



**MARYLAND**

Department of Public Safety and Correctional Services

# Maryland Commission on Correctional Standards

## Annual Report Fiscal Year 2005

**Robert L. Ehrlich, Jr.**  
Governor

**Michael S. Steele**  
Lt. Governor

**Mary Ann Saar**  
Secretary

**Walter B. Ridley**  
Chairman

**Renard Brooks**  
Executive Director

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## *EXECUTIVE SUMMARY*

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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 2005 are noted below.

- \* The Maryland Commission on Correctional Standards continues to fulfill its mission of providing the citizens of Maryland with an efficient correctional system with an emphasis on public safety, staff well-being and inmate welfare by encouraging correctional administrators to utilize sound management principles and practices to maintain efficient operations. During fiscal year 2005, the Commission remained focused on its goal of conducting high quality audits and compliance audits for all places of adult confinement and private home detention monitoring agencies while enduring a severe staff shortage. On June 1, 2005, Ernestine DeVance, Senior Correctional Program Specialist retired from the Commission as thirteen years of service.
  
- \* The Commission welcomes the appointment of two new members during fiscal year 2005. Bobby Shearin, Deputy Commissioner, Division of Correction for the Department of Public Safety and Correctional Services was appointed to serve as one of the State correctional officials. Mr. Shearin brings over 30 years of criminal justice experience to the Commission. He has served as Warden and Associate Warden for several Federal Prisons and held numerous managerial positions before his retirement from the Federal Bureau of Prisons. Melissa Mall, Assistant Director of Standards and Accreditation, American Correctional Association was appointed to serve as the National Standards representative. Ms. Mall began her career with the American Correctional Association as a Regional Manager and was promoted to Assistant Director in 2004. She has held positions with the National Criminal Justice Reference Service, served as an adult and juvenile probation officer in West Virginia and for the Department of Justice, National White Collar Crime Center.
  
- \* The results of key objectives identified under the agency's Managing for Results process continue to demonstrate encouraging progress. In fiscal year 2005, the agency continued to utilize outcome measures to evaluate the audit process and technical assistance provided. Managing officials of audited facilities praise the audit process as extremely beneficial in terms of accuracy, usefulness and objectivity to assess correctional operations. A total of twenty-four (24) audits were conducted at adult places of correctional confinement and three (3) audits were conducted at private home detention monitoring agencies. This represents a fifty-nine (59%) percent increase in the number of audits completed over the previous fiscal year. While enduring a thirty-three percent (33%) staff vacancy rate during fiscal year 2005, the increase in audits conducted was achieved through the utilization of dual auditing teams. The Commission utilized the Executive Director and the Senior Correctional Program Specialist to act as Audit Team Leaders, while soliciting volunteer Duly Authorized Inspectors to participate in the completion of standards audits.

- \* Of the twenty-four correctional facilities audited during fiscal year 2005, eight (8) of the facilities were found to be in compliance with all of the minimum standards at the time of the audit. This represents a 25% increase in the average number of facilities found in 100% compliance with the standards at the time of the audit compared with fiscal year 2004. This achievement continues to be the benchmark for correctional facilities in the State, and represents a commitment to the standards and the audit process by managing officials.
  
- \* The Commission conducts audits of private home detention monitoring agencies on a two-year cycle. During fiscal year 2005, three (3) home detention monitoring agencies received a full scale compliance audit. Each agency received 100% compliance at the time of the audit. This audit cycle represents the first time that private home detention monitoring agencies received total compliance with standards at the time of the initial audit. Commission staff remains a resource to assist private home detention companies in maintaining compliance with standards. During fiscal year 2005, there were a total of six (6) licensed companies in Maryland; however, only four agencies were currently monitoring individuals.
  
- \* The Duly Authorized Inspector (DAI) program is a vital component of the Commission's auditing process. This unique program continues to serve as a model for other correctional auditing agencies throughout the country. In fiscal year 2005, DAI's were re-certified bringing the total number of certified Duly Authorized Inspectors to one hundred eighty (180). Numerous requests from managing officials to enroll staff in the DAI training program demonstrates the value of this program to assist institutions in conducting pre-audit compliance assessments.
  
- \* Commission staff remains available to provide additional training in a variety of areas that can benefit correctional facilities. Training is provided in standards and the audit process through the Maryland Police and Correctional Training Commissions to mid-level managers. Upon request, the Division of Correction, the Division of Pretrial Detention and Services and Local Detention Centers can receive standards training through their in-service supervisory training programs. Commission staff receives training through workshops and programs sponsored by the National Institute of Corrections, the Maryland Correctional Administrators Association, Maryland Criminal Justice Association and the American Correctional Association.
  
