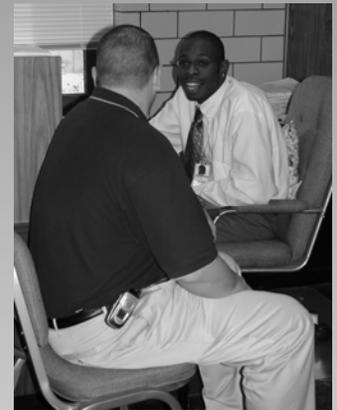




DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES

THE MARYLAND DIVISION OF PAROLE AND PROBATION

DEPARTMENT OF PUBLIC SAFETY AND CORRECTIONAL SERVICES



2006 Program and Services Report

January 3, 2007

Mary Ann Saar
Secretary
Department of Public Safety and Correctional Services
300 East Joppa Road, Suite 1000
Towson, Maryland 21286

Dear Madame Secretary:

As anyone involved with the Maryland Division of Parole and Probation is aware, this agency is in the process of transforming itself. And the changes we are making are more than cosmetic changes, far more than adjustments in the boxes on an organizational chart, or routine updates to longstanding policies. They are both fundamental and comprehensive; they will affect every one of us and everyone with whom we work.

Almost every DPP team member has, in some way, been a part of the early stages of this change, whether as participants in the implementation of the Proactive Community Supervision (PCS) strategy, or as recipients of training in the principles and practices upon which this strategy is built. PCS was a carefully conceived approach which augmented - with empirical evidence - what our intuition and common sense were already telling us about offender management. It was based on scientific study and research that provided objective proof that there are tools and techniques that can make a noticeable difference in the lives of those under our supervision and by extension, the lives of those they encounter.

The confirmation that Maryland was, in fact, leading the way along a most promising path, was presented to us and to community corrections agencies across the country in February, with the release of a joint study of the PCS initiative by the University of Maryland and Virginia Commonwealth University. Of particular significance was the study's finding that the application of the philosophy and procedures which characterize Proactive Community Supervision had an empirically measurable and substantial impact on the success of supervisees, as evidenced by a greater than one-third reduction in new arrests and technical violations.

The lessons we have learned from PCS transcend PCS as a program. They have expanded beyond the boundaries of a specific initiative to become an essential part of all that we do. From the revision of the Division's supervision manual to the introduction of the automated case notes system; from the development of a new Supervision Plan format to the revised supervisory review procedures, we are in the process of aligning our activities and resources with practices that achieve our objectives - to reduce recidivism and increase public safety, to hold offenders accountable to victims and the community, and to help offenders develop the

competencies and character which can help them become responsible and productive members of society.

One important lesson we have learned is that no program, however effective, can be expected to forever meet all of our needs. We cannot turn back now from an awareness that the stability and comfort of tradition is an unacceptable justification for continuing along paths that do not lead us toward our goals. Our needs, and those of the communities we serve, are constantly shifting and evolving, and this agency must evolve as well. We must constantly monitor and analyze our efforts to confirm their continued effectiveness; and we must always remain flexible and adaptable enough to refine our policies and procedures on the basis of our expanding knowledge and experience.

“What do we think we’re doing?” was a question raised at a meeting not long ago in regard to the extensive changes underway throughout the Division of Parole and Probation.

We think we’re doing what must be done to enhance the health and safety of our communities, and - by working together as a highly motivated, well-prepared, and fully committed team - to encourage and assist our supervisees to become productive members of those communities.

We think that to accomplish this and to play any part at all in helping people to alter the course of their lives, we have to make the effort to understand their lives. We have to pay attention to them. We have to acknowledge them as individuals and attempt to identify the unique circumstances and problems that influence their behavior.

We think our job is not to count the things we do, but to do the things that count. We think that if we focus our attention precisely where it is needed, and apply our energy and resources to those needs, we can make a difference in the lives of both the people we supervise and the people we serve.

And in this way - one person at a time, one problem at a time, one moment at a time – we think we can change the world.

Sincerely,

A handwritten signature in cursive script that reads "Judith Sachwald".

Judith Sachwald
Director

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Vision, Mission and Professional Principles

VISION

It is the vision of the Division of Parole and Probation to become a comprehensive community corrections agency that works in collaboration with criminal justice agencies, communities and service providers to prevent and interrupt the criminal behavior of probationers, parolees and other supervisees. The Division will identify and implement evidence-based practices to facilitate the successful reintegration of supervisees into their families and communities. The Division will develop a safe and supportive work environment that encourages all employees to achieve their maximum professional potential.

MISSION

The Division of Parole and Probation will ensure the safety of its employees and enhance public safety by holding supervisees accountable to victims and the community, and by helping supervisees through the process of becoming law-abiding and productive.

PROFESSIONAL PRINCIPLES

The Division of Parole and Probation recognizes that all of its employees are essential to achieving the mission and embraces these principles:

| | |
|----------------|--|
| Dignity | We respect the dignity of each individual. |
| Pride | We take pride in our ability to work together as a team. |
| Humor | We maintain perspective on our task, ourselves and each other. |
| Integrity | We value honesty in all we do. |
| Accountability | We measure ourselves according to our highest standards. |
| Creativity | We encourage and support innovations based on evidence. |
| Leadership | We strive for excellence in the criminal justice community. |

History of the Division of Parole and Probation

Colonial Roots of Community Supervision in Maryland

The earliest known instance in Maryland of the conditional release of an offender upon the suspension of a sentence occurred in 1666. Pope Alvey, a repeat offender, had been convicted in Saint Mary's County of stealing and killing a neighbor's cow, and was sentenced to hang for his crime. However, in response to the pleas of fellow citizens, the court suspended Alvey's sentence and allowed him to return to the community with the:

“Judgment & Sentence past against him to Remain in full force & Effect on the records dureing the pleasure of the Governour & according as the Said Alvey Shall hence forward behave himself in his Remaining Course of Life.”

There is evidence to indicate that this early experiment was a success. According to records in the Archives of Maryland, Pope Alvey submitted a petition for pardon in 1674. His petition received favorable votes in the Upper and Lower Houses of the Provincial Assembly, and he was granted a pardon by Governor Charles Calvert in May of 1674.

Maryland's First Probation Law

In 1894, Maryland enacted Article 27, Section 304A – its first probation legislation. This law gave Maryland courts statutory authority to release first-time offenders on probation following conviction, and further identified factors to be considered by a judge in determining whether or not to grant probation in a given case. Among these factors were the age and character of the offender, and the nature of the offense committed.

The 1894 law also imposed Maryland's first statutory probation conditions: those individuals who were granted probation were required to “keep the peace and be of good behavior.”

The Development of Community Supervision

While the 1894 legislation gave judges throughout Maryland the authority to divert some offenders from prison or jail by placing them on probation, actual probation supervision – where it existed at all – was a local function. Thus, the type and quality of probation supervision and services available to offenders varied widely from one subdivision to the next.

Twenty years passed before the General Assembly addressed this issue by approving, in 1914, an amendment to the Maryland Constitution empowering the legislature to pass laws regarding parole. The amendment was approved by the voters the following year. The same General Assembly session also provided for a more formalized and consistent form of community supervision with the creation of the Advisory Board of Parole, a predecessor to the Division of Parole and Probation.

History of the Division of Parole and Probation

The chief duties of the three-member Board were to investigate the suitability of inmates for conditional release from prison, to recommend those inmates to the Governor for early release, to supervise the conduct of conditionally-released inmates and to make reports to the Governor on the inmates' compliance with the conditions of release. The Board was authorized to appoint up to four parole officers, each of whom could receive an annual salary of no more than \$1,200.

Supervision of probationers by the Advisory Board of Parole was made available to county circuit courts and to the Criminal Court of Baltimore City upon the issuance of a judicial order specifying such supervision. Without such an order, however, the responsibility for probation supervision fell to the county probation department or remained with the court itself.

The Evolution of the Division of Parole and Probation

In 1922, the legislature abolished the Advisory Board of Parole, transferring the Board's duties to a Parole Commissioner. The Parole Commissioner and an authorized staff of four parole officers were statutorily empowered to arrest parole violators without a warrant.

The Office of Parole Commissioner was abolished in 1939, with the formation of the Department of Parole and Probation within the Executive Branch. The components of the new department were the Division of Parole and Probation and the Board of Parole and Probation. Both were headed by the same person under two titles: Director of Parole and Probation and Chairman of the Board of Parole and Probation. The chairman and the other members of the Board (the Attorney General, the Chief Probation Officer of the Supreme Bench of Baltimore City and the State Superintendent of Prisons) were required to meet at least once monthly in the Division's Central Office in Annapolis.

The 1939 statute also established the position of Supervisor of Parole and Probation, with responsibility to the Director for the fieldwork of the Division. The Supervisor of Parole and Probation was statutorily mandated to prepare and issue rules and regulations for the guidance of the staff and the conduct of its work, and to:

"...formulate methods of investigation and supervision, and develop various processes in the technique of the casework of the official staff of the Division, including interviewing, consultation of records, analysis of the information, diagnosis, plan of treatment, correlation of effort by individuals and agencies, and the methods of influencing human behavior."

The General Assembly further required that, whenever feasible, the parole officers of the Division of Parole and Probation be available to conduct investigations and to perform other probation services as requested by judges of the county circuit courts and the Supreme Bench of Baltimore City.

History of the Division of Parole and Probation

Additional changes were made to the Department of Parole and Probation in 1953. The Division of Parole and Probation was eliminated along with the position of its Director, with the chairman of the Board of Parole and Probation (who was also formerly the Director of the Division of Parole and Probation) becoming the Director of the realigned Department. The size and authority of the Board of Parole and Probation were increased. Two associates were added to the Board and, with the concurrence of two of the three members, the Board was now authorized to grant parole to inmates (except for those serving life sentences).

In 1968, the General Assembly separated the Board of Parole and Probation from the Department of Parole and Probation, renaming the former the Board of Parole, and establishing the mutual independence of the departmental director and the paroling authority. Tasks formerly performed by the Department “whenever feasible” – including providing service to all Maryland criminal trial courts, and preparing pre-sentence investigation reports and other investigative reports for requesting courts in all cases involving a potential commitment of two or more years – became mandatory duties. Thus, the basic responsibilities of the agency to the courts and the paroling authority were clearly defined: offender supervision, investigation, and report writing.

The Executive Branch underwent a major reorganization in 1970. The Division of Parole and Probation joined the Board of Parole, the Division of Correction, the Maryland State Police, and a dozen other previously separate departments, boards, and commissions within the newly established Department of Public Safety and Correctional Services. The Department’s duties were also expanded during that period to include the supervision of state prisoners released by operation of diminution credits. Prisoners who were thus mandatorily released were deemed as if on parole and were subject to all laws, rules, regulations, and conditions applicable to parolees.

Organizational Growth and Change within the Division

During 1969, its first year of operational independence, the Division of Parole and Probation, with an authorized staffing strength of 262 positions, provided supervision to some 24,000 offenders. By 2001, the number of authorized staff exceeded 1,400 and more than 70,000 offenders were being supervised or monitored by the Division.

