault	3,239	14.6%
Auto Theft	190	0.9%
Burglary	1,244	5.6%
Court Violation	48	0.2%
Domestic	107	0.5%
Drug Offense	4,217	19.0%
Escape	65	0.3%
Forgery	54	0.2%
Fraud	38	0.2%
Kidnapping	200	0.9%
Larceny	980	4.4%
Manslaughter	284	1.3%
Murder	4,689	21.1%
Prostitution	16	0.1%
Robbery	3,485	15.7%
Sexual Assault	1,910	8.6%
Sex Other	204	0.9%
Traffic Violation	80	0.4%
Weapons	963	4.3%
Other	114	0.5%
<b>Total</b>	<b>22,205</b>	<b>100.0%</b>

\* Major Offense for Each Person.

**Major Offenses of Committed Persons  
Fiscal Year 2009**

Offense*	Males	%	Females	%	TOTAL
Arson	26	0.3%	4	0.3%	30
Assault	1,351	15.3%	139	11.3%	1,490
Auto Theft	162	1.8%	12	1.0%	174
Burglary	486	5.5%	33	2.7%	519
Court Violation	75	0.9%	10	0.8%	85
Domestic Relations	49	0.6%	7	0.6%	56
Drug Offense	3,191	36.2%	503	41.0%	3,694
Escape	46	0.5%	3	0.2%	49
Forgery	32	0.4%	14	1.1%	46
Fraud	27	0.3%	11	0.9%	38
Kidnapping	32	0.4%	0	0.0%	32
Larceny	795	9.0%	166	13.5%	961
Manslaughter	53	0.6%	7	0.6%	60
Murder	271	3.1%	16	1.3%	287
Prostitution	14	0.2%	166	13.5%	180
Sexual Assault	229	2.6%	1	0.1%	230
Robbery	791	9.0%	40	3.3%	831
Sex Other	118	1.3%	5	0.4%	123
Traffic Violation	424	4.8%	35	2.9%	459
Weapons	443	5.0%	11	0.9%	454
Others	193	2.2%	43	3.5%	236
<b>Total</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>

\* Major Offense for Each Person



*Statistical Data*

**Jurisdiction From Which Committed Persons Were Received  
Fiscal Year 2009**

Jurisdiction	Males Processed		Females Processed		Total
Baltimore City	5,083	57.7%	865	70.6%	5,948
Counties					
Allegany	58	0.7%	6	0.5%	64
Anne Arundel	290	3.3%	10	0.8%	300
Baltimore	849	9.6%	101	8.2%	950
Calvert	51	0.6%	4	0.3%	55
Caroline	32	0.4%	3	0.2%	35
Carroll	93	1.1%	12	1.0%	105
Cecil	111	1.3%	14	1.1%	125
Charles	202	2.3%	16	1.3%	218
Dorchester	56	0.6%	3	0.2%	59
Frederick	98	1.1%	12	1.0%	110
Garrett	10	0.1%	1	0.1%	11
Harford	370	4.2%	47	3.8%	417
Howard	75	0.9%	11	0.9%	86
Kent	31	0.4%	2	0.2%	33
Montgomery	231	2.6%	8	0.7%	239
Prince George's	467	5.3%	21	1.7%	488
Queen Anne's	47	0.5%	6	0.5%	53
Somerset	79	0.9%	8	0.7%	87
St. Mary's	55	0.6%	4	0.3%	59
Talbot	33	0.4%	4	0.3%	37
Washington	275	3.1%	39	3.2%	314
Wicomico	163	1.9%	19	1.5%	182
Worcester	42	0.5%	4	0.3%	46
Other	7	0.1%	6	0.5%	13
<b>TOTAL</b>	<b>8,808</b>	<b>100.0%</b>	<b>1,226</b>	<b>100.0%</b>	<b>10,034</b>

## Statistical Data

### By Jurisdiction, Persons Committed to the Division of Correction With Life Sentences and Death Sentences\* During Fiscal Year 2009

Committing Jurisdiction	Life	Death	TOTAL
Baltimore City	16	0	16
Allegany	0	0	0
Anne Arundel	2	0	2
Baltimore County	9	0	9
Calvert	2	0	2
Caroline	1	0	1
Carroll	0	0	0
Cecil	1	0	1
Charles	2	0	2
Dorchester	2	0	2
Frederick	2	0	2
Garrett	0	0	0
Harford	1	0	1
Howard	2	0	2
Kent	0	0	0
Montgomery	7	0	7
Prince George's	13	0	13
Queen Anne's	0	0	0
Somerset	1	0	1
St. Mary's	2	0	2
Talbot	0	0	0
Washington	0	0	0
Wicomico	3	0	3
Worcester	2	0	2
OTHER STATES	2	0	2
<b>TOTAL</b>	<b>70</b>	<b>0</b>	<b>70</b>

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

**Intakes and Releases for Fiscal Year 2009**

Intakes	Total	Monthly Average*
Processed Commitments	10,034	834
Change in Jail Back-up	-21	-2
Returned from Parole	4,137	324
Returned from Escape	100	7
Returned from Mental Hospitals	0	0
Returned from Patuxent Institution	385	36
Other Intakes	5	0
<b>TOTAL INTAKE</b>	<b>14,640</b>	<b>1,200</b>
Releases	Total	Monthly Average*
Expiration	4,124	352
Mandatory	5,233	436
Paroles	2,002	167
Continued on parole / mandatory	2,214	184
Commutations	1	0
Court Order	381	31
Pardoned	0	0
To Patuxent Institution	349	38
To Mental Hospital	0	0
Deaths	69	5
Escapes / Walk-offs	28	12
Other releases	312	22
<b>TOTAL RELEASES</b>	<b>14,713</b>	<b>1,246</b>

\* Due to rounding, the sum of the individual averages may not equal the total average.







***Department of Public Safety and  
Correctional Services***

***To protect the public, its employees, and  
detainees and offenders under its  
supervision.***

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