

**MARYLAND COMMISSION
ON
CORRECTIONAL STANDARDS**

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ANNUAL REPORT



Robert L. Ehrlich, Jr.
Governor

Michael S. Steele
Lt. Governor

Mary Ann Saar
Secretary

Walter B. Ridley
Chairman

Thomas G. Fitzgerald
Acting Executive Director

FISCAL YEAR 2003

STATE OF MARYLAND

**DEPARTMENT OF PUBLIC SAFETY
AND CORRECTIONAL SERVICE**

EXECUTIVE SUMMARY

The Maryland Commission on Correctional Standards is an agency within the Department of Public Safety and Correctional Services with legal authority referenced in the Annotated Code of Maryland, Correctional Services Article, Sections 8-101 et seq. The Commission is empowered to develop and enforce minimum mandatory standards for all adult places of correctional confinement. In addition, the Commission provides technical assistance to these facilities. Some of the key events of Fiscal Year 2003 are noted below.

- * Marie C. Henderson, the Commission Chairperson since its inception in 1979, passed away on June 1, 2003. Ms. Henderson, a volunteer citizen member for twenty-four years, devoted much of her time to the development, implementation and ongoing evaluation of the standards and audit process. She was also active in many civic and charitable organizations. She succeeded in establishing the Maryland Commission on Correctional Standards as one of the State's most sound and enduring Commissions. The conditions of confinement in correctional facilities around the State are healthier, safer and more humane, because of her efforts.

- * Donald Jones, the Executive Director since 1993, passed away on March 8, 2003. Mr. Jones had worked at the Commission for over fifteen years. In that time, he oversaw a revision to the standards manual, and the development and implementation of licensing procedures and regulations for private home detention monitoring companies. Mr. Jones was very active in correctional organizations. At the time of his death, he was the President-Elect of the Maryland Criminal Justice Association, a member of the Executive Board of the Maryland Correctional Administrators Association, and a member of the National Jail Inspectors Association.

- * The results of key objectives identified under the agency's Managing for Results process were encouraging. For the first time, the agency considered measures that gauge the audit process and technical assistance provided. Ninety-three percent of the managing officials of audited agencies rated the audit good or better in terms of accuracy, usefulness and objectivity. A total of twenty-four audits were conducted (19 correctional facilities and 5 private home detention monitoring agencies). This is an increase over the previous fiscal year, and is particularly significant when limited staffing is considered. The hiring freeze prevented the employment of one staff for the fiscal year, another staff person resigned in February, and as previously noted, the Executive Director passed away in March.

- * Nineteen correctional facilities were audited in fiscal year 2003. Six of the facilities were found to be in compliance with all of the standards, at the time of the audit. This represents a two-fold increase from the previous fiscal year in the number of facilities found in 100% compliance with the standards at the time of the audit. Such an achievement has become the new benchmark for correctional facilities in the State, and represents a commitment to the standards and the audit process by managing officials.

- * Private home detention monitoring companies were audited for the second time. The results of the audit varied among the companies. Commission staff continued to work with the companies to assist them in achieving compliance. One of the companies ceased operation in this fiscal year, bringing the number of licensed companies to five.

- * The Duly Authorized Inspector (DAI) program continued to be of benefit to both the Commission and correctional facilities. This unique program remains a model for other correctional inspection agencies around the country. In the past year, DAIs were recertified bringing the total number of certified Duly Authorized Inspectors to 175.

- * Staff provided and received training in a variety of areas that benefited both this agency and correctional facilities. The Executive Director provided training in standards and the audit process through the Maryland Police and Correctional Training Commissions to midlevel managers and to Division of Correction non-uniformed personnel through their in-service supervisory training program. Staff received training through workshops and programs sponsored by the National Institute of Corrections, the Maryland Correctional Administrators Association, and Maryland Criminal Justice Association.

- * Collaboration with other regulatory agencies and criminal justice organizations continued over the past fiscal years. The staff has been involved with both the Maryland Criminal Justice Association and the Maryland Correctional Administrators Association, with the Executive Director serving on the Executive Board of both organizations. The Executive Director was actively involved in the National Jail Inspectors Association, a group operating under the auspices of the National Institute of Corrections addressing concerns of similar agencies. Ongoing consultation between the Maryland Board of Nursing, the Maryland Occupational Safety and Health Administration and the State Fire Marshal continue to help ensure safe correctional facilities.

