

# *200 years of Corrections in Maryland*

Division of Correction Annual Report  
Fiscal Year 2011

Martin O'Malley, Governor  
Anthony G. Brown, Lt. Governor  
Gary D. Maynard, Secretary  
J. Michael Stouffer, Commissioner



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# Maryland Correctional Enterprises

Jessup, MD

In Fiscal Year 2011, Maryland Correctional Enterprises (MCE), the prison industry arm of the Division of Correction, employed 1,855 inmates, had unaudited revenues of \$50.55 million, and unaudited net operating income of \$1.46 million. MCE provided over 2.8 million hours of inmate employment/training and touched the lives of 3,063 inmates.

Reaching inmates through MCE is important, as studies routinely show that those who worked for MCE during their incarceration have a significantly smaller chance of returning to prison.

A fifteen year study period shows that, among DOC releases more than two out every four inmates return to prison within three years. Less than one out of four inmates who have worked for MCE for at least one year, recidivate over the same time period. MCE inmates are carefully screened and must meet certain requirements, including having a minimum education level of high school diploma or a GED.

Based on FY 2010 data published in the National Correctional Industries Association 2011 Directory, Maryland Correctional Enterprises ranks ninth among prison industries in the United States in sales and sixth in inmate employment. This achievement is remarkable, in that Maryland is a relatively small state, ranking 19th in state population and 21st in correctional population.

MCE's direct and secondary economic contribution (through salaries, wages, and purchases of private sector goods and services) to the State's economy was approximately \$105.35 million in Fiscal Year 2011. At the close of FY 2011, four special appointment and 166 skilled service employees were on the MCE payroll.

In March, MCE hosted the 2011 National Correctional Industries Association's National Training Conference at the Hyatt Regency Hotel in downtown Baltimore. More than 400 people attended, among them correctional industry professionals representing 35 states, Canada, Australia, and the Bahamas.

More than 20 MCE staff members attended the conference and more than 30 volunteered their time to make sure the day-to-day operations ran smoothly. Dr. H. David Jenkins and the MCE CARES team, as well as Chief Development Officer Rick Rosenblatt, made presentations to the attendees.

Countless hours of planning and organizing culminated with a tour of our shops at MCI-W. A group of more than 20 members – one of the largest tour groups in NCIA history – got a chance to meet our civilian and inmate employees and to see how we operate on a daily basis.

The Library Assistance to State Institutions (LASI) project was transferred from DLLR to MCE, to print out inmate legal citation requests. MCE contracted with Lexis Nexis to manage their database and provide quarterly updates on the computers that inmates use in the DOC libraries. In December 2010, the project was operational at MCE's Mailing and Distribution Business Unit at MCI-W.

MCE initiated MCE CARES (Continuing Allocation of Re-Entry Services) in 2008 to assist inmate employees in transitioning to civilian employment upon release. MCE inmate employees nearing release were identified and transferred to the Central Laundry Facility to work in the commercial laundry and participate in the CARES program which began with the "Thinking for a Change" curriculum. At the close of FY 2011, the CARES program had 164 graduates.

The MCE CARES First Alumni Celebration was held on April 16, 2011 at the New Saint Mark Baptist Church. The purpose of this celebration demonstrated the value of the CARES program beyond the fence. Each participant



# Maryland Correctional Enterprises

Jessup, MD

at the event who graduated from CARES spoke about their successful transition. The CARES team David Jenkins, Rhonda Gaines, Chester France and Emanuel Moaney gave honor to these men. These graduates shared with one another their transitional process and how they utilized the educational tools acquired through the CARES program to maintain a positive productive life after release.

Inmates at MCE's Metal II Plant # 124 constructed oyster cages as part of a larger project introduced by Governor Martin O'Malley in 2010. Mature oysters will eventually be released into a protected area to help filter the Bay's water. Each oyster can filter at a rate of two gallons of water per hour. MCE got involved in the process and worked on a total of 5,000 oyster cages. MCE's Sign Plant #111 in Jessup also played an integral role, producing the small yellow information tags that were clipped to each one of the cages. The project was completed in October 2010.

The new 9,000 sq. ft. Hut No. 3 at the Maryland Correctional Training Center was completed and the Brush and Carton Plant was relocated to this new facility in October 2010.

Construction of the new 20,000 sq. ft. Upholstery Plant at North Branch by P.J. Dick, Inc. began in October 2010. Final completion is expected to be in mid-October 2011. The facility will eventually employ about 100 inmates.

Future Capital Projects include:

- 21,000 sq. ft. MCE Graphics/Textile Plant at the Jessup Correctional Institution.
- 40,000 sq. ft. (2-story) Systems Furniture/Textile Plant at the Maryland Correctional Training Center.
- New 25,000 sq. ft. Meat Plant at the Maryland Correctional Training Center.

Poplar Island was planted one again by inmates with MCE grown shoreline plants for the Army Corps of Engineers and MES. Several more acres on the manmade island received added stability from erosion and wildlife received a habitable environment to thrive in the Chesapeake Bay.

The ERP project is becoming more focused with the DOC and State IT departments. The documentation part is almost completed and developing the RFP will be the next big step. Then the process will be the purchase, installation, training and use of the new system. The existing AS400 system is still holding together with gentle care from the IT department.

MCE's charitable contributions and donations provide positive social impact and benefits for many MD citizens, nonprofits and State organizations:

- Donates food and textiles to Special Olympics and Department of Natural Resources activities.
- Prepares 700 - 900 turkeys annually for the Bea Gaddy Thanksgiving Day dinner.
- Proud to be included in the historic efforts to restore the Antietam Battlefield in Sharpsburg, MD by planting thousands of trees.
- Contributes goods and services to special DPSCS/DOC programs like the Honor Guard and Victims' Rights events.
- Donated both bras and laundry services for over 8,000 bras for "Bras for a Cause" organization. Their goal is to bring awareness about breast cancer, raise money for research, and collect bras for women's groups and shelters.

Total value of Capital Projects Delivered in FY2011:\$12 million.



# Eastern Correctional Institution

Westover, MD



Warden Kathleen Green

Asst. Warden, Operations Robert Hanke

Asst. Warden, Programs and Services  
Ronald Dryden

Security Chief William Maycock

Holds medium, minimum and pre-release-  
security adult males

Opened in 1987

902 Authorized Positions

Average Daily Population of 2,675

**Operating Costs:**  
\$102,052,187

FY 2011 Accomplishments:

- Video conferencing equipment is in use, eliminating the need for Adjustment Officers to travel to the institution.
- ECI's Food Service Department is responsible for feeding inmates and staff at five locations: East, West, Annex, PHPRU and Somerset County Detention Center. They prepare an average of 11,000 meals a day for inmates and 500 for staff.
- 97 medium inmates and 34 minimum inmates received high school GED diplomas.

Eastern Correction Institution (ECI), is located on a 620-acre tract that consists of two separate compounds.

ECI continues to boast a number of positive programs, both for inmates and community-outreach. Both custody and non-custody staff work with Youth Gang Emancipation and Youth Reclamation



Committee groups to provide positive alternative directions for younger inmates. Staff members serve as mentors and provide training on long and short term goals, decision making and establishing positive relationships.

The sixth-annual inmate Modified Relay for Life sponsored by the Contemporary and Sunrise Jaycees groups raised \$1636.50 for the American Cancer Society. Another charity event, the inmate Basketball-a-thon sponsored by the Veteran groups raised \$739 for Big Brother/Big Sisters of the Eastern Shore and \$469 for the Shriner's Hospital for Children.

This year, under the Department of Labor, Licensing and Regulation (DLLR), education staff members have revised their curriculum to reflect a greater emphasis on workforce development. The occupational teachers (automotive, desktop publishing, drafting and CADD) have established interview and resume "learning stations" and focus on career opportunities available in this area and Baltimore.

FY 2011 staff activities

- Staff fundraisers contributed to community Thanksgiving dinners, Christmas gifts for needy families and WBOC-TV's annual "Bless Our Children" campaign.
- Sydney Collins Annual Crab Feast raised \$2,442.00 for Sydney's trust fund. This annual event is held as a means to provide support to the young daughter of Officer Greg Collins who was murdered on his way home from ECI in 2001.
- ECI staff continued "CHOICES" program presentations, gang deterrent seminars for youth, in schools, churches and community centers.



## ECI Annex

Westover, MD

## Poplar Hill Pre-Release Unit

Quantico, MD



**Facility Administrator**  
Darryl Webster

Holds minimum-security adult males

Opened in 1993

XX Authorized Positions

Average Daily Population of 599

**Operating Costs:**

incorporated into ECI's operating budget

Eastern Correctional Institution Annex (ECI-A) is a minimum-security facility managed by a Facility Administrator under the direction of ECI's warden.

In 2010 Somerset County approved the use of minimum security inmates for projects off state grounds in Somerset County, setting aside a prohibition in effect since the initial opening of the facility. Since

this approval, inmate crews under the direct supervision of correctional officers have accomplished a number of projects in the county.

Projects include redoing baseball diamonds, cleaning, grass cutting and maintaining municipal parks, snow removal, tree planting, renovations to the local civic center, maintaining fire equipment, and painting fire hydrants in both Princess Anne and Crisfield.

Numerous projects have been proposed resulting in a backlog to fulfill the official requests.

These projects have saved thousands of dollars and hundreds of man hours for the requesting jurisdictions and have provided a positive experience for the inmates participating in the detail.

During Fiscal Year 2011, a security enhancement was made by installing a fence to separate the recreation area into two separate spaces and to discourage unauthorized access to the perimeter fence during times when the yard is closed.



**Facility Administrator**  
Michael A. King

Holds minimum-security adult males

Opened in 1950

XX Authorized Positions

Average Daily Population of 189

**Operating Costs:**  
incorporated into ECI's operating budget

Poplar Hill Pre-Release Unit (PHPRU) is a 192-bed facility located on more than 40 acres in Quantico, MD. PHPRU's mission is to assist the inmate in preparing for a successful re-entry into the community. PHPRU eases the transition by making great use of community resources, work-release and family leaves during the final phases of an inmate's incarceration.

Inmates are involved in several community

projects. PHPRU inmates have planted more than 45,600 trees in Somerset and Worcester Counties to date. Cleaning and painting around little league parks, Ben's Red Swings at the Salisbury City Park, setting up and basic clean up for the Sharptown Fireman's Carnival are just a few ways that the pre release inmates are giving back to the community.



*Anchor of Hope Cemetery, a top Endangered Historic Site in Maryland, is literally washing away. PHPRU inmates began working there in June 2011 to clear some of the brush from the 1812 War-era graves.*



# Maryland Reception, Classification and Diagnostic Center

Baltimore, MD



The Maryland Reception, Classification and Diagnostic Center (MRDCC) is an administrative intake facility with an operating capacity of 808 inmates of 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 offenders within the State of Maryland.

The Case Management Department is classifying and transferring offenders with new commitments within ten days of their arrival. Home Detention Unit and CARC transfers have increased. Staff processed a total of 9,219 inmates during FY11. This total includes 6,047 new commitments, 3,134 parole violators, 29 returns from escape, and 9 Interstate Corrections Compact inmates. Between three and five revocation panels are conducted at MRDCC every week.

The Social Work Department for the Baltimore region continues to offer groups at MRDCC and is currently offering a Relationship program with 15 inmates.

Social Work continues to participate in segregation rounds, and to arrange for interpreter services at MRDCC. Social Work also has a permanent group schedule at MRDCC, but is only able to offer one group at a time due to time and space constraints.

Social Work will continue the statewide effort to increase the effectiveness of programming and release planning to promote a reduction in recidivism. Social work runs 22 inmate groups, arranged interpreters for 76 inmates, planned releases for 91 inmates and completed 12 domestic violence assessments.

The Psychology Department had 3,860 inmate contacts providing crisis intervention, psychological assessment, brief individual counseling and psychotherapy, and psychiatric medication evaluation services. Additionally, the mental health contractor continued mental health screenings for all inmates entering the facility. The mental health contractor also began conducting seven-day follow up screenings for all inmates entering the facility.