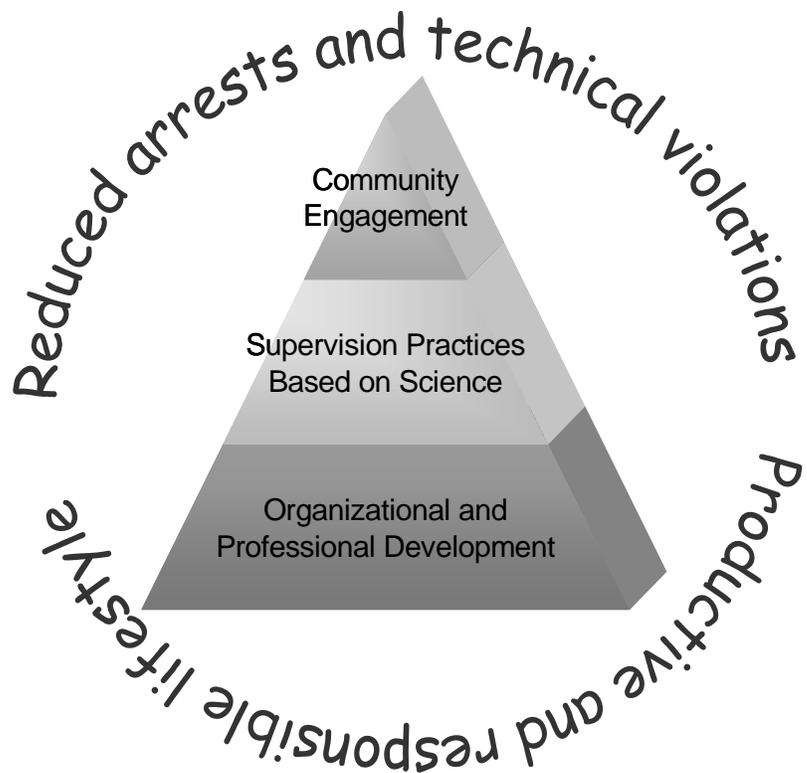
The Division’s initial organizational structure, consisting of sections, districts, and branches, continued the design established by the predecessor Board of Parole and Probation. In the late 1970s, the Division reorganized itself into four distinct geographic regions, each with its own regional administration. At the same time, Central Administration, or divisional headquarters as it was known then, was organized into three bureaus – the Bureau of Field Operations, the Bureau of Policy and Program Development, and the Bureau of Administrative Services – to coordinate activities and services among the regions. The Division’s operational structure was later expanded to include the Drinking Driver Monitor Program.

History of the Division of Parole and Probation

The Division of Parole and Probation Today

Although no organized probation supervision structure existed in 1666, the behavior of offenders in the community was monitored by those who lived in the community: the family, friends, neighbors, clergymen, employers, and others who knew the offender and cared about his success. Today, with our greater detachment of citizens from their communities, with our significantly higher number of offenders, and their increased mobility and often overwhelming need for specialized programs and services, such a pure form of community supervision is virtually impossible. Nevertheless, our challenge today is to promote greater levels of community participation in the supervision process.

In the year 2000, the Division of Parole and Probation began a fundamental transformation. Building upon a recognition of the essential contribution the community can make to the rehabilitation and reintegration of offenders, and combining that with an awareness of those practices that were proving to be most effective in reducing recidivism, the agency began to make sweeping operational changes, and to upgrade its tools, training, and support services. Through the integration of evidence-based practices into supervision strategies and through the development of collaborative partnerships within the community, supervision by office-based agents has been replaced by the professional and purposeful interventions of agents who are active participants in the communities they serve.



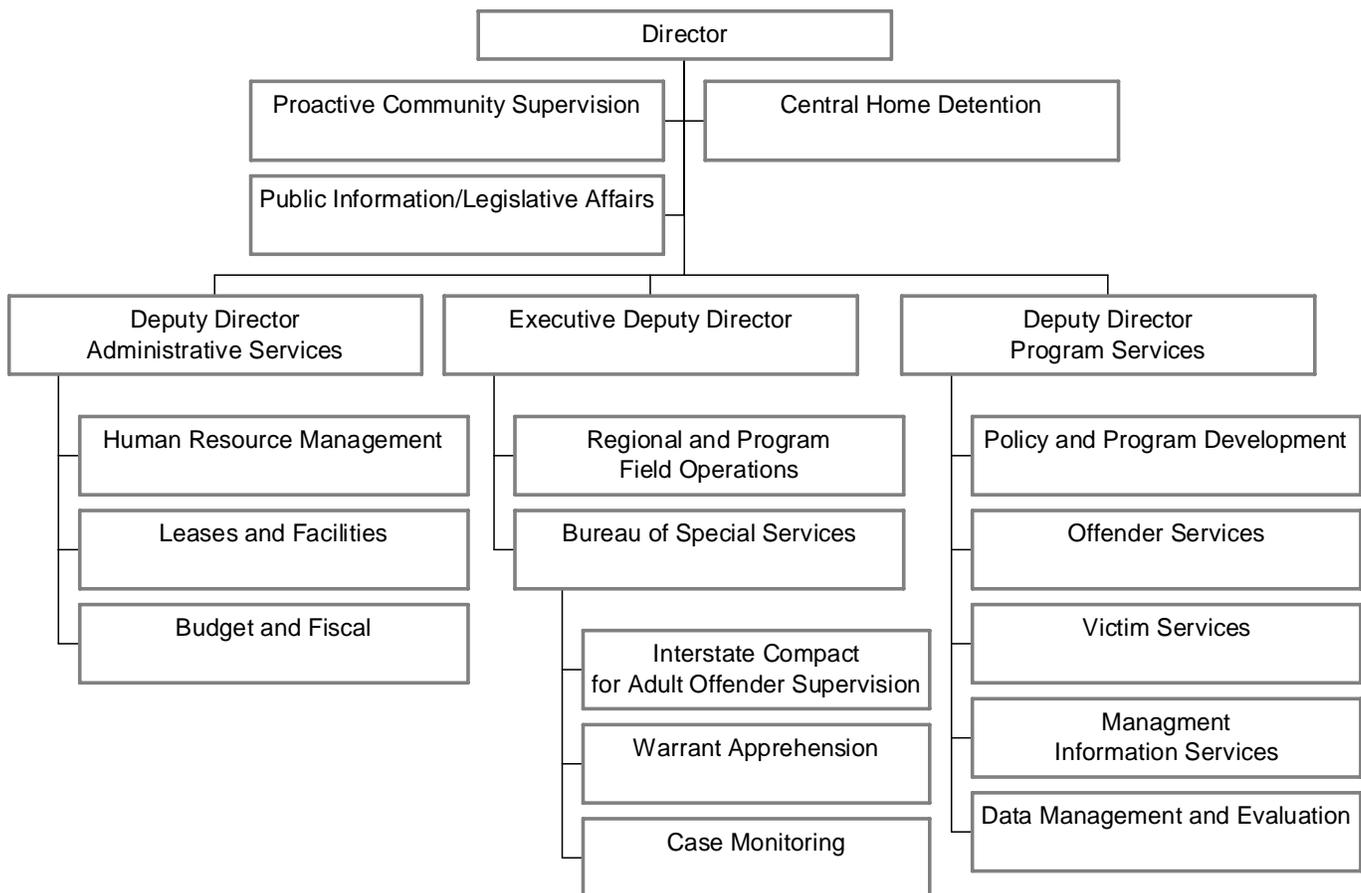
This process began another chapter in the agency's rich history, and has ensured the Maryland Division of Parole and Probation its place among the leading community corrections organizations in the nation. The process of transformation continues today, creating, as the future unfolds, an agency ever prepared to change in response to need and knowledge.

Organizational Structure

As an agency of the Maryland Department of Public Safety and Correctional Services, the primary purpose of the Division of Parole and Probation (DPP) is to enhance public safety. This is accomplished through the dedication of every employee, every program, and every planned effort to hold supervisees accountable to their victims and the community as a whole, and to simultaneously encourage and assist these individuals to become productive, law-abiding members of their communities.

The Division supervises probationers and parolees who are serving or completing sentences in the community. Currently, 665 parole and probation agents and 100 drinking driver monitors are responsible for the supervision of approximately 66,000 offenders – 40,600 under probation supervision, 15,500 being monitored by the Drinking Driver Monitor Program, 5,200 under mandatory release supervision, and 4,700 under parole supervision. In addition, another 55 parole and probation agents function as full-time investigators, conducting pre-sentence, pre-parole, and other types of investigations for the Maryland Parole Commission, the courts, and other criminal justice agencies. The Division also monitors pre-trial detainees, inmates, and parolees

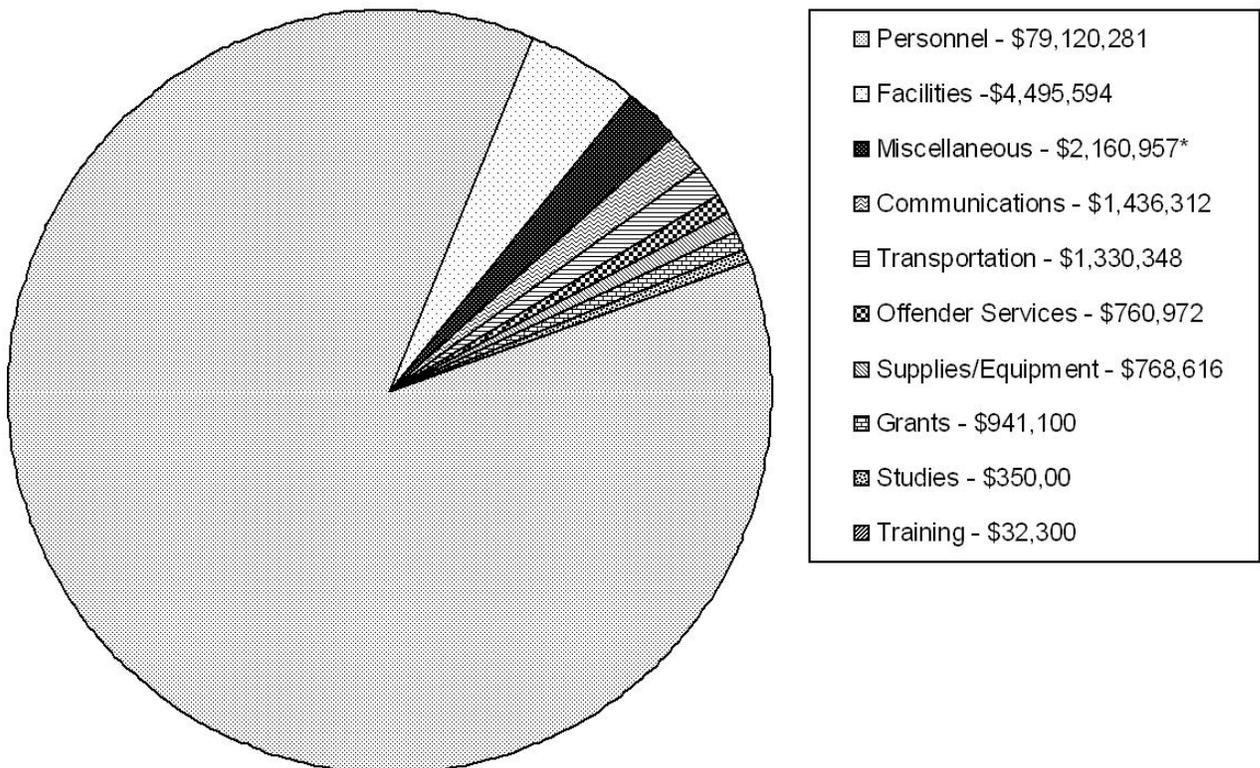
Division of Parole and Probation Organizational Chart



Budget

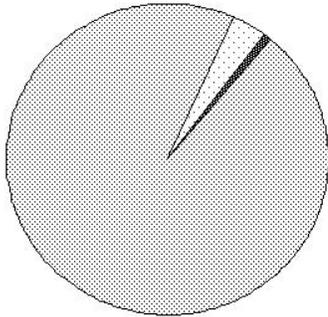
The Budget and Fiscal Services Unit of the Division of Parole and Probation is responsible for the development, preparation, submission and implementation of the agency's \$90 million plus operating budget. The Budget and Fiscal Services Unit oversees and directs the collection and disbursement of \$22 million in court-ordered restitution, fines, and costs as well as mandated collection, testing and supervision fees. The Budget and Fiscal Services Unit also provides essential information to the Director and senior management that enable them to make critical decisions regarding resource allocation and expenditures.