AUDIT RESULTS

The primary function of the Maryland Commission on Correctional Standards is to enforce, through regular on-site audits, the regulations for all adult places of confinement to determine levels of compliance. The eighth audit cycle of inspections continued for the reporting period, and is expected to conclude by December 2003. This is the fourth cycle in which Duly Authorized Inspectors (DAI's) participated with Commission staff. During the seventh audit cycle, many correctional facilities achieved total compliance as a result of a commitment to view the inspection process as a management tool. The improved networking and communication between the Commission and local, state and private correctional administrators contributed to an increased level of standards compliance. The eighth audit cycle has seen a few facilities achieve total compliance at the time of the audit. This is a first for corrections in the State, and reflective of the work and dedication of many to correctional standards. In FY 2003 there were nineteen complete audits performed of Adult Correctional Institutions (6 detention centers, 6 prisons and 7 community-based facilities).

The major concerns of life, health, safety and constitutional issues continued to be aggressively addressed. The level of cooperation and participation from managing officials increased. The facilities that attained full compliance with the applicable standards during this period received the Commission's Recognition of Achievement award. While the Commission has no accrediting or licensing authority, it recognizes the need to acknowledge the positive efforts of these facilities. Where deficiencies are noted during formal inspections, compliance plans are developed in partnership with facility officials. The plan is then presented to the Commission for approval. Upon approval, Commission staff regularly monitor these plans until total compliance is realized. Facilities must meet the plan within one year from the date the Commission approves the final report. If the compliance plan's requirements are met within the time frame, the Commission votes on the presentation of an award to the facility. In many cases, favorable media attention and positive feedback resulted from the award presentation. We find that the Recognition of Achievement award has become a symbol of excellence in the workplace. It is the premiere award recognizing achievement in Maryland's correctional arena.

The following adult places of correctional confinement received the Recognition of Achievement award at ceremonies planned by the respective administrations.

Baltimore Pre-Release Unit for Women – Margaret Chippendale, Facility Administrator – August 1, 2002
Washington County Detention Center – M. Van Evans, Warden – September 23, 2002
Brockbridge Correctional Facility – Dayena Corcoran, Facility Administrator – November 7, 2002
Dorchester County Detention Center – Steven Williams, Warden – November 7, 2002
Herman L. Toulson Boot Camp – Brenda Shell, Commander – November 7, 2002
Jessup Pre-Release Unit – Sandra Detorie, Facility Administrator – November 7, 2002
Western Correctional Institution – Jon P. Galley, Warden – November 7, 2002
Baltimore County Detention Center – James O'Neill, Administrator – December 6, 2002
Garrett County Detention Center – Captain Larry E. Gnegy, Jail Administrator – December 17, 2002
Harford County Detention Center – Howard Walter, Warden – January 21, 2003
Eastern Pre-Release Unit – William Blackiston, Facility Administrator – January 30, 2003
Roxbury Correctional Institution – Joseph Sacchet, Warden – January 30, 2003
Talbot County Detention Center – Lawrence DiNisio, Warden – January 30, 2003
Cecil County Community Corrections Center – Jeffrey Clewer, Director – April 1, 2003
Cecil County Detention Center – Bernard Foster, Director – April 1, 2003

MEETINGS OF THE COMMISSION

The Commission meets on a regular basis in locations throughout the state. The meetings usually are held at correctional facilities, so that a tour can be provided for members. All meetings are open to the public and are announced in the *Maryland Register*. Attendance by administrators of facilities whose audit reports are being considered is encouraged. Members maintain detailed meeting minutes on file after formal approval. Over the past 22 years the Commission has met a total of 192 times. During this reporting period the Commission held meetings on four occasions at the following locations:

189 th Meeting	August 1, 2002	Baltimore Pre-Release Unit for Women Baltimore, Maryland
190 th Meeting	November 7, 2002	Herman L. Toulson Boot Camp Jessup, Maryland
191 st Meeting	January 22, 2003	Baltimore Pre-Release Unit for Women Baltimore, Maryland
192 nd Meeting	March 27, 2003	Ordnance Road Correctional Center Glen Burnie, Maryland

TECHNICAL ASSISTANCE

The Commission provides technical assistance to agencies to aid them in attaining compliance with the standards. Technical assistance has taken many forms, including formal staff training, referrals to other agencies, and advice from staff, Commission members, or other correctional professionals. In addition, specific recommendations to enhance compliance are offered during and after each audit. The Chairperson established a Technical Assistance Committee as a part of the advisory board process in an effort to work with other regulatory agencies and those agencies that have an impact on Commission business.

The *Standards Manual* remains the foremost effort at providing a systematic approach to technical assistance. Every administrator subject to an audit has been given a copy of the manual to use as a reference guide. The manual contains the standards, compliance criteria and explanations, as well as other pertinent information to assist the reader in understanding the Commission's regulatory mandate. The *Standards Manual* was revised in 1995 to be more practical, functional, and reader-friendly. Orientation sessions were conducted discussing the modifications made to the *Standards Manual* to coincide with the revisions to the standards. This technical assistance was provided to representatives of all agencies affected by the revisions. The Commission and staff continue to view technical assistance as an important element of its mandate. Providing this service has proved to be beneficial to all concerned.