During FY 2011, MRDCC began a joint project with the Patuxent Institution known as the Patuxent Assessment Unit (PAU). This project's goal is to provide an extended period of evaluation at the Patuxent Institution for newly committed inmates identified at MRDCC as having either more serious mental illnesses or increased difficulty adjusting to incarceration. Following this assessment period, inmates are either referred for further treatment at Patuxent if deemed suitable, or are transferred to maintaining institutions that can best serve their specific mental health needs. PAU started on February 1, 2011 and 203 inmates were referred during this fiscal year.

Warden Tyrone Crowder

Asst. Warden Suzanne Fisher

Security Chief Lennard Johnson

Administrative facility, houses all security levels

Opened in 1981

492 Authorized Positions

Average Daily Population of 779

**Operating Costs:**  
\$33,596,327



## Maryland Correctional Adjustment Center

Baltimore, MD

The Maryland Correctional Adjustment Center (MCAC) was constructed in 1986 and opened in 1988. The institution was built as a Supermax prison to hold Maryland's most violent inmates along with inmates serving death penalty cases. In 2010, MCAC's mission changes as it celebrated a historical event with the signing of the official partnership with the U.S. Marshals Service. The U.S. Marshals now house detainees at MCAC close to the Federal Court House. All of the offenders now held at MCAC are federal detainees, but the facility is run by DOC.

Currently there are over 100 detainees assigned to institutional jobs in areas such as sanitation, dietary, laundry and as suicide observers. In addition to creating in-house work programs, MCAC staff is working to create self-help groups. One example is the Fathering Group. Initiated in April, the premise of this group is that parenting is even more difficult when being done behind prison walls. It seeks to help group participants acquire some necessary tools on how to stay engaged as parents while absent from home.

In order to reduce recidivism and idleness, detainees now may take correspondence courses, GED classes, and participate in Alcoholics Anonymous

To facilitate MCAC's new mission, many changes were made to the infrastructure, including:

- Two ADA showers and toilet system being installed, construction on going.
- New medical unit, for all new intake detainees at MCAC
- Renovation on B-Pod quad #2 for female detainees, new ADA shower unit, new ADA cell for detainees, with their own washer and dryer system for females only, construction is ongoing at this time
- Since Jan. 26, 2011 MCAC's Maintenance Department has completed 1, 235 work order tickets

### FY 2011 Accomplishments:

- 100% compliance on the MCCS Audit.
- MCAC received an award for 52% reduction in accidents and assaults
- Inmate-on-staff assault rates significantly decreased.
- MCAC staff contributed over \$6,800 to the Maryland Charity Campaign. Our goal was \$5,000.



Warden Robert Koppel

Asst. Warden Lisa Gamble-Gregg

Security Chief Vivian Presbury

Holds federal detainees

Opened in 1988

264 Authorized Positions

Average Daily Population of 415

**Operating Costs:**

**\$21,959,745**



*DPSCS and federal officials at the Feb. 8 ribbon-cutting that marked the transition to MCAC's new mission.*



# Metropolitan Transition Center/Baltimore Area Reentry System

Baltimore, MD



The Metropolitan Transition Center (MTC) is a minimum security institution, formerly the Maryland Penitentiary, in Baltimore City. Opened in 1811, the facility is the oldest operating correctional institution in the western world. MTC temporarily also houses about 259 medium security inmates. MTC management staff provides oversight and shares operational responsibility for the Baltimore Pre-Release Unit (BPRU), Baltimore City Correctional Center (BCCC), Dismas House West, and Threshold, Inc.

As the regional hub for medical services in the Baltimore Region, inmate traffic at MTC exceeds 200 clinical patient visits daily. The facility also manages two off-site medical facilities: the University of Maryland Medical Center's secure ward and daily clinic and off-site admission at Bon Secours Hospital.

The Transition Coordinator, Volunteers Activities Coordinator, Case Management Specialist, and Social Workers work with inmates and allied organizations to assist offenders in transitioning back into society. The facility has approximately 20 working re-entry programs and initiatives.

The Occupational Skills Training Center (OSTC) offers seven vocational training programs (Automobile Technology, Residential Carpentry, Heating and Air Conditioning, Office Technology, Printing and Graphics, Commercial Roofing, and Warehouse and Distribution). OSTC had a total of 171 occupational graduates, which is a 10% increase compared to FY 2010. In FY 2011, a total of 237 inmates completed employment readiness compared to 131 in FY 2010.

The Social Work Department handles release planning and arranges for interpreter services. The Social Work Department will continue the state-wide effort to increase the effectiveness of programming and release planning to promote a reduction in recidivism.

Staff continues to participate in community events such as collecting funds and food baskets for needy families, sponsors a "Breakfast with Santa" and toys to an Elementary School in the community.

Staff participated in the revitalization of the horticulture garden program. Several inmates work in the facility garden and beautification projects.

Staff enthusiastically participated in charity events. The MTC/BARS Women Team secured first place on the DPSCS Maryland Special Olympics Tug-of-War and staff also raises funds to support community services and participated in the Maryland Charities Campaign.

Warden Solomon Hejrika

Asst. Warden Kathy Landerkin

Security Chief Rory Jones

Holds minimum and medium-security adult males

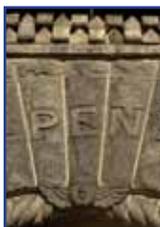
Opened in 1811

427.6 Authorized Positions

Average Daily Population of 920

Operating Costs:

\$40,575,002



## Baltimore City Correctional Center Baltimore, MD

## Baltimore Pre-Release Unit Baltimore, MD



**Facility Administrator**  
Carol Harmon

Holds  
minimum-security  
adult males

Opened in 1984

112  
Authorized Positions

Average Daily  
Population of 497

**Operating Costs:**  
\$13,122,257

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 given an opportunity to participate in re-entry programming, release planning, substance abuse treatment, domestic violence programs, education, and the employment readiness workshop.

FY 2011

Accomplishments:

- Awarded 25 GEDs
- Worked with Department of Natural Resources (DNR) to plant trees across MD.
- The cognitive behavior program, Thinking for a Change, completed two cycles with 32 inmates completing the class.
- The Domestic Violence program completed four cycles with 17 inmates completing the program
- Ten inmates completed the Inside Out Dad Group.
- 42 inmates completed Addictions Treatment Protocol
- 101 inmates completed Employment Readiness Workshop in preparation for work release
- Hosted two community anti-gang forums to address gang violence and destructive behavior.
- Received 100% compliance with the Maryland Commission on Correctional Standards.
- Worked with the Baltimore Humane Society to clear trails.
- Baltimore City Council President Bernard C. Young, toured BCCC and served as the guest motivational speaker to inmates.



**Facility Administrator**  
Renee Alexander

Holds  
minimum-security  
adult males

Opened in 1971

47 Authorized Positions

Average Daily  
Population of 189

**Operating Costs:**  
\$5,058,087

The Baltimore Pre-Release Unit (BPRU) is a work-release facility located in Baltimore City. It has both dormitories and semi-private rooms. All inmates transferred to the facility must be eligible for 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. Programs offered include:

- Employment Readiness Workshop teaches resume' building, preparation for job interviews, and job search techniques.
- Thinking for a Change is a cognitive behavioral approach to teach inmates how to interact with others more positively.
- Exit Orientations provide inmates with information on community resources such as housing and jobs.
- Mediation is conducted by the community mediation centers and allows inmates to identify issues they have with family and develop solutions that work for everyone before being released.
- The Goodwill Program teaches employment readiness skills. Upon completion of the program participants are sent out to interview for jobs in Goodwill.
- The Victim Awareness group teaches inmates the effect a crime has on the victim.
- Staff from BPRU participated on the MTC/BARS Special Olympics Tug-of-War Team and won 1st place again in the women's competition.
- Reduction in Serious Incidents Reports from 20 in FY 2010 to six in FY 2011



# Jessup Correctional Institution

Jessup, MD



Jessup Correctional Institution (JCI) is divided into an administration building, supervisor and visiting suites, a multi-purpose building, six housing units, MCE plants, the Regional Hospital and two warehouses.

The housing units, six in all, each are comprised of four wings with a control center at the core except "A" building which has three wings. The facility is maximum/medium security housing inmates who are parole violators and the Central Region Transportation Hub for courts, transfers, and regional medical appointments. JCI has several hundred inmate workers currently employed with Maryland Correctional Enterprises (MCE) as well as inmates employed in the support areas of the facility.

The facility's custody staff comprises of three shifts for a total of 473 line staff, including 45 supervisors.

- FY 2011 Accomplishments:
- Donated food baskets and toys to 10 families in the community during the holidays.
  - Reduced inmate violence through Reduction in Violence Committee meetings and staff awareness.
  - 3<sup>rd</sup> Annual David McGuinn Scholarship of \$1,000.00 awarded to Cpl. Janet Edet.
  - Collaborating with the Division of Parole and Probation (DPP) to create intensive programming for Parole Violators (PV).
  - Began lockbox procedure for processing inmate money orders into spending accounts through SunTrust Bank.
  - Successfully completed first inventory under e-IMS system for legislative audit compliance.
  - Collaborated with Vera Institute study to enhance operations of segregation unit.
  - NORESKO steam line replacement and energy efficiency project 80% complete.
  - Increased number of revocation hearings for parole violators resulting in more releases.
  - Received an award from IWIF for reducing on-the-job injuries two years consecutively.
  - Successfully accommodated numerous international tour groups, including groups from Vietnam, China, and Puerto Rico.
  - Dietary department participates in and is sponsored by the School Breakfast Program and the National School Lunch Program for 23 inmates under the age of 21 for which we are reimbursed.
  - In Conjunction with Canine Partners for Life, initiated a program to train service dogs. JCI is the first male facility in Maryland to do this.



above: Canine Partners for Life puppies arrive at JCI. The puppies will be trained as service dogs.

Warden John Wolfe

Asst. Warden  
Cherie Peay

Security Chief  
Allen Gang

Holds  
Medium-security men

Opened in 1991

591  
Authorized Positions

Average  
Daily Population of  
1,708

Operating Costs:  
\$61,993,096



## Maryland Correctional Institution - Jessup

Jessup, MD



Warden  
Dayena Corcoran

Asst. Warden  
Laura Armstead

Security Chief  
Carlos Bivens

Holds Medium-security,  
Minimum-security  
and Pre-Release men

Opened in 1981

344 Authorized Positions

Average Daily Population  
of 1,042

Operating Costs:  
\$37,398,029

The Maryland Correctional Institution-Jessup (MCI-J) originally opened as an annex to the Maryland House of Correction. MCI-J houses parole violators, as well as Spanish-speaking and deaf inmates.

Maryland Correctional Enterprises (MCE) at MCI-J employs approximately 150 inmates in three separate printing plants.

In Fiscal Year 2010, the school served 954 inmates. MCI-J is the official site for the English as a Second Language Program (ESL). Deaf inmates are also served by the school and qualified interpreter service are provided. The institution has an electronic graphic arts computer-based course and an automotive technology program.

Addiction treatment services are provided to inmates within 24 months of release using the Addiction Treatment Protocol (ATP), a six-month, cognitive-based treatment program that focuses on addictive and criminal behaviors. ATP can provide treatment services to 120 offenders a year. Other programs include Reading Unites Families (RUF), Victim Offender Impact Class & Education (VOICE), for offenders to explore the impact of their behavior on victims, and Thinking for a Change, a cognitive skills program that helps change behavior.

MCI-J social workers provide educational, therapeutic, and support services. Individual services include assessments, release planning for inmates with special needs, and crisis interventions. Group services include cognitive-behavioral decision groups and support groups for deaf & HIV-positive inmates.

Offenders have access to religious services and self-help activities, including the Veterans group, Stress Management, Narcotics Anonymous, Alcoholics Anonymous, and Alternatives to Violence Project (AVP). Volunteers play a large role in helping inmates maintain contact with positive influences outside the fence.