FY 2007 Appropriation - \$91,396,480



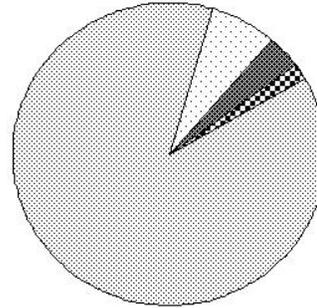
FY 2007 Budget Details

Personnel



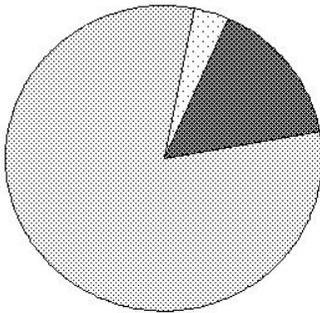
| | |
|-------------|--------------|
| Permanent | \$70,751,104 |
| Contractual | \$2,704,177 |
| Temp | \$665,000 |

Facilities



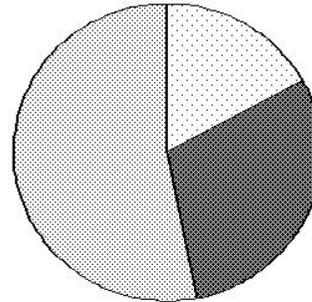
| | |
|------------|-------------|
| Leases | \$3,941,088 |
| Security | \$312,300 |
| Utilities | \$163,600 |
| Janitorial | \$78,606 |

Offender Services



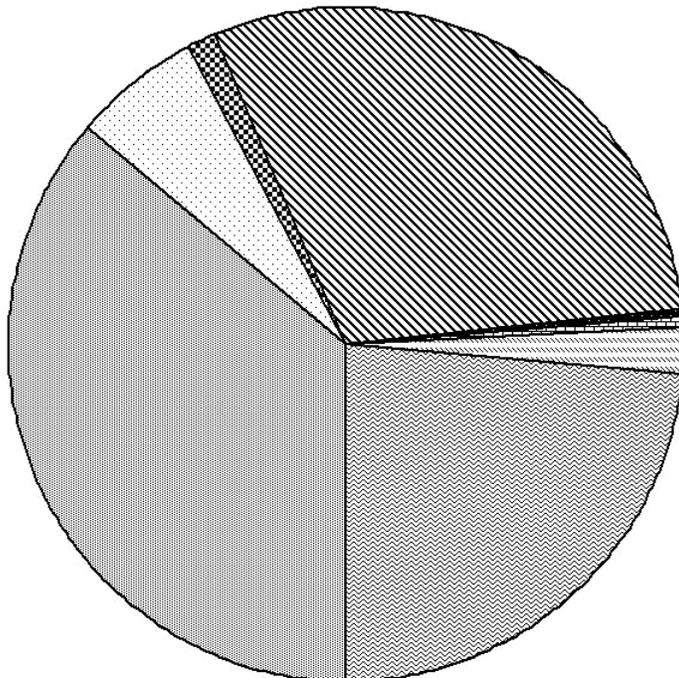
| | |
|------------------------|-----------|
| Drug Treatment | \$615,000 |
| Sex Offender Treatment | \$28,350 |
| Marion House | \$117,622 |

Grants



| | |
|---------------------------|-----------|
| Balto City State's Atty | \$159,500 |
| Public Defender | \$281,600 |
| Baltimore Re-Entry Center | \$500,000 |

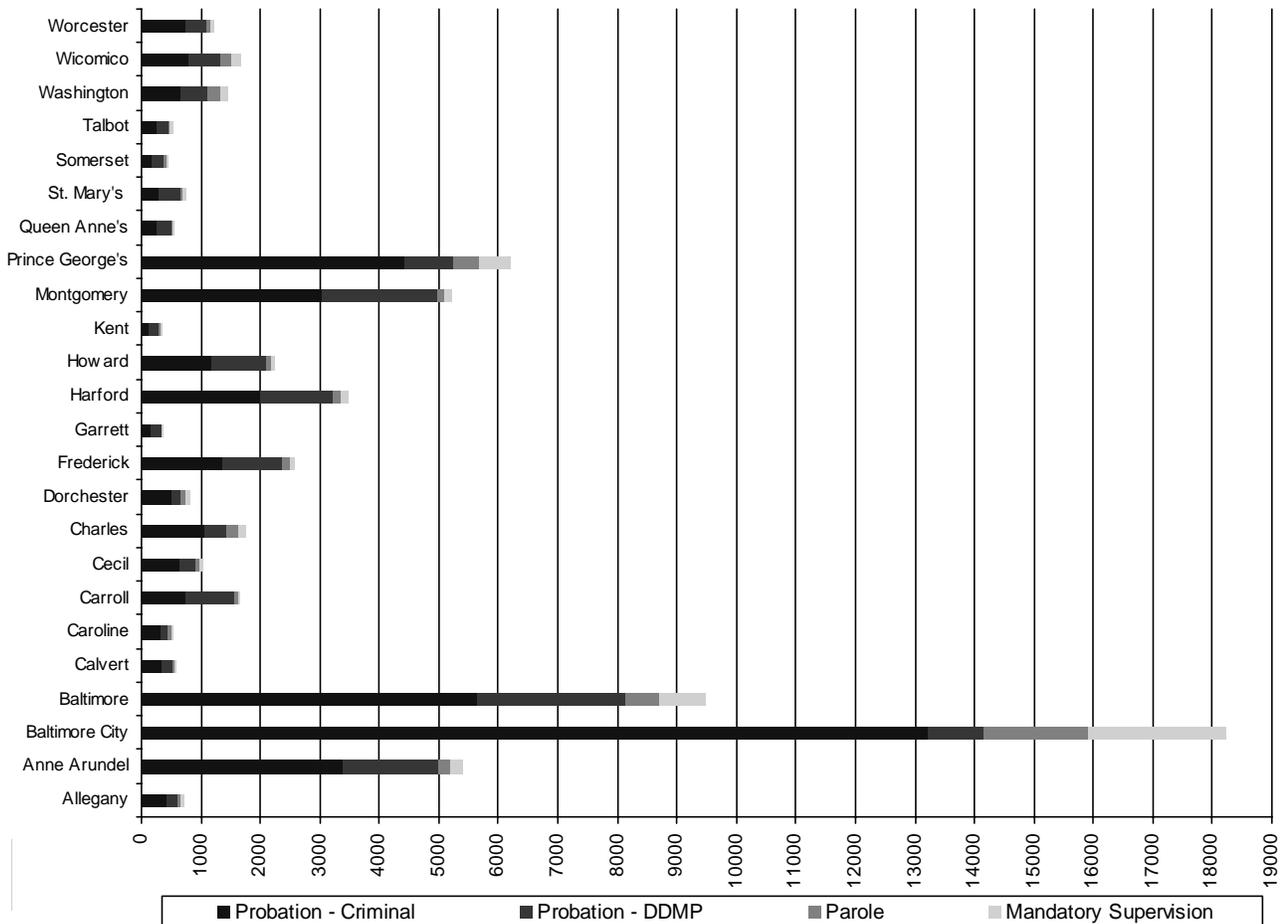
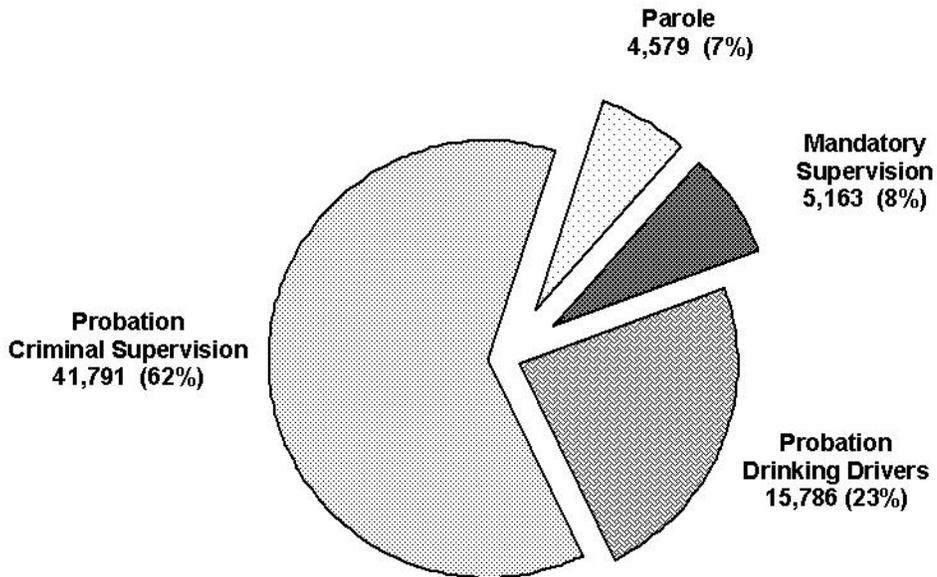
Restitution and Fee Collection FY 2006 Disbursements \$22,380,023



| | |
|---------------------|-------------|
| Restitution | \$8,055,723 |
| Circuit Court Fees | \$1,404,857 |
| District Court Fees | \$271,352 |
| DDMP Program Fee | \$6,683,645 |
| LET Fee | \$11,243 |
| Public Defender Fee | \$44,590 |
| 2% Fee | \$116,887 |
| Testing Fee | \$494,207 |
| Supervision Fee | \$5,297,516 |