A manual for private home detention monitoring agencies has been developed to assist licensees in complying with the regulations affecting them. This manual was distributed at a meeting attended by company representatives in December 2000. In addition, periodic meetings have been held to enable the licensees to discuss issues of mutual concern. In the period covered by this report, on site visits were conducted as a means to provide technical assistance and enhance compliance. Following the second round of audits in the spring of 2003, technical assistance was provided to each private home detention company to assist them in developing a compliance action plan.

The Executive Director is a member of the Executive Boards of the Maryland Correctional Administrators Association (MCAA) and the Maryland Criminal Justice Association. The Assistant Executive Director and Senior Correctional Program Specialist are voting members of both organizations. The meetings are opportunities for the staff to provide insight and updates about standards and audit preparation.

ADVISORY BOARDS

The Standards Act mandates that the Commission establish advisory boards to assist in the development of regulations. These boards also provide information and advice regarding various issues presented to them by the Commission. A Commission member chairs each board. Advisory board members are volunteers appointed by the board's chairperson, with the approval of the Commission. In May 1981, the following boards were instituted:

*ADULT DETENTION CENTERS;
ADULT CORRECTIONAL INSTITUTIONS;
ADULT COMMUNITY CORRECTIONAL FACILITIES.*

Technical assistance is, also, mandated by the Standards Act. The Commission Chairperson appointed a Technical Assistance Committee, which is co-chaired by the Chairperson and the Executive Director. This Committee assists the boards with issues such as fire safety, health, life safety and training, and also serves as a continuing resource to the staff.

Board and committee memberships include citizens, state and local correctional administrators, regulatory officials, legal authorities, academicians, government officials and others. The Commission periodically reviews the membership of each board.

In September 1993, the Chairperson appointed a Committee on Correctional Facility Safety. This committee was formed to network further with other regulatory agencies. A Committee on the Duly Authorized Inspector (DAI) Program was formed in August 1992 to assess the efficiency and effectiveness of this unique approach to auditing. These committees are comprised of Commission members and have met on several occasions.

Most recently, the Boards and Committee members were instrumental in providing continuing support for the implementation of standards for private home detention monitoring agencies and the State's Central Home Detention Unit that they helped to develop.

The advisory boards and committees have played an integral role in shaping the direction of the Commission and will continue to assist in meeting its mandate.

DULY AUTHORIZED INSPECTOR CONCEPT

Fiscal restraints and a statutory requirement necessitated an innovative alternative to meet the legislative mandate. A concept of using trained volunteers from local, state, and private correctional facilities to augment Commission staff was broached by the Chairperson of the Commission, Marie C. Henderson, several times during its formative years. The concept, Duly Authorized Inspectors (DAI's) did not fully come to fruition until 1991 with the authorization of the Secretary of the Department of Public Safety and Correctional Services.

In 1991, the Secretary charged the Commission staff with the task of pursuing this concept. The Commission Chairperson met with the members and staff to outline a program responsive to the needs of all concerned. The DAI Program was determined to be a feasible and viable alternative. The Commission staff proceeded to contact every adult correctional facility in the state to introduce the new concept. The response from the managing officials of these facilities was extremely positive. Correctional officials acknowledged the benefit in having their staff trained as inspectors and wanted them to be included in the process. Over 100 individuals were nominated by their respective wardens, directors, and administrators to participate in this innovative program. These administrators had the foresight to view this opportunity as an instrument to enhance their facilities. The nominees came with varied backgrounds, to include correctional officers, wardens, classification counselors, case managers, correctional psychologists, Department headquarters personnel and facility administrators. This group proved to be an interested and viable resource.

The Commission Chairperson met with the members and staff to develop criteria and procedures to implement the recruitment process. During June and July 1991, the Commission developed a curriculum in conjunction with the Maryland Police and Correctional Training Commissions. In September 1991, the curriculum was approved for in-service training credit. At that time, an ad hoc committee comprised of the Commission Chairperson, members, and staff was developed to oversee the DAI Program. Two-day training sessions were conducted throughout Maryland. They began in October 1991 at the Maryland Police and Correctional Training Commissions' Academy located in Woodstock. Additional sessions were held in Hagerstown and Salisbury. Training was conducted in 1992 in LaPlata and again in Woodstock. One hundred six volunteers took the course.

The initial use of DAI's began in December 1991. Each audit has two or more volunteers under the supervision of a Commission staff member designated by the Audit Team Leader. In addition, the administrator of each facility audited and the DAI's critique the process and forward their written comments to the Executive Director. The ad hoc committee then reviews these evaluations. This committee has met on several occasions since the inception of the DAI Program to monitor its progress.