Fiscal Year 2011 Accomplishments:

- Raised more than \$13,000 for the Maryland Charity Campaign.
- The Unity and the Promoting a Positive Culture Committees distributed baskets to families in need during the holidays.
- The Veterans group sponsored their annual Community Fundraisers to benefit the community.
- The Fourth Annual Walk-A-Thon raised \$1,200 for Pets for Vets.
- A Cub Scout program was initiated to assist incarcerated fathers in building a bond with their children.
- 59 offenders who received their GED's were recognized during a mass celebration
- Officially broke ground for the meditation garden and tree nursery project compliments of TKF - Open Spaces, Sacred Places, which was dedicated July 27, 2011.



# Maryland Correctional Institution for Women

Jessup, MD



The Maryland Correctional Institution for Women (MCI-W) is located in Anne Arundel County. MCI-W is a facility where effective communication occurs and staff enjoy coming to work. The staff provide an environment in which the offenders can rehabilitate themselves and become productive citizens by learning to cope with their past failures and learn healthy ways of thinking, acting and behaving.



*Above: An inmate goes to the Re-Entry Trailer at MCI-W. She will learn how to job search on-line, supervised and with limited access to the Internet.*

Warden Carroll Parrish

Asst. Warden Kendall Gifford

Security Chief Cynthia Briscoe

Holds all levels of adult females

Opened in 1939

371 Authorized Positions

Average Daily Population of 857

**Operating Costs:**  
\$36,740,669

MCI-W has numerous programs that provide a holistic approach to transforming the offenders confined to our custody. These programs include:

- Girl Scouts of Central Maryland: a partnership with MCI-W and Girl Scouts of American that mentors the children of inmates confined at the facility.
- Goodwill Industries: provides career training, employment and related social services to inmates transitioning back into the community.
- Canine Partners for Life: a program that empowers inmates to train service dogs that will support citizens with disabilities.
- The Story Book Project: a program that allows the inmates to read to their children aimed at producing adjusted families.
- Baby Bonding: A program that facilitates parental bonding of the inmates and their new born children.
- Therapeutic Community: A program where inmates with substance abuse problems receive intensive group and individual counseling aimed at reducing the underlying issues that led to their incarceration.

Two four-day retreats were held with 42 inmates participating. First Baptist Church of Glenarden holds these conferences to help the participants address personal spiritual issues such as abortion, depression, self-discipline and others. They involve speakers, workshops and panel discussions.

The first two-day Journey to Peace seminar was held, where 25 women participated in the program designed to help them make peace with their past. Resolving issues surrounding pain they have caused others was discussed. A victim of crime tried to help them understand the impact of their actions.

The college program is our crown jewel. We expect between 80 and 90 students this fall. The program is facilitated through Anne Arundel Community College, and is funded primarily by The College Degree Program Foundation, and a small portion by DLLR.

- FY 2011 Accomplishments:
- 94% GED pass rate
  - The College Degree Program continues to grow as students are work toward getting a college degree from Anne Arundel Community College.
  - Hosted a successful reentry conference.
  - Established the first One Stop Center where inmates are linked to employment opportunities and community resources that facilitate successful reentry.



# Maryland Correctional Pre-Release System

Headquartered in Jessup, MD



Designed to oversee five minimum and pre-release security facilities throughout the State, the Maryland Correctional Pre-Release System Headquarters (MCPRS) provides centralized services to the facilities. MCPRS facilities include Brockbridge Correctional Facility, Central Maryland Correctional Facility, Eastern Pre-Release Unit, Jessup Pre-Release Unit, and Southern Maryland Pre-Release Unit.

Warden Betty Johnson

Asst. Warden  
Margaret Chippendale

Responsible for minimum-security and pre-release adult males

Opened in 1970

34 Authorized Positions  
at MCPRS HQ

Average Daily Population:  
N/A

Operating Costs:  
\$2,777,298

These 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 for several counties throughout Maryland.

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



*MCPRS inmates around the state are involved in various special details known as Public Safety Works (PSW) projects. Above, right, an MCPRS inmates is pictured doing maintenance at a Veterans Cemetery in Anne Arundel County. Only inmates who served in the military, and who were not dishonorably discharged, are eligible for that work detail.*

*Below that, inmates are shown restoring a historic cemetery on the Eastern Shore.*

*To the left, inmates were photographed while harvesting produce for the Maryland Food Bank.*



## Brockbridge Correctional Facility

Jessup, MD

Brockbridge Correctional Facility (BCF) is a minimum-security facility within the Maryland Correctional Pre-Release System (MCPRS), located in Jessup, Maryland. The facility 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 the following services for all MCPRS facilities: 24-hour medical coverage, dental services, mental health services, parole revocation and commission case hearings, inmate release, MVA ID processing, staging for court trips; and storage of dietary supplies and staff uniforms.

Inmates from other MCPRS facilities (Eastern Pre-Release Unit (EPRU) and Southern Maryland Pre-Release Unit (SMPRU)) are sent to BCF for adjustment hearings if they receive a notice of infraction for a serious rule violation.

BCF provides an array of inmate programs to include transitional services, processing for MVA IDs, Thinking for a Change, Employment Readiness Workshop, mandatory remediation drug treatment (Addictions Treatment Protocol-ATP), Anger Management, various educational classes, Advanced Life Skills, Health and Nutrition, Financial Literacy, and pre-GED and GED preparation.

To facilitate successful re-entry, BCF started the "Preparing for Success on the Outside" program in January 2011. It is a mentoring program that teaches inmates proper thinking, anger control, budgeting finances, finding employment, and setting and meeting goals.

### FY 2011 Accomplishments:

- Reduced overtime usage by staying within overtime allowance.
- Staff participated in the 2011 Maryland Special Olympics Torch Walk and Tug of War, won 3rd place for the light weight division.
- Serious Incident Reportss reduced.
- Alcoholics Anonymous is held twice a week by volunteers.
- The MCPRS Mental Health Staff provided crisis intervention, psychological assessment, individual and group counseling, psychotherapy, and psychiatric medication evaluation services that resulted in 1911 inmate contacts.
- 109 inmates participated in Thinking for a Change and Anger Management groups.
- 209 inmates participated in exit orientation.
- 98 BCF inmates who received MVA IDs.
- 84.6 percent GED pass rate
- 398 inmates attended GED classes.
- 1,226 inmates attended Advanced Life Skills classes.



Facility Administrator Dionne Randolph

Holds minimum-security adult males

Opened in 1966

214 Authorized Positions

Average Daily Population of 642

Operating Costs:  
\$21,167,962



# Central Maryland Correctional Facility

Sykesville, MD



Facility Administrator Casey Campbell

Holds minimum-security adult males

Opened in 1960

121 Authorized Positions

Average Daily Population of 510

**Operating Costs:**  
\$14,647,956

The Central Maryland Correctional Facility (CMCF) is a minimum security, pre-release institution located in Carroll County near Sykesville, Maryland. CMCF operations consist of a Maryland Correctional Enterprises Laundry plant, a residential substance abuse treatment therapeutic community program (RSAT), and general housing of minimum and pre-release inmates.



In conjunction with Gaudenzia, CMCF continues to operate a Residential Substance Abuse Treatment Program (RSAT) for inmates who need substance abuse treatment. This program is a six-month, two-phase therapeutic community program designed to assist inmates in successfully defeating their substance abuse problems.

In partnership with the Thoroughbred Retirement Foundation, CMCF staff and inmates operate an equine rehabilitation center (Second Chances Farm) that opened in 2009. The farm currently maintains four horses while also providing a Groom Elite Course of instruction for eligible inmates. Seven inmates have graduated.

CMCF celebrated 50 years this year, and the maintenance department works diligently to upgrade the facility. Significant accomplishments include complete refurbishment of the RSAT "B" building showers and lavatory facilities, while also upgrading the outer lighting systems to be more cost effective while maintaining appropriate security lighting. The Support Service Building had upgrades in staff and inmate lavatories. Another ongoing project to modernize the steam heat throughout the institution continues on course.

- FY 2011 Accomplishments:
- 420 RSAT graduates
  - Inmates constructed a classroom, additional piped water sources, and a 12'x32' run-in shelter at Second Chances Farm.
  - CMCF dietary department serves approximately 1,550 meals per day to the inmate population.
  - Compliance with both MCCS and Program Security Audits in the dietary department.
  - 440 inmates participated in the Employment Readiness Program
  - In conjunction with the Health Education Department, CMCF provided 525 inmate HIV Tests, had 350 health education participants and 1,050 individual one-on-one counseling sessions



*Inmates this year built a run-in shelter at CMCF's Second Chances farm. A generous, anonymous donor made the shelter possible.*



# Eastern Pre-Release Unit

Church Hill, MD



Facility Administrator  
Robert MacKenzie

Holds Pre-release adult  
males

Opened in 1964

48 Authorized Positions

Average Daily Popula-  
tion of 176

Operating Costs:  
\$4,960,278



*EPRU inmates pick produce at local farms, a partnership that benefits the Maryland Food Bank.*

The Eastern Pre-Release Unit (EPRU) is a Pre-Release security level facility situated on 96 acres in a rural setting near Church Hill, Queen Anne’s County, Maryland. The facility opened in 1964 and in October 1981 a new multi-purpose building was completed adjacent to the original housing unit.

One part-time correctional teacher supplied through the Maryland State Department of Labor and Licensing (DLLR) provides educational programs to inmates during the day and in the evening at least two days a week. Recreational, religious, addictions, education, employment readiness, work release, and family leave programs are available to the inmate population.



In order to participate in the work release and family leave programs, inmates must meet eligibility and suitability requirements and receive written approval from the Warden. Inmate programs at EPRU includes: ERW, GED, exit orientation, MVA ID Program, Winning Fathers Program and the Thinking for a Change Program.

Inmates are assigned to the following outside work details: Maryland State Police Barracks in Easton and Centreville; the Queen Anne’s County Parks and Recreation;



the State of Maryland Department of Natural Resources; the Queen Anne’s County Public Works, five State Highway Administration Details, Maryland Environment Service, MCE oyster & bay grass restoration projects, several community cleanup projects and the City of Federalsburg.

Approximately 100 inmates go into the community to work on work release and/or community work details daily. All

outside activities are monitored by staff.

Currently, five area business employ inmates on work release; there are 15 inmates from this facility participating in work release.

### FY 2011 Accomplishments:

- In January 2010, EPRU was the first State Correctional Facility to be audited using the new Program Review Manual. EPRU received a 97% compliance rating.
- The Eastern Pre-Release Unit was found to be in 100% compliance with its 2010 Work Release Audit.
- Inmates have again volunteered for special leave projects 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. Inmates also volunteered to help with “Outlaw Days” at the Tuckahoe Equestrian Center located at Tuckahoe State Park, in Queen Anne’s, MD.



# Jessup Pre-Release Unit

Jessup, MD



The Jessup Pre-Release Unit is located on 9.1 acres om Anne Arundel County and is ADA-accessible. The housing units have a day/recreation room and control center. Case management specialists, a chaplain and a HIV prevention counselor also have offices in the housing units, recreational activities include an outdoor basketball court, weightlifting pad and horseshoe pit. Physically challenged inmates have access to a modified weight machine.

**Facility Administrator**  
Michele Jones

The facility was built without a visiting room or inmate library, and has two small classrooms and insufficient storage and office space. Staff share offices designed for one person. The inmate dining room is utilized as the visiting room and chapel. The two classrooms are used for a full time school program, ERW classes, AA group meetings, various religious meetings, and Toastmasters.

**Holds**  
minimum-security  
adult males

JPRU inmates who are eligible may be assigned to any one of the following outside details: State Hospital, Glen Burnie State Police Barracks, Maryland Correctional Enterprises (MCE) warehouses at Jessup Correctional Institution, Jessup Range, Training Building, K-9, Internal Investigation Unit (IIU), and Maryland Correctional Institution Jessup details as well as State Highway Administration (SHA) road crews. JPRU inmates also provide special detail to the Maryland General Assembly and State Comptroller's Office in Annapolis.