Caseload Characteristics

67,519 Parolees and Probationers December 31, 2006

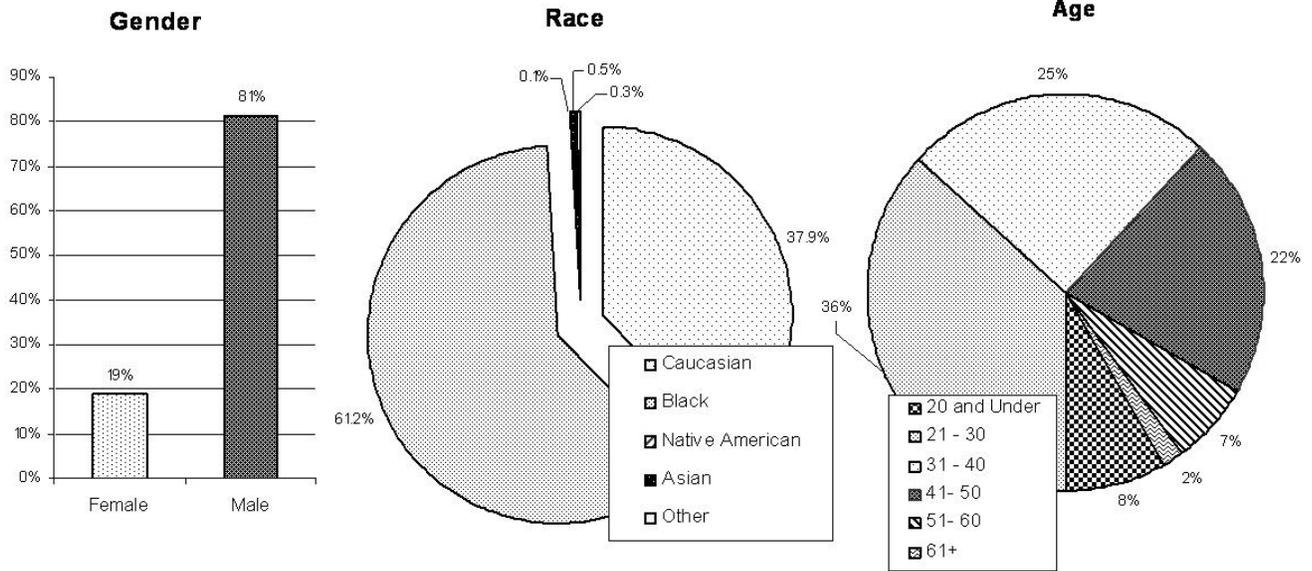


Offender Characteristics

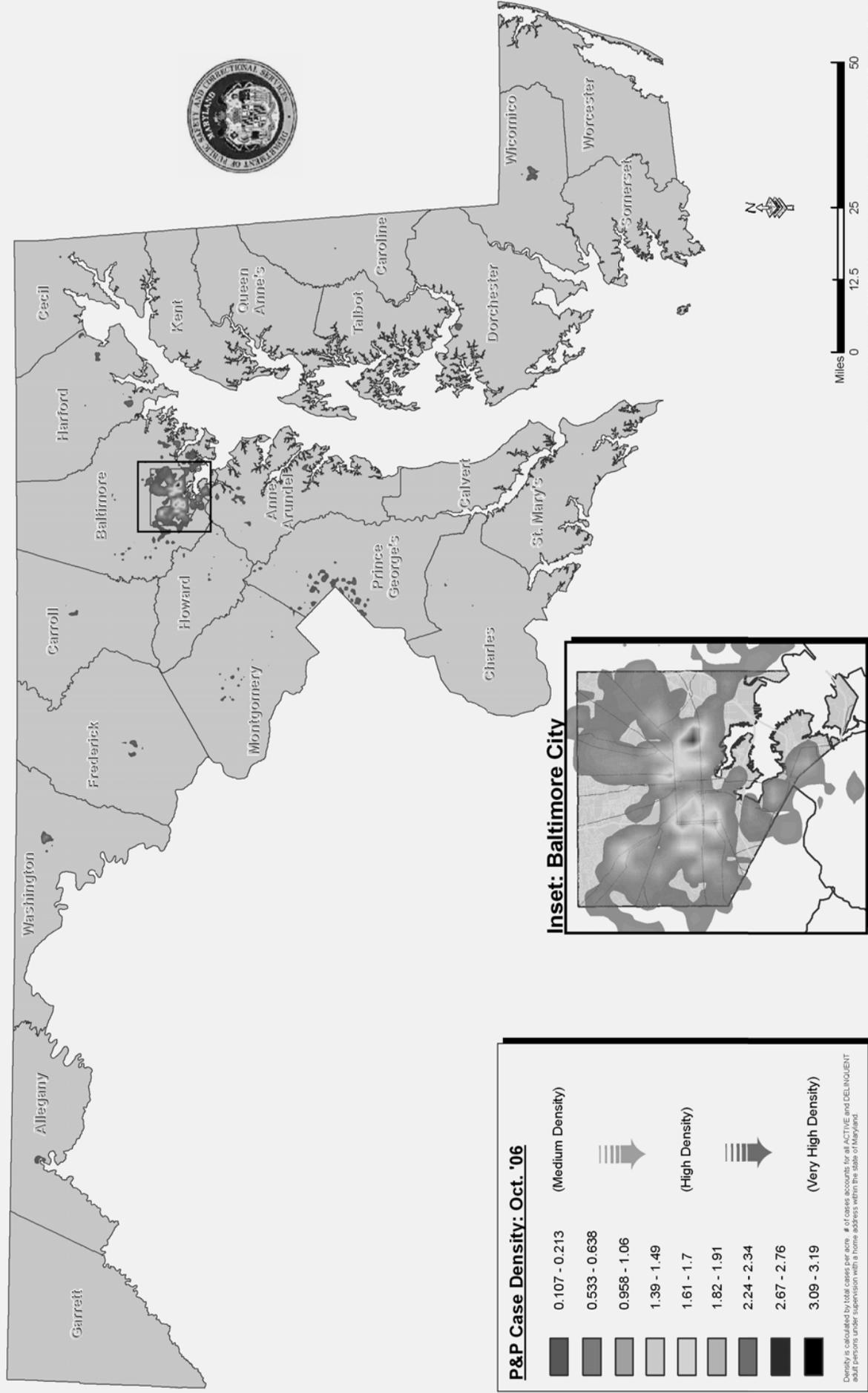
Active Cases – December 31, 2006

| | PAR | MAN | PAR/MAN | PRO | PBJ | PRO/PBJ | PRE | COM | SUBTOTAL | DDMP | TOTAL |
|-----------------|-------------|-------------|-------------|--------------|-------------|--------------|------------|----------|--------------|--------------|--------------|
| Allegany | 51 | 50 | 101 | 397 | 18 | 415 | 28 | | 544 | 202 | 746 |
| Anne Arundel | 172 | 236 | 408 | 2734 | 644 | 3378 | 4 | | 3790 | 1627 | 5417 |
| Baltimore City | 1747 | 2302 | 4049 | 11009 | 2214 | 13223 | 9 | 2 | 17283 | 947 | 18230 |
| Baltimore | 558 | 763 | 1321 | 4561 | 1088 | 5649 | 31 | | 7001 | 2504 | 9505 |
| Calvert | 31 | 35 | 66 | 328 | 13 | 341 | 3 | | 410 | 191 | 601 |
| Caroline | 51 | 28 | 79 | 264 | 45 | 309 | 7 | | 395 | 156 | 551 |
| Carroll | 48 | 42 | 90 | 549 | 192 | 741 | 1 | | 832 | 825 | 1657 |
| Cecil | 73 | 64 | 137 | 573 | 75 | 648 | 3 | | 788 | 264 | 1052 |
| Charles | 181 | 143 | 324 | 1018 | 45 | 1063 | 3 | | 1390 | 368 | 1758 |
| Dorchester | 96 | 69 | 165 | 420 | 98 | 518 | | | 683 | 142 | 825 |
| Frederick | 135 | 72 | 207 | 1073 | 284 | 1357 | 34 | | 1598 | 1020 | 2618 |
| Garrett | 16 | 13 | 29 | 139 | 9 | 148 | 5 | | 182 | 192 | 374 |
| Harford | 158 | 120 | 278 | 1524 | 479 | 2003 | 37 | | 2318 | 1204 | 3522 |
| Howard | 55 | 60 | 115 | 839 | 330 | 1169 | 15 | | 1299 | 945 | 2244 |
| Kent | 26 | 13 | 39 | 121 | 17 | 138 | | | 177 | 162 | 339 |
| Montgomery | 97 | 130 | 227 | 2588 | 434 | 3022 | 4 | 1 | 3254 | 1965 | 5219 |
| Prince George's | 440 | 518 | 958 | 4085 | 332 | 4417 | 2 | | 5377 | 812 | 6189 |
| Queen Anne's | 44 | 25 | 69 | 220 | 56 | 276 | | | 345 | 222 | 567 |
| Saint Mary's | 37 | 43 | 80 | 302 | 4 | 306 | 1 | | 387 | 357 | 744 |
| Somerset | 48 | 41 | 89 | 161 | 26 | 187 | | | 276 | 178 | 454 |
| Talbot | 37 | 40 | 77 | 239 | 40 | 279 | 1 | | 357 | 168 | 525 |
| Washington | 195 | 148 | 343 | 543 | 130 | 673 | | | 1021 | 455 | 1476 |
| Wicomico | 204 | 160 | 364 | 657 | 142 | 799 | | | 1163 | 522 | 1685 |
| Worcester | 79 | 48 | 127 | 571 | 161 | 732 | 4 | | 863 | 358 | 1221 |
| TOTAL | 4579 | 5163 | 9742 | 34915 | 6876 | 41791 | 197 | 3 | 51733 | 15786 | 67519 |

PAR = Parole MAN = Mandatory Release PRO = Probation PBJ = Probation Before Judgment PRE = Prerelease COM = Commuted DDMP = Drinking Driver Monitor Program



Statewide DPP Case Density



Density is calculated by total cases per area. # of cases accounts for all ACTIVE and DELINQUENT adult persons under supervision with a home address within the state of Maryland.

Proactive Community Supervision

In the mid-1990s, the Division of Parole and Probation began to introduce a series of community corrections programs intended to increase public safety by reducing recidivism rates and successfully reintegrating offenders into the community. Initiatives such as Break the Cycle, the Correctional Options Program, Hot Spots,/CSAFE (Collaborative Supervision and Focused Enforcement) and others represented an ongoing reconsideration of traditional approaches to community supervision. From a careful assessment of the strengths and weaknesses of these various efforts, the agency learned important lessons.

In place of arbitrary supervision practices, PCS emphasizes a simple and eminently logical approach: using the best tools available, agents attempt to determine what factors cause an offender to engage in criminal activity...

It became apparent that something more than compartmentalized innovation was required if the agency was to have the kind of substantial impact on recidivism that it sought. Therefore, over the past few years, the Division of Parole and Probation has been making fundamental refinements in its practices, with emphasis on enhancing the role that the agency plays in the engineering of change – change focused primarily on the successful transformation of offenders into productive members of the community, but ultimately requiring the transformation of the agency itself. Proactive Community Supervision (PCS) is an integral part of that transformation.

Proactive Community Supervision is a comprehensive, community-based approach to supervision which seeks to increase public safety by holding offenders accountable to their victims and to the communities in which they live, and by helping offenders to become responsible and productive members of their communities. PCS also represents an acknowledgment that for a community supervision agency to be effective it must work with and within the community it serves.