- \* Collaboration with regulatory agencies and criminal justice organizations continues to support the overall mission of the agency. Commission staff actively participates in the Maryland Criminal Justice Association (MCJA), the Maryland Correctional Administrators Association (MCAA) and the American Correctional Association (ACA). The Executive Director position serves on the Executive Board of the MCJA and MCAA organizations. The Executive Director is also actively involved in the National Jail Inspectors Association, a group operating under the auspices of the National Institute of Corrections addressing concerns of detention centers throughout the country.
  
- \* During fiscal year 2005, the Commission implemented a review process of the standards manual to assess the current standards and recommend revisions to ensure the efficacy of standards for today's correctional environment. This represents the first full review and revisions of Correctional Standards Manual since June 1995.

# *AUDIT RESULTS*

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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 ninth audit cycle began January 2004. This is the fifth cycle in which Duly Authorized Inspectors (DAI's) participated with Commission staff to conduct audits. During the last two audit cycles, many correctional facilities achieved total compliance as a result of a commitment to view the inspection process as a management tool. Positive networking and communication between the Commission and correctional administrators contributes to achieving standards compliance. During this fiscal year, eight facilities achieved total compliance at the time of the audit. In fiscal year 2005, there were twenty-four (24) full scale audits performed of Adult Correctional Institutions (10 detention centers, 6 prisons and 8 community-based facilities).

The major concerns of life, health, safety and constitutional issues continued to be aggressively addressed. The facilities that attained full compliance with the applicable standards during this period received the Commission's "Recognition of Achievement" (ROA) award. While the Commission has no accrediting or licensing authority for adult places of correctional confinement, it recognizes the need to acknowledge the positive efforts of these facilities. Where deficiencies are noted during formal audits, compliance plans are developed in partnership with facility officials. The plan is then presented to the Commission for approval. Upon approval, Commission staff regularly monitors each plan until total compliance is achieved. Facilities must implement the plan within a timeframe of six months from the date the Commission approves the final report. If the compliance plan requirements are met within the timeframe, the Commission votes on the presentation of the ROA award. The Commission has found that the Recognition of Achievement award has become a symbol of excellence in the correctional environment.

During fiscal year 2005, the following adult places of correctional confinement received the Recognition of Achievement award at ceremonies planned by the respective administrations.

Maryland Correctional Institution-Jessup – John Price, Warden – August 12, 2004  
Charles County Detention Center – Captain Timothy Plumer, Director, August 31, 2004  
Baltimore Pre-Release Unit – Calvin Wilson, Facility Administrator, September 30, 2004  
Central Laundry Facility – Pamela Sorensen, Facility Administrator, September 30, 2004  
Maryland Reception, Diagnostic & Classification Center – Patrick Conroy, Warden, September 30, 2004  
Frederick County Detention Center – Lieutenant Colonel Wayne Jarvis, Warden – January 21, 2005  
Howard County Detention Center – Melanie Pereira, Director – January 25, 2005  
Harford County Detention Center – Richard Lanham, Warden – January 27, 2005  
Maryland Correctional Adjustment Center – Lehrman Dotson, Warden – March 31, 2005  
Metropolitan Transition Center – Gary Hornbaker, Warden – March 31, 2005  
Maryland Correctional Institution-Hagerstown – Nancy Rouse, Warden – April 28, 2005  
Garrett County Jail – Captain James Gnegy, Jail Administrator – April 28, 2005  
Kent County Detention Center – Ronald Howell, Warden – June 7, 2005  
Jessup Pre-Release Unit – Margaret Chippendale, Facility Administrator – June 30, 2005  
Maryland Correctional Institution for Women – Brenda Shell, Warden – June 30, 2005  
Maryland Correctional Pre-Release System Headquarters – Jack Cragway, Warden – June 30, 2005

## *MEETINGS OF THE COMMISSION*

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The Commission meets on a regular basis in locations throughout the State. The meetings are usually held at correctional facilities, so that a tour can be provided for members. 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 24 years the Commission has met a total of 205 times. During this reporting period the Commission held meetings on seven occasions at the following locations:

199 <sup>th</sup> Meeting	August 12, 2004	Maryland Correctional Institution-Jessup Jessup, Maryland
200 <sup>th</sup> Meeting	September 30, 2004	Maryland Correctional Institution for Women Jessup, Maryland
201 <sup>st</sup> Meeting	December 2, 2004	Brockbridge Correctional Facility Jessup, Maryland
202 <sup>nd</sup> Meeting	January 27, 2005	Harford County Detention Center Bel Air, Maryland
203 <sup>rd</sup> Meeting	March 31, 2005	Occupational Skills Training Center Baltimore, Maryland
204 <sup>th</sup> Meeting	April 28, 2005	Maryland Correctional Institution-Hagerstown Hagerstown, Maryland
205 <sup>th</sup> Meeting	June 30, 2005	Maryland Correctional Institution for Women Jessup, Maryland

## ***TECHNICAL ASSISTANCE***

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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* continues to provide a systematic approach to technical assistance. Each managing official subject to an audit has 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 Commission continues to view technical assistance as an important element to ensure that sound management principles are utilized to achieve and maintain compliance with correctional standards. Providing this service has proven to be beneficial to all stakeholders.

A *Standards Manual* for private home detention monitoring agencies was distributed in September 2000 to assist licensees in complying with the regulations affecting them. In addition, periodic meetings are held to enable the licensees to discuss issues of mutual concern. In the period covered by this report, two on site monitoring visits were conducted as a means to provide technical assistance and enhance compliance. The third cycle of Private Home Detention Agency audits began during the spring of 2005. During each audit, technical assistance, if necessary, is provided to each agency to assist them in developing a compliance action plan.

## *ADVISORY BOARDS*

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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. 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***

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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 original 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 continues 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.

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 during the following months and locations: December 1998 at the Herman L. Toulson Correctional Boot Camp; March 1999 at the Baltimore Pre-Release Unit for Women; June 1999 at the Washington County Detention Center; January 2000 at the Eastern Pre-Release Unit; April 2001 at the Herman L. Toulson Boot Camp, June 2002 at the Prince George's County Correctional Center and November 2003 the Wicomico County Detention 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 180.

Initially, ten years ago, this program began to assist correctional staff in conducting audits; however, 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 overall compliance.

The innovative DAI concept 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***

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In 1980, the Maryland General Assembly acknowledged the critical need for professional correctional standards. The Minimum Jail and Lockup Standards, in use during this time, did not address the needs of correctional facilities effectively. The General Assembly's newly created Commission on Correctional Standards centered its 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 its mission, the Commission was entrusted with the agenda of researching 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 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 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 true 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 strategies, to guide the Commission in the development of standards and to revise the audit process. The main objectives of this mission were to ensure consistency in format, structure, or organization, and to 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.

Additionally revisions to the Minimum Standards for Adult Detention Centers were 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.

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.

Effective October 1, 2004, the General Assembly passed and the Governor signed into law a bill which required the Secretary of the Department of Public Safety and Correctional Services to adopt regulations that establish minimum mandatory standards applicable to two additional categories: Victim Notification and Restitution. These new standards help to ensure that correctional facilities provide timely notification to victims of crimes when offenders are about to re-enter the community and collect court ordered restitution fees from offenders who participate in work release programs.

# ***ESTABLISHMENT OF THE COMMISSION***

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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 8-101 seq., 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;
- 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***

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The 2005 Session of the General Assembly approved a bill which authorized the addition of a Commission member with a medical and/or mental health professional background. This legislation allows the Commission to consist of nine 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: three 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 of the 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**

Walter B. Ridley – Elected Chairperson (July 2003)

- \* Mr. Ridley was elected Chair after the sudden death of Marie C. Henderson (Chair July 1979 – June 2003) As a volunteer citizen member, Mr. Ridley brings over thirty years of correctional experience and commitment to the Commission.

## **STATE CORRECTIONAL OFFICIALS**

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

Bobby Shearin (March 2005 )  
Deputy Commissioner, Division of Correction

## **LOCAL CORRECTIONAL OFFICIALS**

Milton Crump (March 2001)  
Special Assistant to the Director, Prince George's County Bureau of Corrections

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

**LOCAL ELECTED OFFICIAL**

Larry Dodd (April 2004)  
Councilman, Wicomico County Council

**NATIONAL STANDARDS REPRESENTATIVE**

Melissa Mall (May 2005)  
Assistant 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)