In May 1992, as a result of the evaluations and critiques, a training update was developed. This training was disseminated to all DAI's to assist them in their efforts and enhance their performance. In addition, the ad hoc committee's meetings resulted in the finalization of a select list of DAI's. The selection of this core group was based on their motivation, interest, knowledge, and availability.

In spring 1995, the Commission requested that the staff improve and expand the DAI Program. In response, the staff recruited statewide for nominees to attend new training sessions. Approximately 100 nominations were received from local, state, and private correctional administrators, doubling the size of the pool of volunteers available to assist the staff in meeting the Commission's mandate. The training course was reduced from two days to one to limit the cost impact to correctional administrators. To offset the reduction in course hours, the training curriculum was made more task-oriented. A new testing instrument was developed to improve the nominees' understanding of the standards and audit process. Training seminars were held at the Calvert County Treatment Facility on September 1, 1995, Howard County Detention Center on September 29, 1995, Wicomico County Detention Center on October 15, 1995, Washington County Detention Center on October 30, 1995 and the Herman L. Toulson Correctional Boot Camp on December 15, 1995.

In December 1998, Commission staff began another series of training programs. In addition, a home-study course is sent to each seasoned DAI as a refresher to sharpen their auditing skills and for recertification as DAIs. Training sessions have been conducted each year on the following dates and locations: December 15, 1998 at the Herman L. Toulson Correctional Boot Camp; March 30, 1999 at the Baltimore Pre-Release Unit for Women; June 23, 1999 at the Washington County Detention Center; January 14, 2000 at the Eastern Pre-Release Unit; April 24, 2001 at the Herman L. Toulson Boot Camp, and June 25, 2002 at the Prince George's County Correctional Center. These training sessions resulted in a larger number of inspectors assisting staff during audits. For this reporting period, recertification of DAIs was conducted bringing the total number of Duly Authorized Inspectors to 175.

Begun ten years ago as a program to assist correctional staff in conducting audits, this training has also helped correctional facilities achieve compliance with the standards. Training has been provided to many correctional managers and employees in Standards and the audit process. The correctional staff have taken the knowledge gained from this training experience and successfully applied it within their facilities. This has led to a decrease in time required to conduct a facility audit, and an increase in the rate of compliance.

This innovative idea has proven to be a unique process of "peer review" inspections in the nation. The Commission staff has been contacted by representatives from other states and agencies within Maryland for information about this program.

HISTORY OF STANDARDS DEVELOPMENT

In 1980, the Maryland General Assembly acknowledged the critical need for professional correctional standards. The then Minimum Jail and Lockup Standards did not address the needs of that time. The General Assembly's newly created Commission on Correctional Standards centered their original initiatives on civil litigations concerning facility conditions and management practices. These initiatives were to establish the core requirements addressing basic life, health, and safety of the public, staff, and inmates. They addressed management and operational issues, as opposed to facility design or programmatic functions.

Given the scope of their mission, the Commission staff was then entrusted with the agenda of discovering and documenting all applicable core concepts. The culmination of these efforts was the result of extensive existing case law research, accepted national standards, local and state codes and various standards from several other states. The intent of this careful study was to guarantee adherence to court decisions, thereby formulating acceptable correctional management principles.

In April 1981, the staff presented to the Commission a list of the core concepts from which the original standards were eventually developed. The Commission then determined that there were three distinct categories of correctional institutions. Minimum Standards had evolved and were applied to each distinct category. Though they differed in magnitude, the standards remained true to the concept. After review by the advisory boards, the Commission, and the Secretary, these standards were approved and proposed for official publication in the *Maryland Register* to become part of the Code of Maryland Regulations (COMAR). On April 26, 1982, COMAR 12.14.03, Minimum Standards for Adult Detention Centers; COMAR 12.14.04, Minimum Standards for Adult Correctional Institutions; and COMAR 12.14.05, Minimum Standards for Community Correctional Facilities became effective. The former Minimum Jail and Lockup Standards were rescinded.

On-site audits of facilities increased correctional practitioners' and the Commission staff's awareness of the intent and real requirements of the standards. In May 1983, the staff recognized the need for standards revisions, as well as the need for new regulations. These suggested revisions and new standards were proposed in November 1983 as departmental regulations. The revisions and new standards became effective on February 27, 1984.

On February 15, 1984, over sixty agencies and public interest groups were invited to attend the Commission's Public Hearing on Future Directions. The hearing was an outreach to those organizations and agencies interested in correctional policy. The purpose was to assist the Commission in the identification of future directions, to guide the Commission in the development of standards and to revise the audit process. The main objective of this mission was to ensure consistency in format, structure, or organization, and eliminate ambiguities, redundancies, and problems with interpretation. Following the usual process of research and development by staff, the suggested concepts were presented to the Commission in May 1984. After approval by the Commission, advisory boards, and promulgation by the Secretary, they were adopted on July 29, 1985, and February 10, 1986.