Under traditional supervision, most interactions between agents and offenders occur in an office environment, which isolates both from the people and experiences that actually affect the offender. The PCS approach enables parole and probation agents to spend more of their time in the neighborhoods in which their supervisees live, thus providing these agents with greater exposure to those elements of the offender's world which exert the strongest influence. A greater presence in the community may contribute to an offender's feeling that he or she is being more closely watched but, more importantly, it contributes to the agent's familiarity with the offender and an understanding of what factors contribute to his or her criminal behavior.

Proactive Community Supervision incorporates all of the elements of evidence-based practice. It has the potential to change how we do business in probation and parole, and to significantly increase public safety. The State of Maryland has taken a giant leap forward and is a model for others to follow.

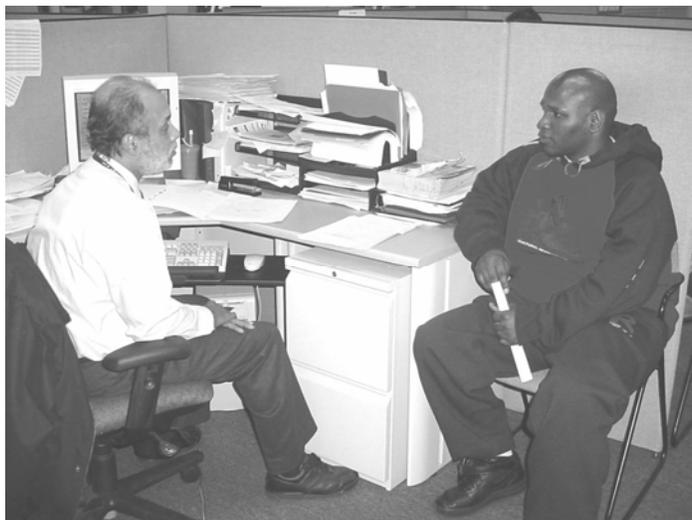
Ed Latessa, PhD, Professor and Head, Division of Criminal Justice, University of Cincinnati

This leads to another essential element of Proactive Community Supervision. In the course of developing and implementing PCS, the Division of Parole and Probation – with training and technical assistance from the University of Maryland, Bureau of Governmental Research – initially focused on

Proactive Community Supervision

constructing a solid foundation for this evolving structure by researching, acquiring, and developing the various tools and techniques necessary for its success. Parole and probation agents throughout Maryland were trained in the effective use of new, evidence-based practices to identify and address those factors that have been empirically determined to contribute to criminal behavior.

In place of arbitrary supervision practices, PCS emphasizes a simple and eminently logical approach: using the best tools available, agents attempt to determine what factors cause an offender to engage in criminal activity; then, using the best resources available, they address those factors in order to reduce the offender's potential for further criminal activity. Through the use of effective interviewing and intervention skills and scientifically developed assessment instruments, PCS agents facilitate the change process by identifying – and encouraging the



DPP Employment Resource Coordinator works with an offender to help identify employment readiness needs

offender to recognize – those issues that influence the offender's behavior. Then, through productive contacts driven by the communication skills the agents have been trained to employ, offenders are steadily encouraged to make a commitment to increasing their own potential through behavioral change. Once the offender has made that investment, agent-offender contacts focus on helping the offender to develop and act on a realistic strategy to effect that change.

The implementation of the Proactive Community Supervision strategy included provisions for ongoing monitoring and scientific review. Thus, in February of 2006, the University of Maryland and Virginia Commonwealth University released a joint report entitled "Proactive Community Supervision in Maryland: Changing Offender Outcomes." The major conclusion of the study – which used a random selection/individual match design to study outcomes for 548 probation, parole, and mandatory release cases – was that the PCS model has the potential to measurably and significantly affect the outcome of supervision efforts. Specifically, the study concluded that offenders supervised in accordance with the PCS model had "38.3 percent less chance of being rearrested for new criminal behavior than the non-PCS group," and that "PCS resulted in a 38 percent reduction in the probability of a warrant being filed for technical violations." This considerable decline in failure rates is an indisputable and important measure of success, and a clear indicator of the positive potential of well-researched and carefully implemented supervision strategies.

The major conclusion of the study... was that the PCS model has the potential to measurably and significantly affect the outcome of supervision efforts.

Proactive Community Supervision

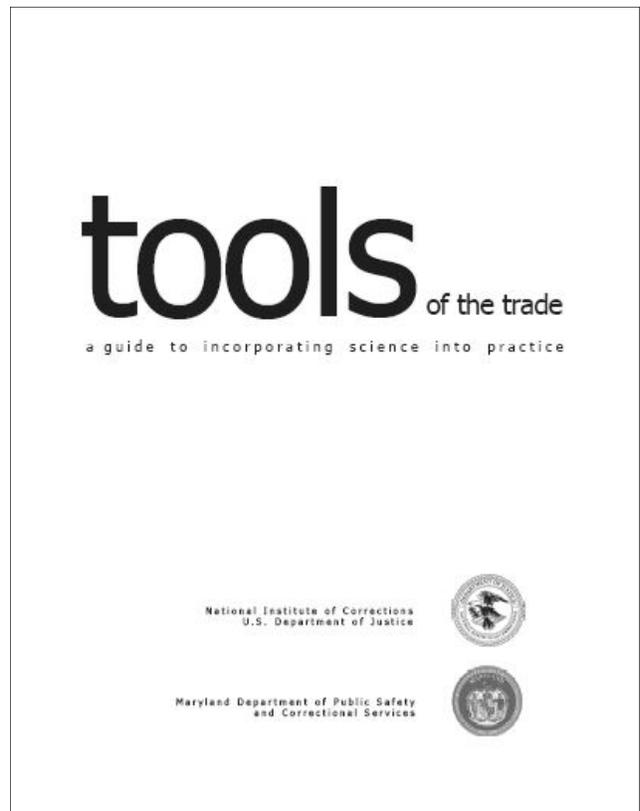
The results of this review indicate that the agency's supervision practices are clearly moving in the right direction, and that the application of Proactive Community Supervision principles has had a positive impact on public safety. According to the president of the American Probation and Parole Association, "The hard work of DPP is very encouraging. They have proven what researchers have been telling us: we can reduce crime if we apply what we know works ... and concentrate on those things that change criminal behavior." Ed Latessa, head of the Division of Criminal Justice at the University of Cincinnati observed that "PCS has the potential to change how we do business in probation and parole, and to significantly increase public safety. The State of Maryland has taken a giant leap forward and is a model for others to follow."

Tools of the Trade: A Guide to Incorporating Science into Practice

The National Institute of Corrections, U.S. Department of Justice recently published *Tools of the Trade: A Guide to Incorporating Science into Practice* on their website at <http://www.nicic.org/pubs/2004/020095.pdf>. Much of the manual is based on the key components of Proactive Community Supervision (PCS), the Division of Parole and Probation's innovative approach to offender management. *Tools of the Trade* has been widely distributed throughout the United States and Canada, and requests for the document have also come from England, South Africa, and Australia.

The Proactive Community Supervision strategy is reducing crime by enhancing community supervision and is improving offender's lives by helping them to become productive participants in their communities. "I recognize that reinventing supervision practices here in Maryland requires much more than genuine interest and heartfelt desire. It means we have to work hard and commit to using science and research when planning for the future of community supervision," says Judith Sachwald, Director of the Division of Parole and Probation.

Through a long-standing collaborative research-to-practice partnership the Division has worked with Dr. Faye S. Taxman, the University of Maryland Bureau of Governmental Research, and Virginia Commonwealth University, to build science into the management and day-to-day activities of offender supervision. "With over 4.5 million adults under community supervision in the U.S., reinventing supervision to focus on changing offender behavior is paramount," says Dr. Taxman.



Drinking Driver Monitor Program (DDMP)

The Drinking Driver Monitor Program (DDMP) was established in 1984, to efficiently manage individuals who operate motor vehicles while intoxicated or while their abilities are impaired by substance use. These individuals are referred to the program by the courts in over 96% of cases, but can also be referred by the Motor Vehicle Administration's (MVA) Medical Advisory Board. Although initially operated by the MVA and the Department of Health and Mental Hygiene (DHMH), the Division of Parole and Probation assumed responsibility for DDMP in 1986.

Evidence indicates that the best techniques for the management of these individuals are different from those used to supervise criminal offenders.

DDMP exists to accomplish very specific objectives for a very large number of individuals. Monitoring can be said to be more focused than general criminal supervision, in the sense that it deals with a particular population and addresses a specific problem. While the circumstances leading to the actions of these individuals may be unique in every case, there is, in fact, very little variety in offense behavior.

Evidence indicates that the best techniques for the management of these individuals are different from those used to supervise criminal offenders. Monitoring was never intended to be the same as supervision. Individuals under criminal supervision are specifically excluded from DDMP, as is anyone with a serious criminal record.

Individual monitors perform a multitude of tasks that provide the framework for a highly structured system designed to demand accountability and enforce compliance with whatever requirements may be imposed. The monitor's function is to maintain in his or her clients an awareness that the community is unwilling to tolerate such dangerous behavior and is, furthermore, paying close attention to the clients' efforts to eliminate that behavior. The monitor embodies the community's expectation that these individuals will make whatever efforts are necessary to reduce the risk they pose to the community.

In some cases, more than the resolve of the client is required to ensure that change will occur. If the offender is a problem drinker, monitors attempt to identify relapse factors and recommend and coordinate intervention strategies aimed at relapse prevention. In such instances, the courts and the MVA may impose special conditions intended to both protect the community and provide assistance and support to the offender. Typical special conditions involve participation in certified treatment programs or self-help groups, submission to drug and/or alcohol testing, the use of automobile ignition interlock systems, and abstinence requirements.

It is also the monitor's function to document the offender's compliance with his various special conditions by serving as the focal point at which all relevant information is confirmed and consolidated. In the event of non-compliance, it is the monitor's job to initiate the appropriate responsive measures, which can include the modification of the special conditions of supervision, offender entry into inpatient treatment, or violation of probation proceedings.

Specialized Supervision

Central Home Detention



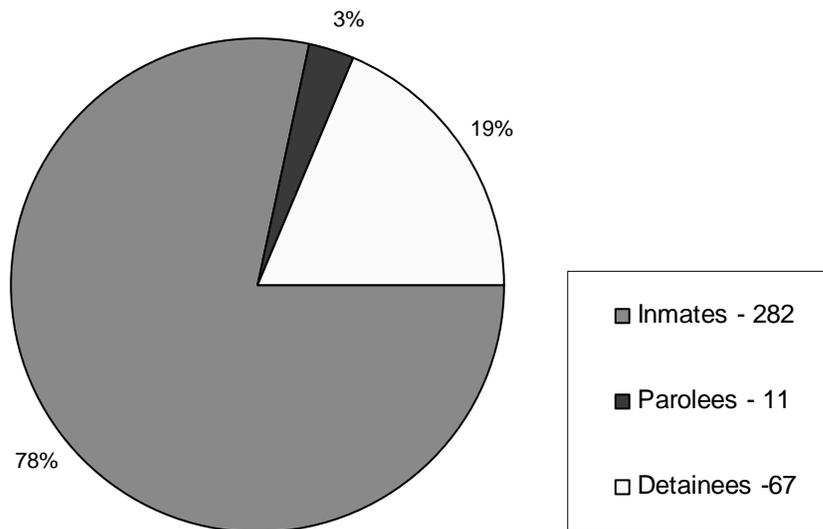
Central Home Detention Unit Headquarters at 2100 Guilford Avenue in Baltimore City

The Central Home Detention Unit (CHDU) is administered by the Department of Public Safety and Correctional Services, and has been under the direction of the Division of Parole and Probation since December 2005.