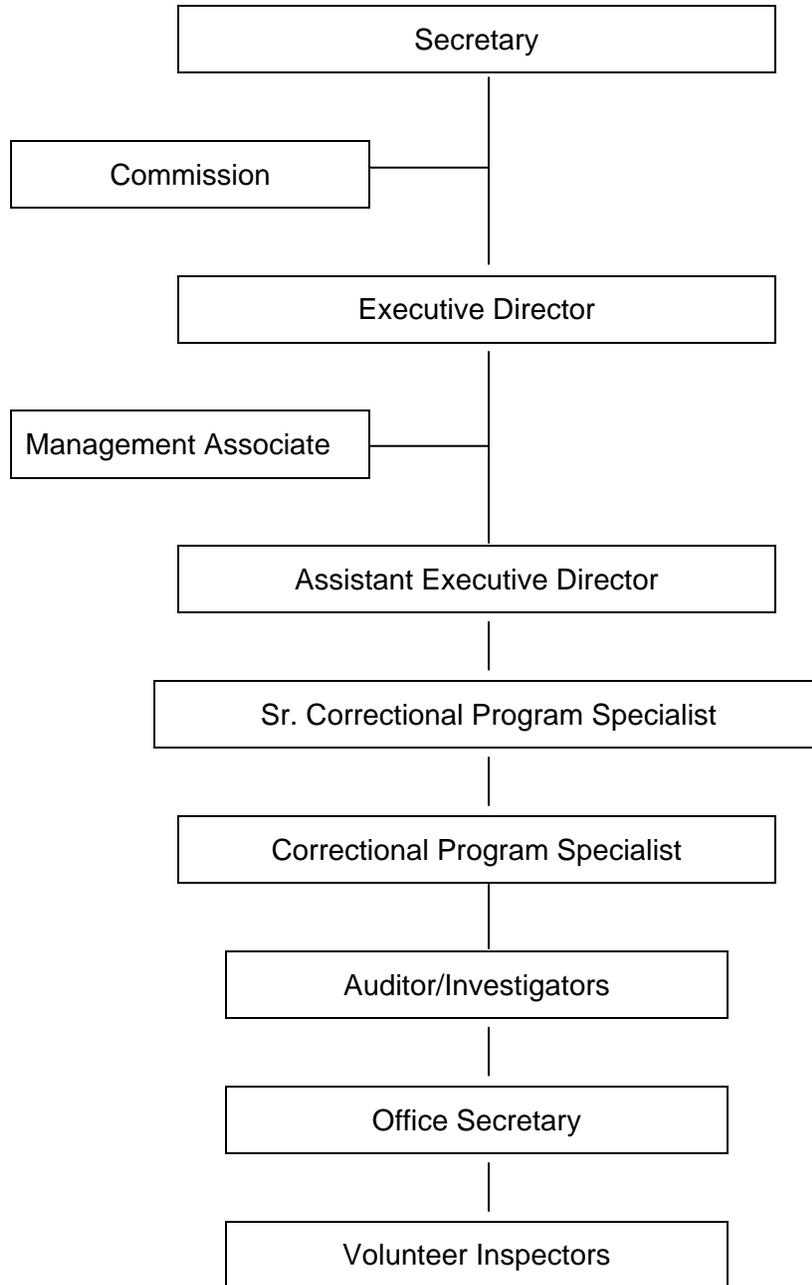
Boyd K. Rutherford, Secretary, Department of General Services  
(Represented by Joseph Pitruzzella, Project Manager )

Cecilia Januskiewicz., Secretary, Department of Budget and Management  
(Represented by Richard Andrews, Budget Analyst)

# ORGANIZATIONAL CHART

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## MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



## ***AGENCY STAFF***

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Renard E. Brooks, Executive Director

Gina Clay, Assistant Executive Director

Vacant, Sr. Correctional Program Specialist

LaTasha Lee, Correctional Program Specialist

Herman Moore, Auditor/Investigator

Alexander T. Koehler, Auditor/Investigator

LaDonna Newman, Management Associate

Vacant, Office Secretary

### **STAFF OFFICES**

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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 is an appointed position with the approval of the Secretary 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 State government that meet or exceed customer and stakeholder needs. This initiative is linked to the State budget process and strategies for efficient agency operations. As authorized under the Correctional Services Article, 8-101 et seq. (Maryland Annotated Code), the Maryland Commission on Correctional Standards (MCCS) develops standards and enforces regulations addressing: life, health, safety, and constitutional issues for the operation of Maryland's prisons, detention centers, and community correctional centers. In 1998, the MCCS acquired regulatory and licensing authority over private home detention monitoring agencies. The Commission ensures adherence to requirements for both public adult correctional facilities and private home detention monitoring agencies through regular auditing and submission of formal reports of compliance.