The revisions to the Minimum Standards for Adult Detention Centers, approved by the Commission in December 1990 and the modifications to the Administrative Procedures, approved by the Commission in April 1991, were reviewed and approved by the Attorney General's Office and the Secretary of Public Safety and Correctional Services in August 1991. The proposed regulations were discussed before the Administrative, Executive and Legislative Review Committee of the General Assembly in September 1991. In October 1991, public comments were received, discussed with the affected parties and appropriate recommendations were made prior to submission in the *Maryland Register* for final action. The revisions to COMAR 12.14.01 and 12.14.03 became effective on November 25, 1991.

The revised standards for correctional institutions and community correctional facilities were approved by the Commission, but were withheld pending the study of additional standards development. The standards remained on hold until May 1994 when the Secretary of Public Safety and Correctional Services directed the Commission and staff to revisit these issues. Copies of the draft proposed revisions from 1991 were sent to all correctional administrators in Maryland for review and comment. Those responses were then reported in July 1994 to the Commission members who instructed the staff to schedule advisory boards meetings. The advisory boards for Adult Detention Centers, Adult Community Correctional Facilities, Adult Correctional Institutions and the Technical Assistance Committee were convened in December 1994 and January 1995. Following the meetings, the suggestions from all advisory boards and the Technical Assistance Committee were compiled and forwarded to the Commission for consideration and inclusion in the draft document. The revisions were submitted to the Department's regulation coordinator and were forwarded to the Assistant Attorney General to review for legal sufficiency. The Secretary received the finalized versions in June 1995. After his review, the regulations were signed, thereby initiating the promulgation process. The revised standards became effective in December 1995. The Commission Chairperson and staff conducted orientation sessions on June 14, 1995 at the Division of Correction Headquarters and June 15, 1995 at Brockbridge Correctional Facility. Additional orientation sessions were conducted to ensure a smooth transition for all affected by the revisions. In addition, the training provided to Duly Authorized Inspectors in 1995 focused on the revised standards. Therefore, the majority of correctional facilities had at least one staff person familiar with the revisions.

In 1998, the General Assembly passed, and the Governor signed into law, a bill governing the operations of private home detention companies. (see Annotated Code of Maryland, Business Occupations and Professions Article, Section 20-101 et seq). The law required the Secretary of Public Safety and Correctional Services to establish regulations and licensing procedures for private home detention companies by July 1, 1999. The Secretary asked the Commission to develop standards applicable to the operation of these companies. On August 6, 1998 the first in a series of meetings was convened by the Commission Chair with Commission staff and company principals in attendance. In January 1999, the Commission's Technical Assistance and Advisory Boards assembled to review and comment on a draft of the standards document. Taking into account the many comments made, the Commission took final action on the Standards at its meeting in March 1999, and formally recommended them to the Secretary. The Secretary approved and adopted these standards, and they became effective as emergency regulations in July 1999. These emergency regulations were modified to incorporate revisions to the Correctional Services Article of the Annotated Code of Maryland and became effective under COMAR 12.11.10 on August 5, 2000.

ESTABLISHMENT OF THE COMMISSION

The Maryland Commission on Correctional Standards was created to improve the manner in which standards for correctional facilities are established, ensure compliance with those standards, and to better protect the health, safety and welfare of Maryland's citizens, correctional staff and the inmate population.

The Commission's origin was at a state and local correctional administrators' conference in May 1979. The conference participants agreed that a need existed to revise the jail inspection program and to develop a mechanism to audit state facilities. The fact that several administrators were involved in civil lawsuits brought by inmates or special interest groups on their behalf, alleging unconstitutional facility conditions and/or management practices, hastened the need.

The state correctional system was engaged in a voluntary national accreditation process at that time. Some concerns, however, were raised by the Maryland General Assembly that this involvement required a sizeable expenditure of public funds prior to achieving accreditation. It was concluded that Maryland should develop regulations reflecting this state's correctional climate to meet professional standards.

The 1980 Session of the General Assembly passed an act establishing the Commission on Correctional Standards. This is codified in the Correctional Services Article, Title 8, Subtitle 1, Annotated Code of Maryland. Its salient provisions require the Commission to:

- Advise the Secretary of Public Safety and Correctional Services regarding regulations, which the Secretary is authorized to promulgate for state and local correctional facilities;
- Periodically inspect facilities to determine compliance with standards and prepare reports of same;
- Determine schedules for remedial action when jurisdictions are in noncompliance with certain standards;
- Review and act on appeals of staff inspection reports;
- Provide technical assistance to jurisdictions to aid in their efforts to meet standards;
- Hold public hearings in regard to the possible closure of a correctional facility or cessation of one of its elements/functions for failure to meet standards determined to be life-threatening or health-endangering;
- Consult and coordinate with national bodies promulgating correctional standards to ensure a reasonable compatibility between state regulations and nationally established standards; and
- Consult and cooperate with other state agencies and local jurisdictions concerning standards development and enforcement.