**Opened in 1976**

The work release program can maintain 80 inmates on work release at any one time. Institutional job assignments for inmates confined to wheelchairs are available.

**133 Authorized  
Positions**

The Dietary department is a satellite of the dietary department of Brockbridge Correctional Facility (BCF). BCF staff prepares two meals per day, and the JPRU dietary staff picks up the meals, brings them back to JPRU warms and serves the meals. JPRU dietary staff prepares breakfast independently. The dietary staff consists of one Correctional Dietary Supervisor, and five Correctional Dietary Officers.

**Average Daily  
Population of 588**

**Operating Costs:**  
\$17,553,316

General Education Degree (GED) classes and the Employment Readiness Workshop (ERW) are conducted daily. Educational staff is provided by the Department of Labor, Licensing and Regulation. Several dedicated group leaders conduct Alcoholic Anonymous groups, Toastmasters, Knitting Behind Bars and Men's Mentoring Programs. Religious Services are available to all religious denominations.





The Southern Maryland Pre-Release Unit (SMPRU) is located in a rural setting in Charles County and sits on 112.7 acres of land. The facility regularly offers the use of the firearms range to the Charles County Sheriff's Department, the Maryland State Police, and the Maryland Transportation Authority.

The Maryland Commission on Correctional Standards staff conducted an audit of SMPRU in May 2011. SMPRU was found to be in 100 percent compliance with all of the standards for an Adult Community Correctional Facility, for the first time at an initial MCCA audit.

Facility Administrator Dave Towers

Holds Pre-release adult males

Opened in 1962

46 Authorized Positions

Average Daily Population of 177

**Operating Costs:**  
**\$4,903,265**

In Fiscal Year 2011 SMPRU was audited by the Maryland Occupational Safety and Health (MOSH), the State Employees Risk Management Administration (SERMA), and Dr. Mehdi Azimi and took corrective actions to be compliant.

Continuing a project begun in 2009, a detail of six inmates from SMPRU is participating with the Department of Natural Resources (DNR) in the Oyster Shell Project at Piney Point, MD Aqua Culture Center. The inmates bag over 1,000 oyster shells daily three days a week in preparation for cleaning, injection with larvae and planting in the Chesapeake Bay tributaries to restore the Bay. This year's project began on April 2, 2011, and will run through September 2011.

Continuing the tree planting project begun in 2009, two crews consisting of 21 inmates from SMPRU planted 214,200 seedlings covering 331.6 acres in nine State parks and forests in the Southern Maryland counties of Charles and St. Mary's.



**Fiscal Year 2011 Accomplishments:**

- On April 9, 2011, seven inmates helped in a Potomac River cleanup.
- On September 18 and 19, 2010, a crew of eight inmates cleaned the Charles County Fairgrounds.
- An average of two inmates who are veterans with honorable discharges work with the Cheltenham Veterans Cemetery grounds crew.
- Typing, basic and advanced computer skills are offered in classes of eight inmates on a continuous schedule throughout the year. These classes are taught by an inmate under the supervision of the Chaplain.
- Thinking for a Change, a cognitive group activity for inmates, is offered on a continuous schedule.
- SMPRU hosted 14 local high school seniors participating in the Southern Maryland Criminal Justice Academy's Internship Program to build goodwill and support for correctional services.
- SMPRU maintains about half of its inmate population in the community, where they are engaged in work release jobs, SHA details, Charles County Public Facilities details, State Police Barracks details, DNR details, and other projects.

# Maryland Correctional Institution - Hagerstown

Hagerstown, MD



Warden Roderick Sowers

Assistant Warden Richard Dovey

Security Chief George Morris

Holds medium-security adult males

Opened in 1942

602 Authorized Positions

Average Daily Population of 2,079

**Operating Costs:**  
\$65,084,767

FY 2011 Accomplishments:

- 64 Occupational Completion Certificates earned
- Replacement of several steam compensators.
- Two new water heaters installed in the dialysis unit.
- In-Service training for more than 90 staff members from all three Hagerstown institutions was conducted at the J.A. Wroten Memorial Training Complex.
- Education Department awarded 325 Literacy Certificates.
- 65 inmates earned GED's.
- Two staff members were trained for translation to the Hispanic population.

The Maryland Correctional Institution – Hagerstown (MCI-H) is the oldest operating medium-security institution in Maryland. Due to its age, MCI-H is in need of constant maintenance. A list of needed improvements is maintained and submitted annually for consideration.

The Psychology Department currently offers four groups and is expecting to add an additional group. Services provided by the Psychology Department this year included 52 crisis interventions, 929 non-crisis interventions, 674 sessions of individual therapy and 119 group sessions.

The Social Work department of one social worker hosted a program to review its fatherhood program, Inside/Out Dads, for staff from the National Bureau of Justice and the National Fatherhood Initiative. It also conducted six Cognitive Behavior Groups with 67 inmates participating.



Case Management this year placed its focus is on motivational interviewing and developing/updating individual case plans for each inmate. This involves assessments, referrals, intervention and evaluations. on.



A full time Administrative Chaplain and parttime Catholic Chaplain serve the needs of over 2,200 inmates. Nearly 700 inmates are actively involved in weekly services and studies and an average of thirty volunteers provide religious services weekly. There are 17 faith groups, each with weekly study and group worship services. In addition to weekly services, 28 Special Programs were held and each faith group observed between one and three holy days for a total of 40. More than 30 baptisms were conducted.



## Maryland Correctional Training Center Hagerstown, MD

Acting Warden Wayne Webb

Acting Asst. Warden Richard Miller

Acting Security Chief Steven Myers

Facility Administrator  
Denise Gelsinger

Holds medium, minimum and pre-release adult males

Opened in 1966

617 Authorized Positions

Average Daily Population of 2,920

**Operating Costs:**  
\$71,293,649

### FY 2011 Accomplishments:

- 22,056 case management interviews
- 646 Social security card applications processed, 622 Birth certificate applications processed and 160 MVA ID cards obtained by the Transition Department
- The Psychology department ran 157 group treatment sessions
- Pre-release inmates planted 10,650 trees with DNR throughout the Hancock and Sidling Hill regions
- Began five new work crews: C&O Canal, Riverview Cemetery, Town of Boonsboro and the City of Hagerstown Public Works Department
- Food Service maintained food costs at \$2.59 per inmate, \$.50 per day per inmate under budget .
- More than 200 volunteers are registered to work at MCTC, and made a total of 1,785 visits to the facility.



The Maryland Correctional Training Center (MCTC) is the largest single-compound correctional institution in the state of Maryland. The pre-release unit houses approximately 340 minimum and pre release security inmates. Several construction projects including the new Receiving & ID/Package Room, new Support Building (consisting of five classrooms and eight offices for addictions groups and functions), new MCE Brush Shop, and new Sallyport #2 have greatly increased efficiency of operations at MCTC. Additionally, a roofing project for the housing units and most of the steam loop replacement project were completed this year. The massive construction requires changing the routine security practices/programs/daily routines to provide the most secure atmosphere possible for both staff and inmate population.

MCTC continues to focus on providing inmates with re-entry services; team members assigned to MCTC have gone to great lengths to fulfill this mission. The Gaudenzia Program, along with Addictions Treatment Protocol (ATP) and Aftercare are using the new Program Building, which has significantly improved the quality of service offered by these programs. The Segregation Addictions Program (SAP), which provides a “step-down” style for inmates who have been found guilty of drug/alcohol related infractions, lowering our segregation numbers and providing counseling for inmates with substance abuse problems.

Case management, transition, psychology, social work and addiction staff still conduct our original cognitive style treatment groups and services. The addition of the new medical building this year allowed the institution to expand medical services not only by providing medical and dental services as previously offered, but now MCTC’s medical department can provide X-ray services, physical therapy, optometry and psychiatric services all located in the new medical building.

During FY 2011, MCTC has functioned as the regional transportation hub facility, temporarily housing parole retakes, inmates going to medical and court appointments, as well as inmates on layover going to facilities in the east or west.



# Roxbury Correctional Institution

Hagerstown, MD



Roxbury Correctional Institution (RCI) is a medium-security facility in a rural setting encompassing 40 acres within a double-fenced enclosure inclusive. It includes 11 structures and is flanked on the exterior perimeter by eight towers.



*RCI's Incarcerated Veterans last October collected and shipped 76 boxes to troops deployed over seas.*

Since it opened in 1983, no inmate has escaped from the secure perimeter of RCI. The internal and external security audits of the facility normally result in an overall exceeds standards rating. Additional security measures include infiltration sensor technology and occasional use of a regional K-9 Unit. The 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 religious activities and provides office space for the Social Work Department. The MCE Graphics Plant opened in October 1993. The Administration Building houses the inmate and staff dining rooms, kitchen, dispensary, administration segregation intake area, psychology department, inmate receiving, visiting room, control center, business office, custody offices and administrative offices.

Warden Gregg Hershberger

Asst. Warden Keith Lyons

Security Chief David Wade

RCI is well-maintained, but is presently slated for Capital Construction upgrades to the perimeter, the inmate dining area, and the Medical and Psychological services area.

The institution finished the year in a fiscally responsible manner with one of the lowest average daily cost per inmate in the Division of Correction.

Holds medium-security adult males

Opened in 1983

445.5 Authorized Positions

Average Daily Population of 1,728

Operating Costs:  
\$48,602,429

### FY 2011 Accomplishments:

- Installed a mast light on inner compound.
- RCI received 99.85 on our HQ Program Audit.
- RCI's Lifer group collected 6 large boxes of canned food donated by our inmate population and staff for the Hagerstown Rescue Mission.
- Hired a much needed social worker for the facility.
- RCI brought our psychology department up to four psychologists and a mental health specialist.
- RCI began another group, "Friend of a Friend". The program provides conflict resolution and mediation training for prisoners who act as mentors to young prisoners who are at risk or have demonstrated violent behavior.



# North Branch Correctional Institution

Cumberland, MD

The North Branch Correctional Institution (NBCI) is a maximum security prison tasked with managing inmates considered threats to the state's institutions. The institution has proven that it is a major instrument in reducing violence throughout DOC.

NBCI first opened for operation as part of the Western Correctional Institution (WCI) in 2003 and in 2008 began to operate independently as NBCI. The institution has four housing units that house inmates in a maximum-security environment.

Housing unit one is a Segregation Unit that also houses the institution's Behavior Management Program (BMP), which aids participants in developing life skills to help them obtain a less restrictive environment and to reduce violence throughout the DOC.

Housing unit two is the Special Needs Unit, which has expanded. The 40 inmates who entered it this fiscal year would otherwise be housed in segregation. Staff works with these inmates on a daily basis to keep their environment safe and stable. Housing units two and three are step down units for control of inmate behavior, offering increasing privileges.

Case Management continues to be directly involved in the logistical document management and one-on-one interviews with inmates involved in the Behavior Management Program (BMP) and the Special Needs unit (SNU).

Custody continues work in concert with all departments to ensure our primary mission of protecting the public, staff and the inmate population is met. We are fully staffed at 442 custody staff, 38 custody supervisors and 404 line officers. Correctional staff ensures the daily operation of the facility are met on a 24/7 basis. Daily operations include maintaining a structured environment for the inmate population in such areas as property, recreational activities, assisting/supporting all departments with various programs, visitation procedures. Custody also collaborates with DOC Headquarters, intercepting contraband and managing a large segment of gang affiliations.

The Education Department had 1,013 inmates enrolled in FY 11, 254 were newly enrolled this year. All seats were filled and 30 inmates are currently on the eligibility list.

The Psychology Department coordinates both the BMP and SNU and maintains 24 hour 7 day/week voluntary on-call crisis coverage.

The Social Work Department improved release planning services provided to special needs inmates, implemented Re-Entry Program for the most violent inmates who receive minimal transitional services.



Warden Bobby Shearin

Asst. Warden Richard Graham, Jr.