**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, MCCS 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.

## **Additional Measures**

	2004	2005	2006	2007
	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	23	23
Number of private home detention monitoring agencies	4	4	4	5
Percent of facilities audited during the last three years audit cycle:				
DPSCS operated prisons	100%	100%	100%	100%
DPSCS operated pre-release units	100%	94%	100%	100%
Local community correctional facilities	100%	100%	100%	100%
Local detention centers	91%	94%	100%	100%
Private home detention agencies	100%	100%	100%	100%

# ***BUDGET REPORT***

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## FISCAL YEAR 2005

### BUDGET APPROPRIATION AND ACTUAL EXPENDITURES

	<u>2005 APPROPRIATION</u>	<u>2005 EXPENDITURES</u>
.01 Salaries and Wages	287,900	267,495
.02 Technical & Special	34,020	30,737
.03 Communication	2,503	2,957
.04 Travel	16,760	10,341
.06 Utilities	2,400	2,558
.07 Motor Vehicle Operational/Maintenance	150	0
.08 Contractual Services	7,357	4,935
.09 Supplies/Materials	2,900	5,769
.10 Equipment Replacement	0	10,994
.11 Equipment Additional	400	2,718
.13 Fixed Charges	23,910	24,974
TOTAL	378,300	363,478

# **ADVISORY BOARDS AND COMMITTEE MEMBERSHIPS**

## **TECHNICAL ASSISTANCE COMMITTEE**

July 2004 – June 2005

Walter B. Ridley, Chairperson  
WBGR, Inc.  
Fort Washington, Maryland 20744

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  
300 E. Joppa Road  
Towson, MD 21286

Keith Goddard  
Commissioner of Labor & Industry  
Department of Labor, Licensing  
and Regulation  
1100 North Eutaw Street  
Reisterstown, MD 21136

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

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

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

Elaine Loebner, Chairperson  
Division of Criminology, Criminal Justice and  
Social Policy, University of Baltimore  
1420 North Charles Street  
Baltimore, MD 21201

David McMillion, Director  
Emergency Management and  
Civil Defense Agency  
5401 Rue Saint Lo Drive  
Baltimore, MD 21201

Barbara Newman, RN, MS  
Maryland Board of Nursing  
4140 Patterson Avenue  
Baltimore, MD 21215

**ADVISORY BOARD FOR  
ADULT CORRECTIONAL INSTITUTIONS**

July 2004 – June 2005

William J. Smith, Chairperson  
Commissioner, Division of Pretrial Detention and Services  
Baltimore, Maryland 21201

**MEMBERS**

J. Michael Stouffer, Warden  
Maryland Correctional Training Center  
18800 Roxbury Road  
Hagerstown, MD 21746

Jon P. Galley, Warden  
Western Correctional Institution  
13800 McMullen Highway, SW  
Cumberland, MD 21502

Kathleen Green, Warden  
Eastern Correctional Institution  
30420 Revells Neck Road  
Westover, MD 21890

Marvin N. Robbins  
Executive Director  
Inmate Grievance Office  
115 Sudbrook Lane, Suite 200  
Pikesville, MD 21208

Stephen Meehan  
P.R.I.S.M.  
100 Church Alley  
Chestertown, MD 21620

Ronald Hutchinson,  
Assistant Commissioner  
Division of Correction  
6776 Reisterstown Road,  
Suite 310  
Baltimore, MD 21215

**ADVISORY BOARD FOR  
ADULT COMMUNITY CORRECTIONAL FACILITIES**

July 2004 – June 2005

Walter Ridley, Chairperson  
Fort Washington, Maryland 20744

**MEMBERS**

Charles Muskauski, Executive Director  
Dismas House, Inc.  
105 South Mount Street  
Hagerstown, MD 21740

Julian L. Morgan  
Executive Director  
Threshold, Inc.  
1702 St. Paul Street  
Baltimore, MD 21202

Brenda Shell, Warden  
Maryland Correctional Institution - Women  
7943 Brockbridge Road  
Jessup, MD 20794

Gary Hornbaker, Warden  
Metropolitan Transition Center  
954 Forrest Street  
Baltimore, MD 21202

Dayena Corcoran, Facility Administrator  
Baltimore Pre-Release Unit for Women  
301 North Calverton Road  
Baltimore, MD 21201

Jack Cragway, Acting Warden  
Maryland Correctional Pre-Release  
7930 Brockbridge Road  
Jessup, MD 20794