COMMISSION MEMBERSHIP

The eleven member Commission includes eight persons appointed by the Governor with the advice and consent of the Senate. They serve terms of three years. The statute requires members to be appointed as follows: two citizens; two state correctional officials; two local correctional officials; an elected official from a local governing body and an official of a national standards-setting and accrediting body. There are also three ex-officio members, including the Attorney General, the Secretary of the Department of General Services, and the Secretary of the Department of Budget and Management. Effective July 1, 1982, the General Assembly authorized ex-officio members to designate representatives. On July 1, 1989, the Secretary of the Department of State Planning was replaced with the Secretary, Department of Budget and Fiscal Planning. In 1996, that agency was renamed the Department of Budget and Management. Each November, the Commission elects a Chairperson and Vice-Chairperson.

The following were the members of the Commission during the reporting period.

CITIZEN MEMBERS

Marie C. Henderson, Chairperson (July 1979 – June 2003)

- * Ms. Henderson was elected Chair each year since the Commission's inception in 1979, and served in that capacity until her death on June 1, 2003. As a volunteer citizen member, Ms. Henderson's commitment to corrections and standards will be missed.

Walter B. Ridley – Elected Chairperson (July 2003)

STATE CORRECTIONAL OFFICIALS

William J. Smith (March 2003)
Commissioner, Division of Pretrial Detention and Services

Renard Brooks (March 2001)
Deputy Director, Criminal Justice Information Systems

LOCAL CORRECTIONAL OFFICIALS

Milton Crump (March 2001)
Deputy Director, Prince George's County Bureau of Corrections

Melanie C. Pereira (May 2002)
Director, Howard County Detention Center

LOCAL ELECTED OFFICIAL

Marvin Long (March 2001)
Councilman, Wicomico County Council

NATIONAL STANDARDS REPRESENTATIVE

Robert Verdeyen (March 2002)
Director of Standards and Accreditation
American Correctional Association

EX-OFFICIO MEMBERS

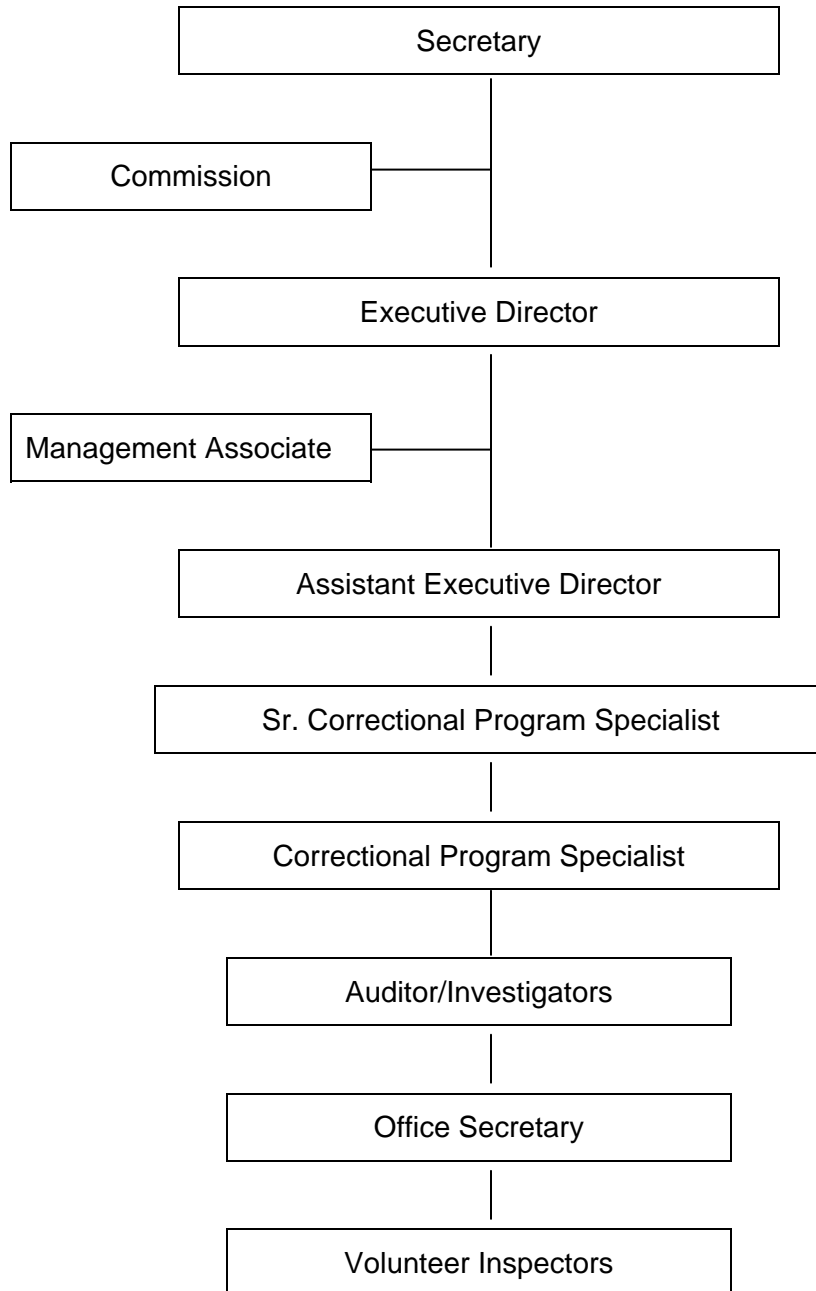
J. Joseph Curran, Jr., Attorney General, State of Maryland
(Represented by Scott Oakley, Assistant Attorney General)