Security Chief Keith Arnold

Holds maximum-security adult males

Opened in 2008 - Independent Operation

556 Authorized Positions

Average Daily Population of 1,471

Operating Costs:

\$50,613,215

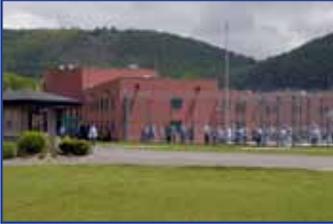


An officer working in one of NBCI's state-of-the-art control centers.



# Western Correctional Institution

Cumberland, MD



The Western Correctional Institution (WCI) in Allegany County began housing inmates in July 1996. Construction on the Vocational Building began in 2011 and will continue through November 2011. WCI is designated as a maximum-security institution but houses all security levels. A number of minimum-security inmates perform job assignments outside the secure perimeter under the supervision of correctional staff.

Warden J. Philip Morgan

Asst. Warden Frank Bishop

Security Chief Michael P. Thomas

Holds maximum-security adult males

Opened in 1996

506.5 Authorized Positions

Average Daily Population of 1,678

Operating Costs:

\$54,128,367

WCI has several state-of-the-art security features, including a gatehouse entrance equipped with metal detectors, an X-ray machine for inspecting incoming containers (briefcases, etc.) and a secure armory. A maximum-security perimeter surrounds the institution with an inner “no-climb” fence, an outer fence that is entirely coated with razor wire, and with the area between the two fences entirely covered with razor wire. Microwave sensors detect any movement within close proximity to the inner fence. Finally, an electronic “shaker” system enunciates an alarm should the fence be disturbed. A sophisticated Closed Circuit Television (CCTV) system within the institution monitors and records activity on the compound and inner structures.



WCI passed all audits and inspections without any major discrepancies and maintained its ACA and MCCA accreditation.

The institution is unique in that it houses a number of special management populations, including wheelchair bound inmates (medium and maximum security), Protective Custody inmates (medium and maximum security), witness protection inmates (all security levels), and inmates requiring negative air-flow housing due to air-borne infectious diseases (medium and maximum security).

To prevent inmate idleness, WCI provides inmates with jobs in sanitation, dietary, a sewing shop, wheel chair repair, MCE laundry, MCE woodworking/furniture shop, maintenance shops (skilled trades), horticulture/landscaping, road crews for Allegany and Garrett Counties, and a barbershop.

Staff training is conducted through a partnership with Allegany College of Maryland, which provides WCI with the classrooms and resources to deliver an academic pre-service, entrance level academy, and annual in-service training program.



WCI houses all minimum and maximum-security wheelchair-bound inmates

### FY 2011 Accomplishments:

- WCNN, closed circuit inmate news program now includes staff speaking on the air about issues that need addressed, including health issues.
- Sew shop re-sized 1,500 inmate uniform pants, project completed.
- 1<sup>st</sup> Youth Challenge Program completed 13 graduates/8 mentors.
- Developed plans and broke ground for construction of the Native American Sweat Lodge.
- Family Reunification and Community Mediation Program was implemented and operates under the Social Work Supervisor communicating with the Community Mediation of Maryland.



## Human Resources

DOC HQ



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

During this fiscal year, the HR staff coordinated all employee-related activities resulting from two major realignments; the reorganization of the Central Region Finance Office and the consolidation of the Maryland Correctional Transportation Unit into one budgetary agency. Headquarters HR staff now supports over 500 employees across the state as a result of these two major organizational changes.

Following the enactment of the Correctional Officers' Bill of Rights during the General Assembly's 2010 session, the headquarters HR staff worked with other Department of Public Safety and Correctional Services (DPSCS) HR teams to coordinate the rollout of in-depth training throughout the DOC for the appointing authorities, the investigative staff, and the hearing board members.

## Future goals:

- Continue to support field HR offices in reducing vacancy rates within the institutions
- Develop and implement consistent standards for HR procedures and audit functions
- Implement automated tracking of HR statistical information utilized by all facilities



## Public Information Office

DOC HQ

The Public Information Office, working in conjunction with the DPSCS Communications Office, promotes the Division of Correction through effective communication with the media, public and employees.

The office focuses its attention on promoting the efforts of DPSCS employees, volunteers and programming. The Public Safety Works initiative receives regular positive attention in the media.



This year, the Public Information Office has also concentrated on assisting the Communications Office in its digital media efforts, including regularly updating the department's Facebook page and Twitter feed. Producing content for the DPSCS public website is also one of the Public Information Office's responsibilities.

The Public Information Officer also answers requests filed under the Public Information Act (PIA) in a timely manner, and tracks these requests that come in Division-wide from inmates, media and the general public.



*Above: The Baltimore Sun attends a media event on Flag Day at MCI-W. The women in an MCE shop there sew American, Maryland and DPSCS flags.*



## Property Management Administrative Services, DOC HQ

## Policy Development Administrative Services, DOC HQ



The Office of Policy Development, Analysis, and Management (OPDAM) is responsible for adopting, amending, maintaining, reviewing, and rescinding DOC official publications in compliance with Maryland Commission on Correctional Standards (MCCS) and American Correctional Association (ACA), relevant court decisions, federal statutes and regulations, Maryland statutes and regulations, Governor executive orders and federal executive orders.

OPDAM is also responsible for policy and procedure annual reviews. This process identifies policies and procedures that require modification to ensure DOC directives, facility directives, and post orders, under the authority of the Commissioner, remain current and applicable.

The Property Management unit improves fixed assets accountability by providing technical assistance to property officers in the institutions, maintaining excellent customer service and assisting with Inventory Control Manual compliance.

### FY 2011 Accomplishments:

- Property thresholds for all institutions have been raised to the maximum allowed by the Inventory Control Manual improving property accountability.
- The A-Track inventory system has been implemented in all institutions using bar code technology to improve property tracking and compliance with State policies and procedures.
- Monitored audit compliance for property and materials and supplies with an audit compliance team visiting all institutions with repeat audit findings in these areas.
- The enterprise Inventory Management System (eIMS) system continues to improve internal controls and inventory processes related to materials and supplies in all institutions.



### FY 2011 Accomplishments:

- Passed the MCCS Audit in January 2011 with 100% compliance for annual policy reviews.
- Assisted the Western Correctional Institution with the ACA Reaccreditation Audit - achieving 100% with mandatory standards and 99.5% for non-mandatory standards.
- Audited 90 percent DOC facilities with Program Audit Review Teams.
- Updated and modified the style and format of over 85 percent of Division directives in accordance with DPSCS.020.0012, *Policy and Procedure Directive Development and Implementation*.
- Adopted and rescinded 50 percent of DOC directives and manuals.



## Technology Unit

Administrative Services, DOC HQ

The Technology Unit 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, overtime analysis and meeting support to the Governor's office.
- 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.
- Supports Correctional Officer Bill of Rights Hearing recordings.



above and right:  
DOC IT Manager Jay Miller shows a group from the federal Government Accountability Office (GAO) the latest technology used by the DOC



DOC officers and visitors from the Government Accountability Office (GAO) take a look at ViewScan technology that indicates whether those entering a facility have metal on their bodies.

### FY 2011 Accomplishments

- Provided technical support for the Cellular Disruption RFP. This technology would eliminate the use of unauthorized cell phones, and would be piloted at the Metropolitan Transition Center (MTC). The managed-access system will allow the DOC to control what cell phones are used within a certain area and block calls from unauthorized phones.
- Participated in a staffing analysis with the National Institute of Corrections (NIC) and the American Federation of State, County and Municipal Employees (AFSCME).
- Developed a staffing analysis for each institution as well as a ranking matrix for data analysis.
- Completed the final Joint Chairman's Report of Custodial Agency Staffing Requirements in July 2010.



## Food Service

Administrative Services, DOC HQ

The Headquarters Food Service program provides direct support to the regional food service programs with equipment and system operations, menu analysis, food service planning, and 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 Program reviews and Audits are conducted to ensure compliance.

Food Service provides nutritional meals in compliance with the Dietary Reference Intake (DRIs), National Academy of Sciences and National Research Council to everyone confined to the Division of Correction.

This unit also helps inmates working in food service develop the skills and abilities necessary for them to obtain gainful employment in the industry after release.

Increasing awareness for cost containment, food safety and food regulatory compliance is also a priority for this unit.

### FY 2011 Accomplishments:

- Completed the Brockbridge Correctional Facility (BCF) Food Warehouse renovation and expansion project in June 2011.
- Assisted with the food service design for the construction of the Dorsey Run Correctional Facility.
- Received \$550,000 in food surplus commodities from the US Department of Agriculture (USDA).
- Directed the School Breakfast and Lunch Nutrition Program. The Division of Correction food service program has provided 112,306 breakfast meals and 121,563 lunch meals for a total reimbursement of \$528,000.
- Cooperated with a pilot project for inmates employed as dietary workers at Brockbridge Correctional Facility called "On-the-Job Cooking Training Program" in collaboration with the Department of Labor, Licensing and Regulation (DLLR) providing rehabilitative skills for inmates to obtain gainful employment.

## Fleet Services

Administrative Services, DOC HQ



Fleet Services ensures that vehicles are maintained and operated following state policies and procedures.

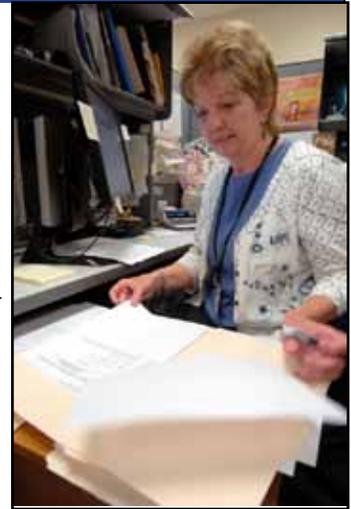
### FY 2011 Accomplishments

- Evaluated vehicle mileage and maintenance records to provide a safe and efficient fleet.
- Provided efficiencies by ride-sharing and fully utilizing assigned pool vehicles.
- Emphasized maintaining the fleet in accordance with established preventative maintenance schedules to maximize vehicle life cycles and provide safe vehicles to employees.

## Fiscal Services

Administrative Services, DOC HQ

Fiscal Services is charged with oversight of budgets and expenditures management in order to analyze trends and strategic plans throughout the Division of Correction.



### FY 2011 Accomplishments:

- Monitored and evaluated overtime trends in Fiscal Year 2011.
- Managed and directed Legislative Audit corrective action plans providing reviews and guidance to correct negative findings.
- Directed and managed the Central Finance Office to assure audit compliance and best fiscal practices.



# Education

## Programs and Services, DOC HQ

The Correctional Education program is provided by the Department of Labor, Licensing and Regulation (DLLR) under the authority of the Educational Coordinating Council for the Correctional Institutions. DLLR, in conjunction with the Department of Public Safety and Correctional Services (DPSCS) and DOC, is responsible for the educational programs operating in Maryland's correctional institutions. Correctional education provides opportunities for incarcerated men and women enabling them to become independent and productive workers, citizens, and parents and facilitating their successful re-entry into the community.



*DPSCS Secretary Gary D. Maynard and DLLR Secretary Alexander Sanchez thank the family of the late Gerald Solomon for donating 10,000 books to Maryland's prison libraries.*

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 37 occupational programs or limited 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, cooking, drafting, electrical wiring, furniture upholstery, graphic arts, printing, heating ventilation and air conditioning, masonry, plumbing, residential construction, sheet metal fabrication and warehousing/distribution.



At each facility, workforce development and transition strategies are integrated into academic and occupational programs. Six new occupational programs will begin at Western Correctional Institution (WCI) by early January 2012. Those occupational courses include: Printing, Welding, Building Maintenance, Cabinet Making, Graphics Arts and

Culinary Arts. Cooking, an on-the-job training program (OJT), is offered at Brockbridge Correctional Facility and Patuxent Institution. The program will expand to Maryland Correctional Training Center in September.



## Victim Services

Programs and Services, DOC HQ



*A resource fair held for victims during Victims Rights Week*

The Division of Correction Victim Services Unit (VSU) is dedicated to assisting 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.