James Shannon, Program Director  
Volunteers of America (SRC)  
1105 East Fayette Street  
Baltimore, MD 21201

Robert McWhorter, Commander  
Central Home Detention  
2100 Guilford Avenue  
Baltimore, MD 21218

Patricia Allen, Asst. Commissioner  
Division of Correction  
6776 Reisterstown Road, Suite 310  
Baltimore, MD 21215

W. Stephone Simmons, Division Chief  
Division of Program Services  
Prince George's County  
Department of Corrections  
13400 Dille Drive  
Upper Marlboro, MD 20772

Jeffrey Clewer, Director  
Cecil County Community Corrections  
500 Landing Lane  
Elkton, MD 21921

**ADVISORY BOARD FOR  
ADULT DETENTION CENTERS**

July 2004 – June 2005

Milton Crump, Chairperson  
Special Assistant to the Director  
Prince George's County Department of Corrections  
13400 Dille Drive  
Upper Marlboro, MD 20772

Melanie Pereira, Co-Chairperson  
Director of Corrections  
Howard County Detention Center  
Jessup, MD 20794

**MEMBERS**

James O'Neill, Director  
Bureau of Corrections  
Baltimore County Detention Center  
404 Kenilworth Drive  
Towson, MD 21204

Steve Williams, Warden  
Dorchester County Detention Center  
829 Fieldcrest Road  
Cambridge, MD 21613

Richard J. Baker, Superintendent  
Anne Arundel County Detention Facilities  
131 Jennifer Road  
Annapolis, MD 21401

Robert Green, Warden  
Montgomery County Correctional  
Facility  
Transition Headquarters  
22620 Clarksburg Road  
Boys, MD 20841

LaMonte E. Cooke  
Director of Corrections  
Queen Anne's County Detention Center  
Centreville, MD 21617

# ***FORMER COMMISSION MEMBERS***

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

**\* Founding Members**

Sterling E. Bollinger, Sr.  
County Commissioner  
Frederick County

\*Robert H. Fosen, Ph.D.  
Executive Director  
Commission on Accreditation  
For Corrections (ACA)

Paul J. Davis, Warden  
Baltimore City Jail

Elmanus Herndon, Deputy Commissioner  
Division of Correction

\*David M. Doxzen  
Frederick County Jail Administrator

\*Sarah Ada Koonce, Chairperson  
Prince George's County Council

\*J. Brown Hardy  
Deputy Secretary  
Department of Public Safety  
and Correctional Services

\*Constance Lieder, Secretary  
Department of State Planning

Frank Mazzone, Assistant Commissioner  
Division of Correction

\*Louis Hyatt, Citizen  
Co-Chairperson

Mark A. Levine, Undersheriff  
Baltimore County

John W. O'Rourke, Councilperson  
Baltimore County Council

\*Calvin A. Lightfoot, Warden  
Baltimore City Jail

\*Patricia L. Quann, Superintendent  
Maryland Reception, Diagnostic and  
Classification Center

J. Max Millstone, Secretary  
Department of General Services

Michael Ruggio, Citizen

Ralph Packard, Superintendent  
Patuxent Institution

Earl F. Seboda, Secretary  
Department of General Services

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

## ***FORMER COMMISSION MEMBERS (cont'd)***

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Jack F. DeWitt, Sheriff  
Cecil County

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

Jeffrey Washington, Administrator  
American Correctional Association

John A. Bone, Administrator  
Allegany County Jail

Melanie C. Pereira, Deputy Commissioner  
Division of Correction

Frank Ward, III  
Citizen Member

Charles McDevitt, Director  
Charles County Detention Center

Clarence Hawkins, President  
Kent County Commissioners

Archie Gee, Warden  
Patuxent Institution

John Welch, Director  
Wicomico County Detention Center

Christine Powers, Administrator  
American Correctional Association

Michael Shannon, Administrator  
American Correctional Association

Gene Lynch, Secretary  
Department of General Services

Frederick Puddester, Secretary  
Department of Budget and Management

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

Charles L. Benton  
Department of Budget and Fiscal Planning

Jack Kavanaugh, Assistant Commissioner  
Division of Correction

T. Eloise Foster, Secretary  
Department of Budget and Management

Florence C. Welch, Citizen  
Co-Chairperson

Marvin Long, Councilman  
Wicomico County Council

Marie C. Henderson, Citizen  
Chairperson

Renard E. Brooks, Deputy Director  
Criminal Justice Information Systems