Boyd K. Rutherford, Secretary, Department of General Services
(Represented by Neb Sertsu, Project Manager)

James C. DiPaula, Jr., Secretary, Department of Budget and Management
(Represented by Richard Andrews, Budget Analyst)

ORGANIZATIONAL CHART

MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



AGENCY STAFF

Thomas G. Fitzgerald, Acting Executive Director

Vacant, Assistant Executive Director

Ernestine C. DeVance, Sr. Correctional Program Specialist

Patricia J. Briggs, Correctional Program Specialist

Nolan V. Rollins, Auditor/Investigator

Vacant, Auditor/Investigator

Valerie J. Johnson, Management Associate

LaDonna Newman, Office Secretary

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The Executive Director is an appointed position selected by the Commission with the approval of the Secretary. The Assistant Executive Director position and the remaining agency positions are in the merit system.

MANAGING FOR RESULTS

The State of Maryland's Managing for Results (MFR) is a strategic planning process that emphasizes achieving measurable results in every State government agency based on customer and stakeholder needs. MFR was implemented over a three-year period throughout the Executive Branch of Maryland State government. This strategy is linked to the State budget process and decision-making. Each agency is required to submit with their annual budget requests their agency mission, vision, key goals and performance measures. The content of the submissions is considered when making budgetary decisions. The results in key performance areas are used to assess the progress that a State agency is making in addressing key policy issues and efficiently solving problems that confront the State.

Mission: The Mission of the Maryland Commission on Correctional Standards is to provide the citizens of Maryland with an efficient correctional system with an emphasis on public safety, staff well-being, and inmate welfare by encouraging the application of sound correctional management principles and procedures.

Vision: Developing and promoting standards for excellence

Goal: Good Management. Ensure the Commission operates efficiently by conducting timely and high quality audits and compliance audits of all places of adult correctional confinement and private home detention monitoring agencies.

Key Objectives

- Objective 1.1 By June 30, 2006, MCCA will ensure that all DPSCS adult institutions, all local community correctional facilities, all local detention facilities, and all private home detention monitoring agencies will be audited within a new three-year time frame.
- Objective 1.2 By the end of fiscal year 2006, all places of adult correctional confinement will have implemented their Commission approved compliance plans, within six months from the date of approval.
- Objective 1.3 By end of fiscal year 2005, 100 percent of the managing officials¹ surveyed will rate the audit process as good or better in areas of accuracy, usefulness and objectivity.

Additional Measures

	2002	2003	2004	2005
	Actual	Actual	Estimated	Estimated
Baseline Measures:				
Number of DPSCS operated prisons	18	18	19	19
Number of DPSCS operated pre-release units	13	13	13	13
Number of local community correctional facilities	4	4	4	4
Number of local detention centers	23	23	24	24
Number of private home detention monitoring agencies	7	6	6	6
Percent of facilities audited during the last two years at –				
DPSCS operated prisons	78%	72%	55%	68%
DPSCS operated pre-release units	61%	85%	61%	85%
Local community correctional facilities	75%	100%	50%	100%
Local detention centers	74%	52%	74%	70%
Private home detention agencies	100%	100%	100%	100%

BUDGET REPORT

FISCAL YEAR 2003

BUDGET APPROPRIATION AND ACTUAL EXPENDITURES

	<u>2003 APPROPRIATION</u>	<u>2003 EXPENDITURES</u>
.01 Salaries and Wages	347,610	351,954
.02 Technical & Special	61,060	19,022
.03 Communication	2,440	1,855
.04 Travel	16,970	11,307
.06 Utilities	2,600	2,354
.07 Motor Vehicle Operational/Maintenance	250	133
.08 Contractual Services	6,896	5,189
.09 Supplies/Materials	3,700	2,907
.10 Equipment Replacement	0	0
.11 Equipment Additional	0	248
.13 Fixed Charges	23,637	23,094
TOTAL	465,163	418,063

Expenditures were reduced due to actions associated with cost containment, and the hiring freezes placed on certain positions.