In keeping with this concept, during Fiscal Year 2011, employees of the VSU participated in a variety of training programs. A Restorative Justice Conference offered staff creative ways for offenders to give back to their communities and Illuminations Training dealt with handling cases involving child sexual abuse.

### FY 2011 Accomplishments:

- Arranged for the Secretary of Public Safety and Correctional Services to present a workshop on the Departments' Restorative Initiatives at the fourth Restorative Justice Conference in Maryland.
- At the same conference, arranged for participating members of a Victim/Offender Dialogue to "tell their story" of meeting with the inmate.
- Arranged for representatives to attend the Governor's Town Hall meetings held in various regional areas within the state. Staff also represented DOC at the follow up meeting, held in May 2011 to discuss issues presented during the Town Halls.
- Gave a presentation to the victim service professionals during the Maryland State's Attorney's Annual Conference held in Ocean City, Md. during June 2011.
- Provided victim services training to newly hired case management personnel.
- Represented the DOC at five regional victim awareness events during Victims' Rights Week 2011.

## Data Management

Programs and Services, DOC HQ

The Data Management Unit's team of six has completed another successful and productive year. This dedicated team trained supervisors throughout the state how to complete the Department of Public Safety and Correctional Services (DPSCS) official Count. More than 500 supervisors were trained within the DOC, Division of Pre-trial Detention and Services (DPDS), and Patuxent Institution within two months.

### FY 2011 Accomplishments:

- Modulating information collected during audit of all DOC, Pre-Trial, and Patuxent bed/cells into the Offender's Case Management System (OCMS).
- Trained Patuxent Institution and the Division of Pre-Trial Detention and Services (DPDS) on Inquiry, Traffic, Infractions and Count programs onsite at PCTC as well as in the field. On-site training was conducted at facilities during all three shifts.
- Trained DOC, DPDS and Patuxent Institution staff on the OBSCIS I system
- Created and updated LOCAT table for BCDC inmates
- Installed the Maryland Electronic Telecommunication Resource System known as METERS on all DOC computers with Originating Agency Identification (ORI) numbers
- Maintain records of name and locations of terminals that have ORI's Division wide
- Trained DOC staff on METERS program
- Processed requests for Maryland Image Repository System (MIRS) access



## Religious Services

Programs and Services, DOC HQ

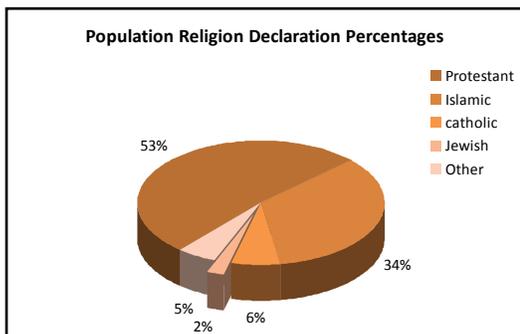


### Religious Services by the numbers ...

- Addressed more than 75,000 requests for assistance
- Accommodated 120 holy or seasonal observances
- Facilitated 120 special programs/activities
- Conducted 1,100 pastoral counseling sessions relative to emergency notifications
- Administered requests for more than 70 marriages
- More than 9,000 religious volunteers supported this unit.

Over the past fiscal year, chaplains and religious volunteers offered programming and special religious activities to encourage positive redemptive and rehabilitative outcomes in the lives of offenders. Several of these faith-based programs addressed re-entry protocols, including cognitive-behavioral mentoring groups, life coaching, recovery progression and transitional efforts through outreach contacts within the communities. Inmates throughout the DOC can participate in a

variety of spiritual and life-empowering activities such as pray vigils, anti-gang violence talks, spiritual leadership training, Mass services, concerts and preparing-for-success seminars.



In persistent efforts of affording the opportunity for religious exercise, DOC reviewed its meal plans with the Association of American Halal Certifiers (AAHC) which was found to be acceptable to those of the Muslim faith. Additionally, DOC continues to partner and/or collaborate its activities with various faith-based organizations such as with the Trinity Broadcasting Network (TBN), Jewish Big Brothers/Big Sisters, KAIRO, Prison Fellowship, Aleph Institute, and numerous churches, temples, mosques, etc. The faith community made many donations, including religious sacrament kits, musical equipment, religious texts books, and personal items.

With the ever-continuing support of the religious volunteers and faith-based organizations, we can continue to build a strong bridge to success through the faith community.



## Case Management

Programs and Services, DOC HQ



The DOC Headquarters case management unit develops and implements classification policies and procedures. The department includes separate business units operating under the case management umbrella, including the Alcohol Drug Abuse Administration (ADAA) substance abuse placement coordination team, the inmate transfer coordinator for the DOC, the Administrative Remedy Process/Inmate Grievance

Process (ARP/IGP) unit, the classification/out-of-state monitoring unit, and the case management training unit.



This fiscal year, staff implemented the Direct Admission process at the Baltimore City Detention Center (BCDC), which streamlined the intake process by conducting the intake for DOC at BCDC for offenders sentenced in Baltimore City. Screenings for Central Home Detention were conducted to increase the number of DOC participants. MCAC now houses only federal inmates; however, DOC administrative and case management staff remained. Case management staff reassignments were made.

## Case Management by the numbers ...



ARP/IGO- related cases:  
 Number of appeal cases processed - 3396  
 Number found meritorious\* - 51  
 \*Mainly due to property and medical violations

DHMH/ADAA:  
 Number of 8-507 cases processed for inpatient and outpatient treatment programs - 277  
 Number of cases cleared for inpatient and outpatient treatment programs - 204  
 Number of disapprovals - 73\*  
 \*Rationale for disapprovals based upon pending detainers and treatment orders not covering all of the commitments currently being served.

Number found meritorious in part\* - 196  
 \*Mainly due to timeframe violations

Number of audits conducted - 10  
 Deficiencies\* - 5  
 Recommendations\* - 8  
 \*Major area of deficiencies and recommendations were due to timeframes not being adhered to i.e. investigations not returned to the ARC on time or Warden's response not being issued within the timeframe.

Out-of-State Inmates:  
 Number of ICC Males Received - 1  
 Number of BOP Males Received - 2  
 Out of Custody Cases - 5  
 International Prisoner Transfers - 2  
 Rapid Repatriation Cases Processed - 3  
 Rapid Repatriation Cases Approved - 1  
 Rapid Repatriation Cases Disapproved\* - 2  
 \*Reasons for disapprovals were due to outstanding warrants and ICE no longer interested due to pending parole release approval.

Number of IGP cases - 426  
 Number found meritorious/meritorious in part - 13  
 Primary Area of Complaint - Adjustments, property, staff, case management  
 Most Complaints - ECI, NCCI, WCI  
 Least Complaints - MRDCC, MCAC, MCI-W, MCPRS

Program Audits:  
 Number of Audits - 16  
 Number Compliant With Recommendations\* 16  
 \*Training for staff was conducted in response

Inmate Transfers:  
 via DOC HQ - 12,408  
 via Baltimore City Intake - 2,465  
 via County Intake 3,985



## Volunteer and Transition Services

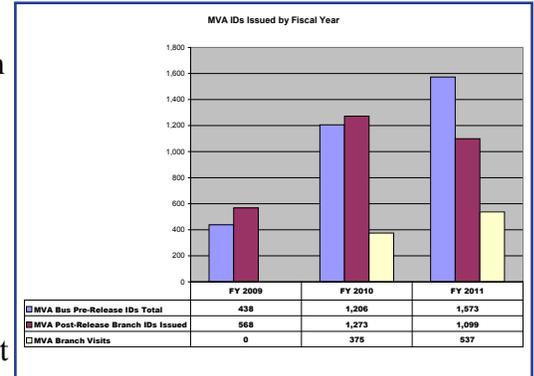
Programs and Services, DOC HQ

The Volunteer Services program continued its long standing successful management and coordination of some 3,500 lay, professional and intern volunteers that help bridge the gap between inmate needs and the agency's capability to provide traditional and nontraditional programming.

The Transition Services unit received recognition from Gov. Martin O'Malley for the Community Mediation Collaborative program, which will expand to six additional correctional facilities in FY 2012.

The DOC's Inmate ID Document program prepares inmates for work after release. Inmate ID Coordinators at the facilities have processed more than 19,680 inmates for a birth certificate, 17,867 for their social security card; and more than 7,000 inmates for an MVA ID card prior to or immediately following their release.

The DOC understands homelessness can compound an already difficult return to the community. Therefore, identifying individuals with need and providing transitional housing is a key to DOC's mix of transition services. In FY 2011, the DOC implemented the At Time of Release, Inmate Homeless CENSUS survey. The survey of 127 inmates released in a one-week period found 69% with a housing status upon release defined as homeless (i.e., living with family, friends, hotel/motel, place to place, abandon building, shelter, on the streets or park, residential drug treatment, transitional recovery house, others and don't know). The challenge for DOC is to better serve the homeless inmates at the time of release, partner with others to remedy causes of homelessness during incarceration, better document the needs of homeless offenders following release, and standardize a DOC definition of homeless.



## Hearing Officers

Programs and Services, DOC HQ



Ten Hearing Officers and a Programs Administrator conduct inmate disciplinary hearings throughout Maryland's DOC facilities. Additionally, Hearing

Officers conduct hearings at Patuxent Institution and two facilities of the Division of Pretrial Detention and Services (DPDS).

This unit represents the department at the Office of Administrative Hearings (OAH) when an inmate appeals what he or she considers negative results of a disciplinary hearing. During the last fiscal year, Hearing Officers conducted 12,559 inmate disciplinary hearings in 13 DOC facilities. The hearings resulted in 9,090 guilty finds, 82 dismissals and 1,948 informal

resolutions or reduction to incident reports.

These figures do not include the thousands more hearings conducted at DPDS and Patuxent or JPRU.

Hearing Officers also train institutional hearing officers and institutional 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.

FY 2011 Accomplishments:

- Conducted more than 3,700 hearings.
- Many hearings were via video-conferencing from hubs located at HQ, MCI-J, MCTC and RCI. This resulted in a reduction of cost in travel expenses.
- Select Hearing Officer Trainers conducted seminars at PCTC, prisons and Pre-Release facilities.
- Revisions to COMAR Title 12 have been submitted to the legislature for approval.



## Canine (K-9)

Headquartered in Hagerstown, MD

The K-9 Unit is a subordinate component of Security Operations Unit and is under the leadership of Major Greg Shumake. The K-9 Unit is divided into three geographical regions, consisting of the Western Region, which includes Hagerstown and Cumberland facilities, the Central region, consisting of the Baltimore and Jessup facilities, and the Eastern region, consisting of all facilities east of the Bay bridge.

The K-9 Unit is comprised of 22 full time positions for K-9 handlers, augmented by four full time supervisors. Each handler maintains his status in his home region and is dispatched to emergencies and request for service by regional supervisors. In addition, the Unit has operational control of the Division of Pretrial Detention and Services' Baltimore City Detention Center (BCDC) K-9 Unit, which is comprised of 4 handlers.

DOC K-9 handlers scan visitors and staff for contraband, conducting cell and facility searches, interdicting CDS and contraband at checkpoints, parking lots and metal detectors and providing armed response to disorders and emergencies. The unit also maintains Bloodhound and tracking dogs to assist in the recapture of escaped inmates and criminals, and is called upon to assist other law enforcement agencies under mutual assistance pacts.



K-9 handlers receive specialized training and certification in specialty areas to include interview and interrogation, drug identification, verbal judo, contraband detection and recovery, defensive tactics, weapons retention and takeaway, small unit tactics, officer down recovery, hostage recovery, fugitive recovery, cell extractions, and many other focused areas.

The K-9 Unit has several certified instructors that provide specialized training to DOC and allied agencies in such areas as NIK Drug Testing, vehicle search, fugitive recovery, firearms qualification and other topics.