CHDU represents an alternative to incarceration which allows eligible inmates, parolees, and pre-trial detainees the opportunity to serve their detention or to complete the final stages of their sentences in the community, in private home environments which are investigated and approved by the CHDU. The philosophy of the Central Home Detention Unit is one that combines a strong public safety orientation with a consideration of the benefits of allowing offenders an opportunity to re-establish themselves in the community prior to their release.

Offenders who participate in this program are under constant supervision by Central Home Detention Unit personnel employing a variety of electronic monitoring and surveillance techniques.

**CHDU Population
As of December 1, 2006**



Specialized Supervision

Collaborative Supervision and Focused Enforcement (CSAFE)

The fundamental principles that led to the implementation of the Collaborative Supervision and Focused Enforcement (CSAFE) initiative can be found in research conducted by the National Institute of Justice which noted, in a 1997 study, that the most effective community supervision strategies are “those that take into account the geographic, cultural, economic, and social characteristics of the targeted community” and form unique coalitions of criminal justice agencies and neighborhood organizations to address the problems of that community.

CSAFE places comprehensive, community-based crime prevention teams in forty-two sites around the state, identified as experiencing disproportionate levels of criminal activity. CSAFE teams combine intensive supervision with community policing and mobilization; and participate in activities designed to reclaim public space.



Through the intensive supervision of adult and juvenile offenders on probation or parole, through rapid responses by law enforcement team members to public nuisances, and through team participation in various community meetings and crime-prevention activities, CSAFE has contributed significantly to helping these troubled communities move toward greater self-sufficiency and safety. Early data indicated that, over a three-year period, both violent crime and property crime decreased in CSAFE communities at a greater rate than at the statewide level. DPP is a team participant in the following CSAFE communities:

| | | | | | |
|-----------------------|---|-------------------|--|------------------------|---|
| Allegheny | Frostburg | Carroll | Taneytown | Prince George's | Mt. Rainier Glassmanor Palmer Park Seat Pleasant Suitland |
| Anne Arundel | Pioneer City Parole Brooklyn Heights | Cecil | Elkton | Queen Anne's | Grasonville/Chester |
| Baltimore | Deep Creek Hillendale Riverview Scotts Branch Woodmoor Yorkway | Charles | Smallwood Westlake | Somerset | Crisfield Princess Anne |
| Baltimore City | EMBARC Cherry Hill Chums East Baltimore North Harlem Park Park Heights Pen Lucy Washington Village East Baltimore South | Dorchester | Cambridge | St. Mary's | Lexington Park |
| Caroline | Denton Federalburg | Frederick | Frederick | Talbot | Easton Bay Hundred |
| | | Garrett | Grantsville | Washington | Hagerstown |
| | | Harford | Edgewood | Wicomico | Salisbury Church St. Salisbury Westside |
| | | Howard | Harpers Choice Oakland Mills Long Reach | Worcester | Berlin Pocomoke City |
| | | Montgomery | International Corridor Germantown Wheaton Silver Spring | | |

Specialized Supervision

Sexual Offender Management Teams Collaborative Offender Management/Enforced Treatment (COM/ET)

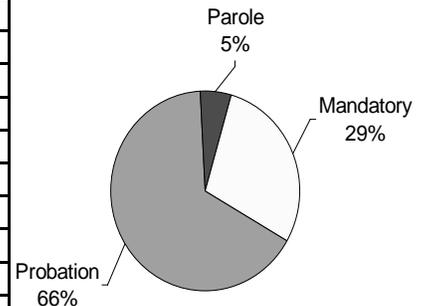
Although the passage of new sexual offender related legislation during the 2006 Emergency Legislative Session was not accompanied by any increase in resources, the Division of Parole and Probation has nevertheless already made considerable progress in implementing important provisions of the new law.

Sexual offender management teams - currently widely acknowledged to represent the best approach to the effective supervision of sexual offenders in the community - have been established in every Maryland County and in Baltimore City. The agency is also completing development of the protocols for the Collaborative Offender Management/Enforced Treatment (COM/ET) initiative and related training curricula, which will provide guidance to specialized parole and probation agents statewide.

The goal of the initiative is to reduce recidivism through the use of evidence-based practices, including a containment team approach to supervision. Regular interactions between agents and supervisees are structured to build rapport; gather information used to assess criminogenic factors, typologies, and behavioral triggers; confirm compliance with special conditions; monitor progress in treatment; and model appropriate behavior. Through these interactions, occurring within a context of

consistently imposed and rigorously enforced contact and behavioral standards, a structure is established

| JURISDICTION | PROBATION | PAROLE | MANDATORY | TOTAL |
|-----------------|-------------|-----------|------------|-------------|
| Allegany | 22 | 2 | 8 | 32 |
| Anne Arundel | 104 | 8 | 29 | 141 |
| Baltimore City | 306 | 27 | 174 | 507 |
| Baltimore | 163 | 5 | 45 | 213 |
| Calvert | 34 | 2 | 11 | 47 |
| Caroline | 19 | 2 | 8 | 29 |
| Carroll | 35 | 2 | 11 | 48 |
| Cecil | 28 | 1 | 13 | 42 |
| Charles | 33 | 2 | 29 | 64 |
| Dorchester | 8 | 0 | 1 | 9 |
| Frederick | 43 | 5 | 15 | 63 |
| Garrett | 5 | 1 | 7 | 13 |
| Harford | 34 | 2 | 17 | 53 |
| Howard | 30 | 2 | 3 | 35 |
| Kent | 5 | 1 | 2 | 8 |
| Montgomery | 71 | 2 | 19 | 92 |
| Prince George's | 119 | 17 | 50 | 186 |
| Queen Anne's | 1 | 1 | 5 | 7 |
| Saint Mary's | 31 | 3 | 8 | 42 |
| Somerset | 7 | 0 | 4 | 11 |
| Talbot | 14 | 0 | 4 | 18 |
| Washington | 16 | 5 | 23 | 44 |
| Wicomico | 34 | 4 | 17 | 55 |
| Worcester | 10 | 2 | 9 | 21 |
| TOTAL | 1172 | 96 | 512 | 1780 |



Registered sexual offenders constituted 2.7 percent of the total active population under the supervision of the Maryland Division of Parole and Probation at the beginning of 2006. Of the 65,941 individuals under supervision, approximately 1780 were registered sexual offenders.

Specialized Supervision

which demands firm commitment and strict accountability from the supervisee. The involvement of treatment providers and others on a containment team, built around an offender's risk and needs, helps to monitor and enforce adherence to the overall supervision plan.

Procedures for DPP agents to conduct home and employment investigations for sexual offenders about to be mandatorily released from incarceration have already been implemented. A practice has also been established to identify all known sexual offenders - past and present - under DPP supervision by keeping their case material in red folders. Quarterly audits of all sexual offender cases are also already underway. The intent of these audits is to ensure that the information on the Maryland Online Sexual Offender Registry is accurate, that the offenders are properly classified, and that they are in compliance with the conditions of their release.

In October, agents of the Division of Parole and Probation joined with law enforcement personnel throughout the state to conduct random visits to the homes of sexual offenders during Halloween. These visits, combined with letters to and face-to-face discussions with the offenders about the intent of the visits, helped to keep our communities safer during the holiday.

Special Offenders Clinic

The Special Offenders Clinic has been in operation since May 1972. It is an outpatient, integrated supervision and treatment program partially funded by the Maryland Division of Parole and Probation, and operated in conjunction with the University of Maryland Medical System Division of Community Psychiatry. The program serves as a reasonable alternative to incarceration for sexual offenders referred by the courts and the Maryland Parole Commission. Its overall aim is to lower the recidivism rate for such offenders through a combination of close supervision and psychotherapeutic intervention. The Special Offenders Clinic offers screening, assessment, and treatment services to identify and provide effective treatment for sexual offenders by concentrating its efforts and its experience in this area on individuals whose participation and progress in treatment can be closely monitored and enforced.

Although the course of psychotherapy conducted in the groups is largely dependent on the style of the individual therapist, all of the treatment groups share the same goals. They are: (1) To help each individual attain a greater awareness of his or her problem; (2) To help each individual achieve sufficient control over his or her impulses so that antisocial and/or inappropriate behavior will not reoccur; and (3) To help each individual improve his or her overall community adjustment by working toward greater stability in the areas of family and social interactions and vocational status.

While it is widely held that most sexual offenders cannot be cured; it is also acknowledged that many can be maintained in the community through the use of appropriate management techniques – which, in the case of the Special Offenders Clinic, include intensive, structured supervision and suitable treatment in the form of sexual offender specific group therapy. A 1998 study of recidivism rates for participants in the Special Offenders Clinic revealed a rate of conviction for subsequent sexual offenses of less than eight percent.

Specialized Supervision

Liaison Agent Waiver (LAW) Hearings

The Liaison Agent Waiver Unit was created to more efficiently schedule and conduct revocation hearings for technical parole violators through the use of parole liaison agents and pre-signed waivers. (The parolee admits to the alleged violations and waives the right to have legal counsel in attendance at the hearing.) Upon apprehension of a delinquent parolee, the LAW Unit contacts the agent of record to advise the agent that the parolee is in custody, to discuss the agent's supervision experience with the offender, and to obtain the agent's recommendation.

A parole violator is interviewed by a LAW Unit agent within twelve calendar days of his or her return to the Division of Correction; the LAW agent then facilitates the scheduling of a revocation hearing within sixteen days of the offender's return to the Division of Correction. At the hearing, the LAW agent represents the agent of record, and subsequently notifies the agent of record of the outcome of the hearing.

This collaborative effort between the Maryland Parole Commission, the Division of Correction, and the Division of Parole and Probation has resulted in significant cost avoidance with respect to correctional facility bed usage. In addition, it has reduced the average time required for the revocation process from forty-five to sixteen days.

Hargrove District Court Intake

A partnership between the Division of Parole and Probation, Baltimore Substance Abuse Systems, Inc, and the judges and staff based at the John R. Hargrove, Sr. District Court makes it possible for offenders to complete their DPP intake interview and a substance abuse assessment during the same appointment.

This procedure has reduced the number of offenders who fail to report for intake at the Baltimore City Central Intake Unit at 2100 Guilford Avenue, and also allows for the commencement of supervision and substance abuse intervention activities immediately after a defendant is convicted and sentenced to probation.