ADVISORY BOARDS AND COMMITTEE MEMBERSHIPS

TECHNICAL ASSISTANCE COMMITTEE

July 2002 – June 2003

Marie C. Henderson, Chairperson
Marie Henderson Enterprises, Inc.
Randallstown, Maryland 21133

Executive Director, Co-Chairperson
Maryland Commission on Correctional Standards
Baltimore, Maryland 21215

MEMBERS

John F. Bender
Chief Fire Protection Engineer
Office of the State Fire Marshal
Towson, MD 21286

Chairperson
Division of Criminology, Criminal Justice and
Social Policy, University of Baltimore
Baltimore, MD 21201

Donald G. Hopkins, Executive Director
Maryland Police and Correctional
Training Commissions
Woodstock, MD 21163

MOSHA Administrator
Maryland Occupational Safety and
Health Administration
Baltimore, MD 21202

Richard J. Kropka, R.S., Chief
Division of Food Control
Department of Health and
Mental Hygiene
Baltimore, MD 21201

Donald Keldsen, Director
Emergency Management and
Civil Defense Agency
Pikesville, MD 21208

Theodore E. Shea, III
Administrative Assistant
Wicomico Board
Of County Commissioners
Salisbury, MD 21803

Barbara Newman, RM, M.S.
Maryland Board of Nursing
Baltimore, MD 21215

Raymond C. Love, Pharmacy Director
Mental Health Programs
University of Maryland at Baltimore
Baltimore, MD 21201

**ADVISORY BOARD FOR
ADULT CORRECTIONAL INSTITUTIONS**

July 2002 – June 2003

Jack Kavanaugh, Chairperson
Deputy Commissioner, Division of Correction
Baltimore, Maryland 21215

MEMBERS

William O. Filbert, Warden
Maryland Correctional Institution - Jessup
Jessup, MD 20794

Ralph Logan, Warden
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Baltimore, MD 21746

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Baltimore, MD 21215

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Inmate Grievance Office
Pikesville, MD 21208

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P.R.I.S.M.
Baltimore, MD 21202

Lloyd Waters, Warden
Maryland Correctional
Institution-Hagerstown
Hagerstown, MD 21740

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Facility
Baltimore, MD 21202

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The positions noted are those held by the Members at their time of service to the Commission.

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Executive Director
Commission on Accreditation
For Corrections (ACA)

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Baltimore City Jail

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*Sarah Ada Koonce, Chairperson
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*J. Brown Hardy
Deputy Secretary
Department of Public Safety
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*Constance Lieder, Secretary
Department of State Planning

*Louis Hyatt, Citizen

Frank Mazzone, Assistant Commissioner
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Mark A. Levine, Undersheriff
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John W. O'Rourke, Councilperson
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*Patricia L. Quan, Superintendent
Maryland Reception, Diagnostic and
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J. Max Millstone, Secretary
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Michael Ruggio, Citizen

Ralph Packard, Superintendent
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Earl F. Seboda, Secretary
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W. Hardy Rauch, Director
Correctional Standards
American Correctional Association

John Stotler, County Commissioner
Allegany County

*Stephen H. Sachs, Attorney General
State of Maryland

Kenneth E. Taylor, Sr., Warden
Eastern Correctional Institution and
Citizen Member

Richard Singleton, Warden
Maryland House of Correction

John Brown, Warden
Maryland Correctional Institution –
Hagerstown

Jack F. DeWitt, Sheriff
Cecil County

William L. Smith, Warden
Maryland House of Correction and
Administrator, American Correctional
Association

FORMER COMMISSION MEMBERS (cont'd)

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American Correctional Association

Melanie C. Pereira, Deputy Commissioner
Division of Correction

Charles McDevitt, Director
Charles County Detention Center

Archie Gee, Warden
Patuxent Institution

Christine Powers, Administrator
American Correctional Association

Gene Lynch, Secretary
Department of General Services

William Sondervan, Ed.D., Commissioner
Division of Correction

Jack Kavanaugh, Assistant Commissioner
Division of Correction

John A. Bone, Administrator
Allegany County Jail

Frank Ward, III
Citizen Member

Clarence Hawkins, President
Kent County Commissioners

John Welch, Director
Wicomico County Detention Center

Michael Shannon, Administrator
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