The K-9 Unit provides initial and ongoing K-9 Certification and Training to other allied state and local agencies, such as Frederick County Sheriff, Washington County Sherriff, Allegany County Bureau of Police and others.

The Canine Unit maintains a Canine Response Team (CRT) which is deployed under emergency circumstances. This team consists of several patrol dog handlers, who train jointly with our Special Operations Group (SOG) teammates, and attend the Maryland State Police SWAT School. The K-9 Operators pass this intensive SWAT School to achieve a position as a CRT member. Additionally, the K-9 Unit currently has one handler certified by MSP as a counter sniper. Each member of the CRT and his assigned patrol dog

participate in advanced training in weapons systems, both lethal and less lethal, deployment of canine, as well as chemical munitions. Members of the CRT assist with High Risk Inmate Transports (HRIT) aiding in the safe and secure transport of these inmates. Since the start of this program in 2008, there has not been an inmate escape from an escort outside of a secure facility.



## Honor Guard

Headquartered in Baltimore, MD

The DPSCS Honor Guard Unit took great strides in reorganizing and increasing facility participation in 2011. Major Paul Ridenour was appointed as the Commander. Major Ridenour has more than 35 years of experience in the DOC, with 25 years of involvement in the Honor Guard.

Each facility now has established their own Honor Guard unit that will represent their facility at staff funerals and the Annual Secretary's Competition.

Patuxent Institution won the Second Annual Secretary's Competition in January 2011. That team now represents the department at all formal functions in 2011.

This year marks a turning point for the DPSCS Honor Guard. We proudly honor those who have fallen in the line of duty.



## Crisis Management

Headquartered in Baltimore, MD

Crisis Management is comprised of subunits – Emergency Preparedness, the Hostage Negotiation Team and Critical Incident Stress Management Team (CISM) that function to prevent or limit emergencies within the state correctional facilities, assist staff with the proper method in handling emergencies when they occur and mitigating the negative effects of those emergencies or traumatic events.

Crisis Management participated in 16 audits in the area of Emergency Preparedness and provided guidance and training to Emergency Operations Coordinators in all regions. The unit also participated in Maryland Emergency Management Agency (MEMA) exercises at the State Emergency Operations Center.

Crisis Management also:

- Continued to work with Coordinators on Institution Emergency Plan Manuals.
- Developed a Power-point Presentation to assist Facility Emergency Preparedness Coordinators, and to guide them through the training of employees.
- Conducted four Regional Emergency Operation Exercises
- Provided technical support for facilities statewide
- Attended a Chief's Meeting to emphasize preparing for emergencies by learning the Emergency Plans.
- Participated in Respiratory Protection meetings
- Attended the Hostage Negotiators Graduation Exercise at ECI
- Obtained telephones for the Hostage Negotiator Team Commanders.
- Restructured the teams in the Baltimore and Jessup areas, which included separating and completing a full Jessup Team, while building a separate team for the Baltimore area.



## Special Operations Group (SOG)

Headquartered in Baltimore, MD



SOG includes Operations who are specially trained in the following:

- 24 Maryland State Police Certified SWAT Operators
- 3 Maryland State Police Certified Counter Snipers
- 4 Certified Krav Maga Instructors
- 2 Certified Gracie Combative Instructors
- 1 Certified SPEAR Instructor
- 6 Tactical Woodland Operations Escape Recovery Specialist
- 12 Operators Graduated from Virginia State Stryker Tactical School
- 3 Taser Instructors
- 8 Firearm Instructors
- 11 Defensive Tactics Instructors
- 19 Certified Trainers for Trainers
- 4 K9 MSP SWAT Certified Operators
- 2 Hostage Negotiations Certified



The Special Operations Group consists of about 50 highly trained Operators that maintain their status at their home facilities and are activated upon orders of the Director of Security Operations.

SOG activations can be based on emergency conditions or for many routine or planned missions.

## Contraband Interdiction Team (CIT)

Headquartered in Baltimore, MD

CIT consists of about 100 specially-trained correctional officers that conduct searches and monitor institutions for contraband. During Fiscal Year 2011, CIT conducted nine interdiction efforts in six different facilities.

The team looks for contraband to include weapons, cell phones, tobacco, drugs, cash and any other material that inmates are not authorized to have.

This fiscal year, CIT found the following during its missions:

- Weapons - 88 (4 were street hunting knives)
- Cell Phones - 130
- Cell phone Chargers-104
- Suspected CDS-10 grams with an additional 19 bundles
- an iPod
- a bluetooth earpiece
- SIM cards



## Intelligence

Headquartered in Baltimore, MD



The DOC-Intelligence Coordinating Unit (ICU) manages and contain any threat that impinges upon the state's facilities. At this point in time, the most prominent threats are Security Threat Groups (gangs), contraband and staff corruption. The DOC/ICU has established a process to identify gang members entering the system. It maintains a program designed to fracture gang hierarchies by identifying known gang "core members" and targeting them for special monitoring. The unit also monitors inmate telephone calls, examines their mail and regularly searches for and confiscates contraband.

The unit this year seized 164 weapons, 36 cell phones, made 150 drug finds, found information that led to 22 staff members being either terminated or release and validated 815 gang members.

GOCCP grants allowed to fill two Criminal Intelligence Analysts positions this fiscal year. The analysts use software that allows them to:

- Collect, organize and analyze a large amount criminal intelligence information to extract significant facts
- Integrate and use computers and software/databases creatively to assist in the intelligence analysis process
- Determine suspicious or potential criminal activity and/or associations
- Identify leads for possible follow-up by Institutional Intelligence Lieutenants
- Conduct link analysis, discovering connections through analysis
- Prepare computerized charts, graphs, tables, maps and other visual aids
- Conduct telephone toll analysis
- Perform spreadsheet analysis
- Prepare crime analysis and crime mapping
- Assist in the identification of criminal trends and in the planning for developing responses to those trends

## Program Audit Review Team (PART)

Headquartered in Baltimore, MD

The Program Audit Review Team underwent significant changes in FY 2011. Personnel changes have enhanced the overall skill and experience level of the Team.

The PART Team conducted audits throughout the DOC. There were fifteen Program Audits completed in FY 2011 with a total of 8,732 line items checked.

Throughout the year members of the PART Team have enhanced their skills by attending various training. Two Lieutenants attended First Line Supervisor training.

Team members routinely participate in Security Operations Unit (SOU) missions and initiatives to include mass searches for contraband and the cell phone initiative. Team members also make weekly security inspections at hospitals that provide medical services to inmates.

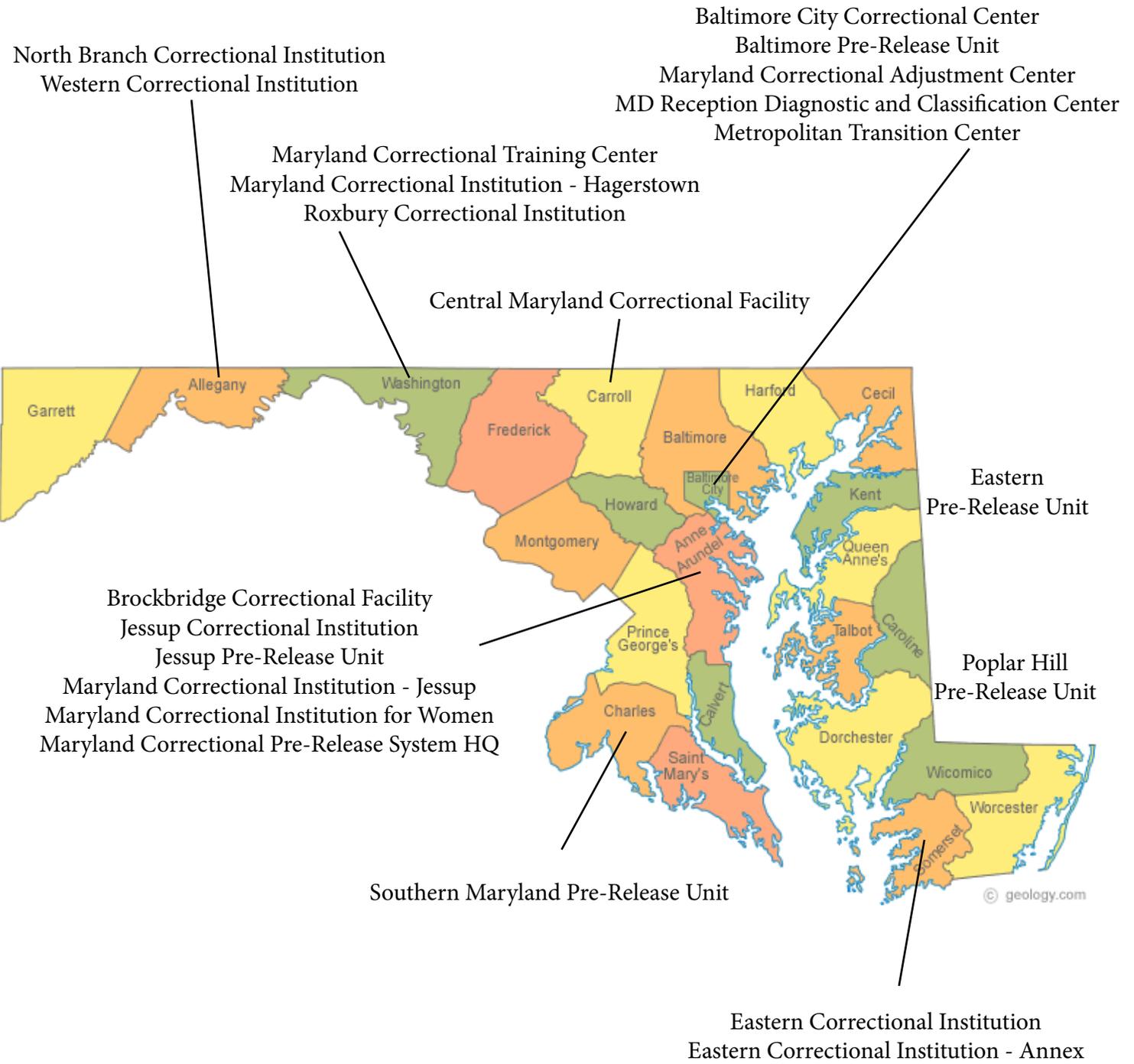
We are excited about the direction that the PART Team is taking. The Team has dedicated members that have enhanced the performance of the PART Team and the SOU.



*The PART team regularly inspects the secure wing of Bon Secours Hospital, which opened as a partnership between the hospital and DOC this fiscal year.*



# Map



## Population Data

### AGE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2011

Age Group	Count	Percentage
Under 17 Years	10	0.0%
17 Years	36	0.2%
18 Years	114	0.5%
19 Years	291	1.3%
20 Years	472	2.1%
21 Years	657	2.9%
22 Years	698	3.1%
23 Years	807	3.6%
24 Years	767	3.4%
25 Years	804	3.6%
26-30 Years	3,875	17.4%
31-35 Years	3,261	14.6%
36-40 Years	2,687	12.0%
41-50 Years	5,078	22.8%
51-60 Years	2,149	9.6%
Over 60 Years	600	2.7%
<b>TOTAL</b>	<b>22,306</b>	<b>100.0%</b>

Average Age: 36.2 Years

This data is from the quarterly Inmate Characteristics Report as of June 30, 2011. It represents inmates sentenced to Division of Correction jurisdiction who are housed in departmental facilities. The data is derived from OBSCIS (Offender-Based State Correctional Information System). Slight differences among the totals presented for the different "characteristics" (sex/race, age, sentence, and offense) are due to missing data on the automated system.