Treatment Liaison

The Treatment Liaison Unit represents a collaborative team approach to the supervision and treatment of substance abusing offenders. Parole and probation agents are cross-trained on substance abuse and supervision issues, and participate in regular team conferences with treatment providers to discuss offenders' involvement in treatment and sanctioning. Information on offender treatment progress is also shared electronically, on an ongoing basis. In addition, agents collaborate with Baltimore Substance Abuse Systems, Inc, and substance abuse treatment providers throughout the Baltimore Metropolitan region, meeting on a monthly basis to discuss common concerns and problems to be resolved.

Specialized Supervision

Forensic Alternative Sentencing Team (FAST)

The Division of Parole and Probation is represented on the Forensic Alternative Sentencing Team, along with the Mental Health Court of the John R. Hargrove, Sr. District Court, the Baltimore City Health Department, and Mental Health Systems, Inc.

A specially trained parole and probation agent provides supervision and monitoring for probationers who have been diagnosed with a mental illness or disability that requires significant accommodation. Because the needs of this population are disproportionate to their numbers, concentrating such offenders on a specialized caseload allows for more effective supervision. A specialized agent is able to focus on and gain valuable experience in the development of management techniques necessary for the success of these individuals. In addition, the agent is able to identify and establish productive, long-term relationships with the resources in the community which are best able to assist in the management process.

Family Assault Supervision Team (FAST-DV)

The Family Assault Supervision Team was created to provide specialized intensive supervision to offenders placed on probation for domestic violence related offenses. FAST-DV agents develop and implement the most effective practices for the management of this population, which involve a focus on victim safety and an insistence on offender accountability.

FAST-DV supervision combines the efforts of specially trained parole and probation agents with ongoing cooperation from the Domestic Violence Unit of the State's Attorney's Office, the Baltimore Police Department, the Mayor's Domestic Violence Coordinating Council, the House of Ruth Batterers Program, and other victim advocacy programs and services. Direct and effective communication with service providers allows FAST-DV agents to hold offenders to a high level of accountability by constantly monitoring their compliance with special treatment conditions. For those offenders who are non-compliant, collaborative agreements with the judiciary and the police department allow for expedited processing and service of violation of probation warrants.

Court Liaison

The Court Liaison Unit was created to enhance the effectiveness of parole and probation agents by increasing the efficiency of the agency's interactions with the judiciary relative to violation of probation hearings. DPP, recognizing the drain on personnel resources represented by having many agents spend the better part of their workday waiting to appear – often briefly – for violation of probation hearings, implemented a system allowing a single agent to handle all of the hearings scheduled on a given day.

Specialized Supervision

With the cooperation of the Circuit Court for Baltimore City, the District Court of Maryland in Baltimore City, the Office of the State's Attorney, and the Office of the Public Defender, procedures have been established which enable court liaison agents to assemble the necessary case material and notes, and review case activity and recommendations with the agents of record. Thus prepared, these experienced, motivated, and specially trained liaison agents are able to effectively and professionally represent the Division of Parole and Probation in reference to all of the violation of probation hearings on a court's daily docket. As a result, more parole and probation agents are available to focus their time and effort on offender and community needs.

Felony Diversion Initiative

Through the Felony Diversion Initiative, the Circuit Court for Baltimore City, along with the Division of Parole and Probation, the Office of the State's Attorney, the Office of the Public Defender, the Division of Pretrial Detention and Services, the Division of Correction, Baltimore Substance Abuse Systems, Inc., and Universal Counseling, Inc., has responded to the considerable research and experience which indicates that treatment is far more effective than incarceration in addressing the epidemic problem of substance abuse.

The Felony Diversion Initiative allows motivated, non-violent offenders with extensive addiction histories to enter long-term substance abuse treatment as an alternative to the lengthy periods of incarceration they would otherwise face. Participants are considered for the program by two on-site substance abuse assessors and, if accepted, are provided immediate transportation to an inpatient treatment facility. Long-term inpatient care is followed by a seamless transition to aftercare. Supervision is provided by two specially trained parole and probation agents, who engage in a team approach to offender management and problem solving. Offenders are also required to attend monthly progress hearings conducted by the Felony Diversion Initiative judge.

Violent Repeat Offender Program: Central Booking and Intake Facility War Room

The War Room project is a cooperative effort of the Division of Parole and Probation, the Division of Pretrial and Detention Services, the Baltimore Police Department, and the Office of the State's Attorney, to identify violent repeat offenders, including those under DPP supervision, as early as possible following an arrest, and to expeditiously respond to the rearrest of violent repeat offenders for any further crime of violence, any offense involving a firearm, or any felony drug offense,

DPP personnel assigned to the War Room provide instant notification of the arrest and detention of a supervisee, and supervision agents in turn provide information on issues relative to the adjustment of the offender. On the basis of this exchange, decisions are made as to bail, the initiation of violation of probation or parole proceedings, and enhanced prosecution and judicial action. The expedited processing of probation violation or parole retake warrants is another important feature of this initiative, as is the maintenance of a database to track outcomes.

Specialized Supervision

Drug Treatment Court

The impact of the volume and cost associated with substance abuse overwhelms every component of the criminal justice system. At the time of arrest, nearly seventy percent of individuals arrested test positive for illicit substances; and substance abuse testing and/or treatment conditions are imposed on nearly half of all offenders placed on probation or parole supervision. In the mid-1990s, attention was focused on the need to develop a strategy that diverted non-violent, low risk, drug-involved offenders from incarceration – an arbitrary and generally ineffective approach – to monitored treatment, an alternative which directly addressed the problem at the core of the criminal behavior.

Throughout the state, DPP in collaboration with criminal justice agencies and treatment providers has been working cooperatively to manage substance-involved offenders through the application of evidence-based principles. By combining the external controls of testing and sanctions with the development of internal controls through treatment, the Drug Court strategy has demonstrated the potential to change offender behavior and thus significantly impact public safety and health.

For eligible and interested offenders, a recommendation is made for a specialized, treatment-focused form of intensive probation supervision that can involve such modalities as inpatient therapy, intensive outpatient therapy, mandatory drug testing, acupuncture, education, transitional housing, and “shock” incarceration. All participants sign a behavioral contract with the court prior to admission.

The Division participates in the following Drug Treatment Courts:

Anne Arundel County—District Court of Maryland, Adult DTC
Circuit Court, Adult DTC

Baltimore City—District Court of Maryland, Adult DTC
Circuit Court, Adult DTC

Carroll County—DPP working with Court to develop Adult DTC

Calvert County—DPP working with Court to develop Adult DTC

Cecil County—Circuit Court, Adult DTC

Frederick County—Circuit Court, Adult DTC

Harford County—District Court of Maryland, Adult DTC
Circuit Court, Adult DTC
District Court of Maryland, Adult DUI Court

Howard County—District Court of Maryland - DTC is for diversion only, DPP offenders are not a part of this program; however, a DPP agent monitors the DTC participants for new arrests.

Howard County—District Court of Maryland, Adult DUI Court

Montgomery County—Circuit Court, Adult DTC

Prince George’s County—District Court of Maryland, Adult DTC

Wicomico County—Circuit Court, Adult DTC

Worcester County—District Court of Maryland, Adult DTC

Specialized Supervision

Drug Testing

The Division of Parole and Probation administers a drug-testing laboratory in Baltimore City and fifteen urine collection sites around the state. The laboratory, located at 2100 Guilford Avenue, is capable of screening for a variety of illicit substances. Offenders are typically screened for marijuana, cocaine, opiates, phencyclidine, and benzodiazepines at a minimum. Annually, 300,000 urine specimens are tested for indications of substance abuse.

Fifteen DPP field offices have been designated as collection sites. They are equipped with the computer hardware and software required to link to the laboratory, and have been using the laboratory to test specimens since 1998. Each site employs state-of-the-art technology to log and track specimens and to retrieve test results. A combination of drug testing software and a bar coding system enables a full testing regimen – from offender check-in to chain of custody maintenance to specimen analysis and the posting of results to the agent and treatment providers anywhere in the region – to occur in an automated environment requiring minimum input from staff.



The DPP Drug Testing Laboratory at 2100 Guilford Avenue.

Assessment and Placement

The Assessment and Placement Unit provides substance abuse assessment, treatment, and “traffic management” services to offenders under the supervision of the Division of Parole and Probation in Baltimore City. Assessment and Placement Unit personnel do not supervise offenders, but evaluate them – either upon referral from Intake on the basis of a special substance abuse condition, or in response to a later referral based on urine testing results, arrests, or other observed or reported behavior.

An assessment is conducted to determine whether a supervisee: (1) Has an addiction problem; (2) Is likely to benefit from treatment; and (3) Poses a significant risk for violence or criminal recidivism, or disruption of the functioning of a treatment program. The assessment results are used to make referral decisions, and the Unit must account for the full processing of each referral, ensuring that each individual is not only properly assessed, but promptly and efficiently referred to the appropriate service provider.

The Unit maintains up-to-date records of available treatment slots among the providers with whom it has established formal arrangements – all of which have been selected by Baltimore Substance Abuse Systems, Inc. and are licensed by the Department of Health and Mental Hygiene – and ensures that each supervisee determined to require treatment is scheduled for a specific intake appointment, or into an anticipated vacant inpatient bed or outpatient slot.

Specialized Supervision

Kiosk

In conjunction with the implementation of Proactive Community Supervision, the Kiosk pilot project was another aspect of the Division of Parole and Probation's efforts to more efficiently apply available supervision and rehabilitative resources to those offenders representing the greatest risk to the community. While the PCS strategy is primarily focused on the supervision of high-risk offenders, the Kiosk project represents a supervision approach that has the potential to divert much needed manpower from the management of low-risk offenders to other, more urgent activities.

The Kiosk project was designed to allow low-risk offenders to use a kiosk – similar to an ATM machine or the kiosks installed in shopping malls by the MVA for the renewal of vehicle registration – as their primary means of contact with DPP. To be eligible for kiosk reporting, an offender must be under supervision for a non-violent offense and must have at least ninety days remaining on his or her supervision term. The offender's home and employment status must be verified and he or she must be in compliance with all existing special conditions, including supervision-related financial obligations. In addition, he or she can have no criminal charges or violation hearings pending. Sexual offenders are assigned to kiosk reporting only as a supplement to their regular reporting, allowing for an increased frequency of contact for these offenders.



DPP is committed to limiting high-risk offender caseloads to the nationally recommended offender to agent ratio of approximately 50:1.

The supervision of lower-risk offenders through automated, less labor-intensive methods is a step toward that goal.

DPP is committed to limiting high-risk offender caseloads to the nationally recommended offender to agent ratio of approximately 50:1. The supervision of lower-risk offenders through automated, less labor-intensive methods is a step toward that goal. While DPP agents currently supervise an average of one hundred cases, a kiosk agent can handle approximately five hundred cases. The project's kiosk is located in the Prince George's County Police Department's Hyattsville District One Station. Installation at this site provided for the added deterrent value of having police observe offenders as they report.

On the basis of the success of the Kiosk pilot project, DPP plans to establish an additional site in Baltimore City.