## Population Data

### AGE GROUPS OF COMMITTED PERSONS FISCAL YEAR 2011

Age	Males Processed		Females Processed		Total
16 Years & Younger	16	0.2%	1	0.1%	17
17 Years	46	0.6%	2	0.3%	49
18 Years	166	2.0%	8	0.9%	174
19 Years	359	4.4%	6	0.7%	365
20 Years	425	5.2%	22	2.4%	447
21 Years	404	4.9%	25	3.9%	439
22-25 Years	1,399	17.0%	115	12.7%	1,514
26-30 Years	1,364	16.6%	152	16.8%	1,516
31-35 Years	979	11.9%	120	14.4%	1,109
36-40 Years	817	9.9%	138	15.3%	955
41-50 Years	1,647	20.0%	227	26.2%	1,884
51-60 Years	523	6.4%	55	6.1%	578
61 Years & Older	81	1.0%	2	0.2%	83
Unknown	0	0.0%	0	0.0%	0
<b>TOTAL</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

# Population Data

## JURISDICTION FROM WHICH COMMITTED PERSONS WERE RECEIVED FISCAL YEAR 2011

Jurisdiction	Males Processed		Females Processed		Total
	Count	Percentage	Count	Percentage	
Baltimore City	4,425	52.8%	564	62.4%	4,989
<b>Counties</b>					
Allegany	50	0.6%	12	1.3%	62
Anne Arundel	249	2.0%	17	1.9%	266
Baltimore	834	10.1%	84	9.3%	918
Calvert	75	0.9%	6	0.7%	81
Caroline	46	0.6%	2	0.3%	49
Carrroll	70	0.9%	10	1.1%	80
Cecil	101	1.2%	8	0.9%	109
Charles	176	2.1%	14	1.5%	190
Dorchester	61	0.7%	7	0.8%	68
Frederick	85	1.0%	4	0.4%	89
Garrett	16	0.2%	4	0.4%	20
Harford	373	4.5%	50	5.5%	423
Howard	81	1.0%	6	0.7%	87
Kent	23	0.3%	2	0.2%	25
Montgomery	305	3.7%	20	2.2%	325
Prince George's	500	6.1%	9	1.0%	509
Queen Anne's	38	0.5%	6	0.7%	44
Somerset	73	0.9%	2	0.2%	75
St. Mary's	45	0.5%	4	0.4%	49
Talbot	24	0.3%	2	0.3%	27
Washington	281	3.4%	44	4.9%	325
Wicomico	206	2.5%	19	2.1%	225
Worcester	84	1.0%	6	0.7%	90
Other	5	0.1%	0	0.0%	5
<b>TOTAL</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

## Population Data

### LENGTHS OF SENTENCES OF COMMITTED PERSONS FISCAL YEAR 2011

Sentence	Males Processed		Females Processed		Total
2 Months	1,171	14.2%	246	27.2%	1,417
4-6 Months	621	7.7%	116	12.8%	747
7-12 Months	624	7.7%	79	8.7%	712
12-18 Months	770	9.4%	113	12.5%	882
19 Months-2 Years	660	8.0%	65	7.2%	725
25 Months-3 Years	861	10.5%	63	7.0%	924
27 Months-5 Years	1,267	16.6%	104	11.5%	1,471
61 Months-8 Years	745	9.1%	41	4.5%	786
97 Months-10 Years	471	5.7%	31	2.4%	502
121 Months-15 Years	285	4.7%	23	2.5%	408
More Than 15 Years	478	5.8%	22	2.4%	500
Life	52	0.6%	1	0.1%	54
<b>TOTAL</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

## Population Data

**BY JURISDICTION, PERSONS COMMITTED TO THE DIVISION OF CORRECTION  
WITH LIFE SENTENCES AND DEATH SENTENCES \*  
DURING FISCAL YEAR 2011**

Committing Jurisdiction	Life	Death	TOTAL
Baltimore City	20	0	20
Allegany	0	0	0
Anne Arundel	1	0	1
Baltimore County	7	0	7
Calvert	1	0	1
Caroline	0	0	0
Carroll	0	0	0
Cecil	2	0	2
Charles	0	0	0
Dorchester	0	0	0
Frederick	1	0	1
Garrett	0	0	0
Harford	1	0	1
Howard	0	0	0
Kent	0	0	0
Montgomery	4	0	4
Prince George's	10	0	10
Queen Anne's	0	0	0
Somerset	1	0	1
St. Mary's	1	0	1
Talbot	0	0	0
Washington	0	0	0
Wicomico	3	0	3
Worcester	1	0	1
OTHER STATES	1	0	1
<b>TOTAL</b>	<b>54</b>	<b>0</b>	<b>54</b>

\* Life Sentences include sentences to life plus a fixed term.

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

# Population Data

## MAJOR OFFENSES OF COMMITTED PERSONS FISCAL YEAR 2011

Offense*	Males	%	Females	%	TOTAL
Arson	28	0.3%	4	0.4%	32
Assault	1,516	18.4%	126	13.9%	1,642
Auto Theft	132	1.6%	9	1.0%	141
Burglary	571	6.9%	27	3.0%	598
Court Violation	52	0.6%	7	0.8%	59
Domestic Relations	64	0.8%	11	1.2%	75
Drug Offense	2,406	29.2%	282	31.2%	2,688
Escape	56	0.7%	4	0.4%	60
Forgery	37	0.4%	13	1.4%	50
Fraud	23	0.3%	12	1.3%	35
Kidnapping	25	0.3%	1	0.1%	26
Larceny	649	7.9%	159	17.6%	808
Manslaughter	45	0.5%	2	0.2%	48
Murder	276	3.4%	22	2.4%	298
Prostitution	18	0.2%	101	11.2%	119
Sexual Assault	238	2.9%	1	0.1%	239
Robbery	850	10.3%	47	5.2%	897
Sex Other	175	2.1%	8	0.9%	183
Traffic Violation	431	5.2%	21	2.4%	462
Weapons	439	5.3%	13	1.4%	452
Others	195	2.4%	23	2.5%	218
<b>Total</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

\* Major Offense for Each Person

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

# Population Data

## OFFENSE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2011

Offense *	Count	Percentage
Arson	81	0.4%
Assault	3,450	15.5%
Auto Theft	159	0.7%
Burglary	1,379	6.2%
Court Violation	43	0.2%
Domestic	122	0.5%
Drug Offense	3,634	16.3%
Escape	52	0.2%
Forgery	53	0.2%
Fraud	41	0.2%
Kidnapping	191	0.9%
Larceny	909	4.1%
Manslaughter	258	1.2%
Murder	4,818	21.7%
Prostitution	28	0.1%
Robbery	3,618	16.3%
Sexual Assault	1,985	8.9%
Sex Other	313	1.4%
Traffic Violation	88	0.4%
Weapons	917	4.1%
Other	102	0.5%
<b>Total</b>	<b>22,241</b>	<b>100.0%</b>

\* Major Offense for Each Person.

This data is from the quarterly Inmate Characteristics Report as of June 30, 2011. It represents inmates sentenced to Division of Correction jurisdiction who are housed in departmental facilities. The data is derived from OBSCIS (Offender-Based State Correctional Information System). Slight differences among the totals presented for the different "characteristics" (sex/race, age, sentence, and offense) are due to missing data on the automated system.

# Population Data

## RACE AND SEX OF COMMITTED PERSONS FISCAL YEAR 2011

RACE	Males Processed		Females Processed		Total
Black	6,058	73.6%	528	59.5%	6,586
White	2,146	26.1%	262	40.0%	2,508
Other/Unknown	22	0.3%	4	0.4%	26
<b>TOTAL</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

## PLACES OF BIRTH OF COMMITTED PERSONS FISCAL YEAR 2011

Birthplace	Males Processed		Females Processed		Total
Maryland	4,475	54.4%	411	45.5%	4,886
District of Columbia	501	6.1%	17	1.9%	518
New Jersey	67	0.8%	6	0.7%	73
New York	190	2.3%	10	1.1%	200
North Carolina	54	0.7%	0	0.0%	54
Pennsylvania	113	1.4%	12	1.4%	126
South Carolina	30	0.4%	2	0.2%	32
Virginia	116	1.4%	8	0.9%	124
Other States	331	4.0%	52	5.8%	383
Outside United States	297	3.6%	12	1.3%	309
Unknown	2,052	24.9%	272	41.3%	2,425
<b>TOTAL</b>	<b>8,226</b>	<b>100.0%</b>	<b>904</b>	<b>100.0%</b>	<b>9,130</b>

This data is derived from OBSCIS (Offender-Based State Correctional Information System) and represents sentenced inmates received by the Division of Correction during the fiscal year.

# Population Data

## SEX AND RACE DISTRIBUTION AS OF JUNE 30, 2011

Sex Distribution *			Race Distribution **							
Institution	Male	Female	Black		White		Indian	Asian	Unk.	TOTAL
			Count	%	Count	%	Count	Count	Count	
ECI	2,270		2,282	72.9%	877	26.8%	0	5	5	2,270
MTC	902		768	85.0%	122	14.6%	0	2	1	902
MCAC	3		2	100.0%		0.0%	0	0	0	3
MRDCC	744		547	72.5%	195	26.2%	0	0	2	744
JCI	1,759		1,205	74.2%	445	25.2%	0	2	7	1,759
MCIJ	1,027		708	68.2%	321	21.0%	0	0	8	1,027
MCIH	2,077		1,252	65.1%	712	24.2%	0	5	8	2,077
MCTC	2,882		2,022	70.5%	848	29.4%	1	0	2	2,882
ROGB	1,726		1,242	77.8%	376	21.8%	1	2	5	1,726
WCI	1,651		1,212	72.5%	428	25.9%	1	1	8	1,651
HBCI	1,444		1,184	82.0%	253	17.5%	0	4	2	1,444
HBCF	625		464	72.1%	169	26.6%	0	0	2	625
PATX-A	386	44	280	65.1%	146	24.0%	0	1	2	420
MCIW		829	468	56.5%	353	42.6%	2	2	4	829
JPRI	585		461	78.8%	121	20.7%	0	2	1	585
CMCF	500		259	71.8%	140	28.0%	0	0	1	500
BCCC	491		410	82.5%	80	16.2%	0	0	1	491
EPRI	175		117	66.9%	58	22.1%	0	0	0	175
BPRI	189		172	91.0%	17	9.0%	0	0	0	189
PHPRI	187		127	67.9%	58	21.0%	0	1	1	187
SMPRI	175		125	77.1%	39	22.2%	0	0	1	175
HOU	216	13	174	76.0%	55	24.0%	0	0	0	229
CONTRACT	72		71	98.6%	1	1.4%	0	0	0	72
BCDC	275	37	270	86.5%	41	12.1%	0	0	1	312
<b>TOTAL</b>	<b>21,382</b>	<b>923</b>	<b>16,245</b>	<b>72.2%</b>	<b>5,865</b>	<b>26.2%</b>	<b>5</b>	<b>27</b>	<b>64</b>	<b>22,206</b>

This data is from the quarterly Inmate Characteristics Report as of June 30, 2011. It represents inmates sentenced to Division of Correction jurisdiction who are housed in departmental facilities. The data is derived from OBSCIS (Offender-Based State Correctional Information System). Slight differences among the totals presented for the different "characteristics" (sex/race, age, sentence, and offense) are due to missing data on the automated system.

# Population Data

## SENTENCE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2011

Sentence	Count	Percentage
2 Months	66	0.2%
4-6 Months	103	0.5%
7-12 Months	237	1.1%
12-18 Months	517	2.2%
19 Months-2 Years	672	2.9%
25 Months-2 Years	1,226	5.5%
27 Months-5 Years	3,226	14.5%
61 Months-8 Year	2,884	12.8%
97 Months-10 Years	2,241	10.1%
121 Months-15 Years	2,595	11.7%
More Than 15 Years	6,047	27.2%
Life	2,428	10.9%
<b>TOTAL</b>	<b>22,242</b>	<b>100.0%</b>

Average Sentence Length: 177.2 Months\*

Average Length of Stay: 68.4 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.

This data is from the quarterly Inmate Characteristics Report as of June 30, 2011. It represents inmates sentenced to Division of Correction jurisdiction who are housed in departmental facilities. The data is derived from OBSCIS (Offender-Based State Correctional Information System). Slight differences among the totals presented for the different "characteristics" (sex/race, age, sentence, and offense) are due to missing data on the automated system.

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