Specialized Supervision

Interstate Compact For Adult Offender Supervision

The Interstate Compact Unit (ICU) provides an operational structure for transferring the supervision of an offender from one state to another under the provisions of the Interstate Compact for Adult Offender Supervision. The first Interstate Compact was developed following the enactment of the U.S. Crime Control Act of 1934. More recently, the states enacted a new compact to address weaknesses in the original agreement. It provides parolees and probationers with the opportunity to relocate under specified circumstances (e.g., rehabilitation, family ties, employment) while ensuring that the instructions of the sentencing court or the paroling authority are enforced.

The Interstate Compact Unit supervises a monthly average of 2,500 Maryland offenders who have been transferred to other states, and about 3,500 offenders whose supervision has been transferred to Maryland from other states.

The new compact called for the Governor to appoint a state council that includes DPP, the Judiciary, and the victim advocacy community. It also created an Interstate Commission with one representative from each member state to develop new transfer rules, oversee the implementation of the new compact, resolve disputes among the states, and enforce compliance.

The ICU supervises a monthly average of 2,500 Maryland offenders who have been transferred to other states, and about 3,500 offenders whose supervision has been transferred to Maryland from other states. Approximately 7,200 investigations of the proposed home and employment of prospective transferees are processed annually by the Unit, and 72,000 official transactions are completed each year relating to these cases. The ICU also provides statewide training to DPP employees as well as the Judiciary and others, on the rules of the Interstate Compact.

Case Monitoring Unit

The Case Monitoring Unit relieves field staff of the responsibility for monitoring non-active cases – those that do not require active supervision – by serving as a repository for such cases until it is determined that the offender can be reassigned to active status. Cases monitored by this unit include:

| | |
|-------------------------------|--|
| Pending Split Sentence | Offender pending release from incarceration on original sentence |
| Non-Active Unavailable | Offender incarcerated while under supervision or inpatient hospitalization or treatment |
| Delinquent | Parolees with outstanding warrants for at least three months with no other additional activity and offenders being held for transfer on a detainer |
| Abated | The court, in response to an offender's satisfactory adjustment, has granted a petition allowing the case to become unsupervised until expiration |

When it is determined by the Case Monitoring Unit that an offender requires or has become available for active supervision, his or her case is immediately transferred to an agent or monitor in the appropriate office of jurisdiction.

Supervision Support Services

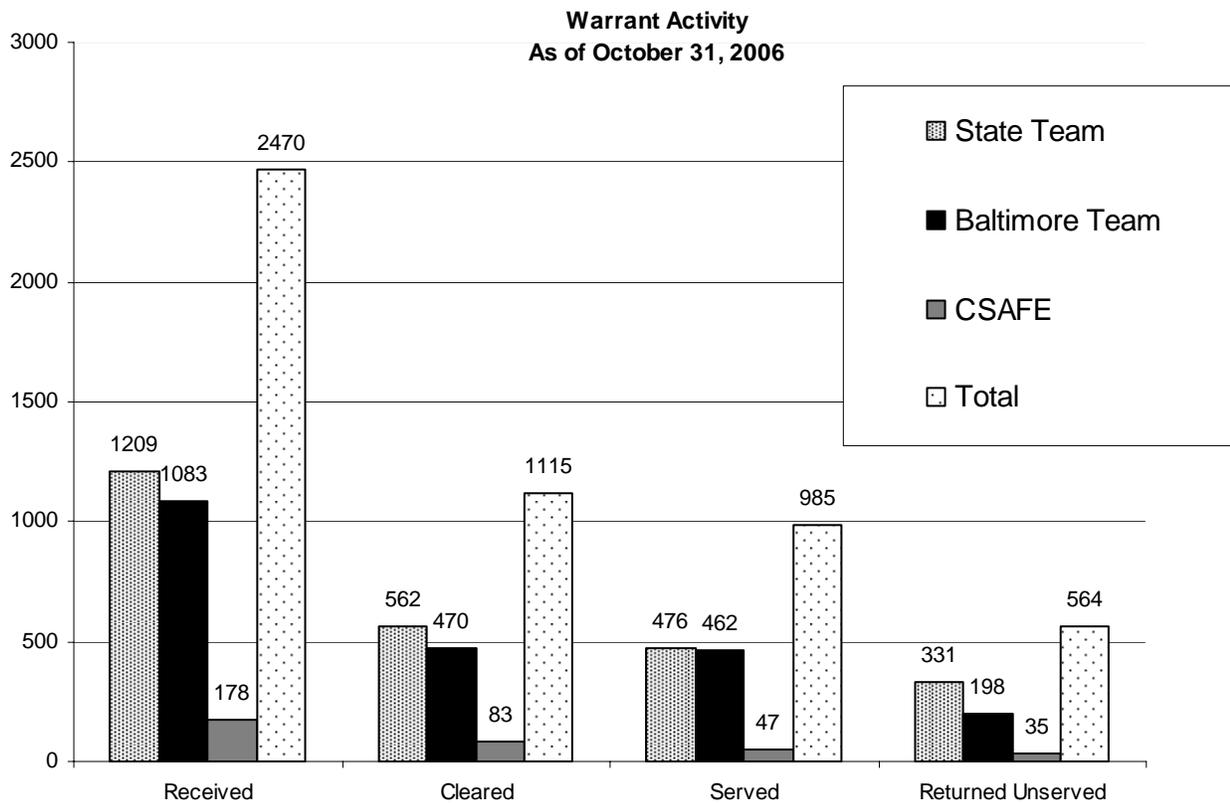
Warrant Apprehension Unit



The Warrant Apprehension Units (WAU) are responsible for processing and serving parole retake warrants authorized by the Maryland Parole Commission. There are two units of ten agents/officers. One unit providing warrant service to Baltimore City (in conjunction with the Baltimore Metropolitan Warrant Task Force), the other Unit handling warrant service throughout the rest of the State.

The objective of the Warrant Apprehension Units is to arrest offenders who have violated the terms of their parole, with priority given to retaking offenders in CSAFE areas on parole for violent and sexual crimes.

The duties of the Warrant Apprehension Units include the preparation of warrants, the entry of detainer data into the MILES/NCIC systems, and the maintenance of delinquent case files for the Maryland Parole Commission. The Warrant Apprehension Units also provide prisoner transport and coordinate the extradition of offenders arrested outside the state of Maryland.



Supervision Support Services

Office of Victim Services

The Office of Victim Services (OVS) was established in 1998, as part of the effort of the Division of Parole and Probation to better serve the victims of crime in Maryland. Currently, four victim service coordinators, who are trained to work with and represent the interests and concerns of victims and to respond to crisis situations, act on behalf of victims on both a case-by-case and systems-wide basis.

The coordinators assist crime victims in general by informing them of their rights and of the community resources which might be available to them, by answering their questions and responding to their concerns over the course of their cases, by helping them to prepare the victim impact statements which are used by the courts in the disposition process, and by providing a source of follow-up information regarding the collection and disbursement of restitution and the enforcement of relevant special conditions.

The enforcement of special conditions is of particular importance in domestic violence and sexual offense cases. In such cases, victim service coordinators offer outreach to the victims, providing them with information on safety measures and treatment resources. Along with the agent of record, coordinators serve as a point of contact for victims seeking up-to-date information on the issuance of summonses or warrants, the scheduling of violation proceedings, preparation for violation proceedings, and the disposition of those proceedings.



National Victim Rights Week 2006 DPSCS Open House and Award Ceremony.

A representative of the OVS attends the monthly meetings of the Victim Services Advisory Board to provide information on DPP's current plans and challenges relative to victims, and to receive guidance and advice relative to the needs of victims. Access to the OVS is also available through the agency's public website, and through various community meetings, at which victims and others can identify issues, suggest approaches, and provide feedback to the victim service coordinators regarding the criminal justice system's response to victims.

Supervision Support Services

Information Technology and Management

In November 2006, with the assistance of the DPSCS Information Technology and Communications Division (ITCD), the Division of Parole and Probation began moving from the use of cumbersome, individually-held, handwritten case notes to an interim electronic case notes system.

Through the use of a database shared by all users, this system enables personnel throughout the agency to enter, store, sort, search, and view information on any case from virtually any office. The system also contains risk assessment and reassessment forms, and an advanced supervision case plan tool which facilitates the use of evidence-based practices relative not only to record-keeping, but to overall supervision strategy. Ultimately, the electronic case notes system will make it possible for agents, monitors, and others to review offender-related records – including records of participation in treatment programs and compliance with financial obligations – in multiple current and prior supervision cases. The system will significantly simplify such activities as case assignment and case transfer, and will thus enable agents to devote time currently spent on paperwork to more productive supervision duties.

Version VOP_1_20_20061101 - Microsoft Internet Explorer

DPSCS Reporting System

Search My Folder Logoff

SAVE PRINT COMMENTS CANCEL/EXIT

FACE SHEET

DPP#: 1721352
Case Type: PRO
Special Population: WILSON, C

OFFENDER INFORMATION

Name: John Doe DOB: 05/3/1974
SID #: _____ FBI #: _____
SSN #: _____ HATS #: _____
Soundex #: _____ USCIS #: _____
Race: BLACK Sex: M
Height: 6 FT 00 IN Hair Color: BRO
Weight: 150 LBS Eye Color: BRO

Scars, Marks & Tattoos: GOLD TOOTH

Aliases: _____

LEGAL INFORMATION

Judge: STEWART Authority: Circuit Court for Baltimore City
DOC #: _____
Docket #: 104296061 104148016
Tracking #: 056061107224 056061107524
Date Sentenced: 01/25/2006 Paroled/Released: 01/25/2006 Expiration Date: 01/26/2009
POSS W-I DISTR.CDS DISTRIBUTION-CDS

Offense(s):
15 YRS., SUSP; 3 YRS. PROBATION

DPSCS Reporting Version VOP_1_20_20061101 - Microsoft Internet Explorer

DPSCS Reporting System

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SUPERVISION SUMMARY

TYPE OF REPORT
Request for Warrant

DPP#: 1721352
SID #: _____

John Doe
Name
05/13/1978 BLACK M
DOB Race Sex
Intensive
Level of Supervision
POSS W-I DISTR.CDS
DISTRIBUTION-CDS

Circuit Court for Baltimore City
Authority
104296061 105148016
Authority #
STEWART
Judge
15 Years Suspended Sentence; 3 Years Probation

12/11/2006 to 12/28/2006
Period Covered by Report
01/25/2006
Paroled/Released

Sentence(s)
01/25/2006
Date Sentenced
01/26/2009
Expiration

RESIDENCE
144 NORTH AVENUE BALTIMORE MD 21213

The new case notes system supplemented an existing on-line report filing system developed by DPP, in conjunction with ITCD and the Maryland Parole Commission in December of 2005. Through the use of this system, report preparation is simplified by the automatic population of certain data fields from the OBSCIS (Offender Based State Correctional Information System) II database; and report submission and storage, which are both accomplished electronically, is also simplified. It should be pointed out, however, that these are interim solutions, designed to enable DPP to utilize available technology to increase efficiency and access to information, while awaiting implementation of a fully automated case management system.

Supervision Support Services

Investigations

In addition to providing supervision to offenders, DPP also prepares a variety of investigative reports for the Maryland Parole Commission and the judiciary; as well as employment applicant investigations for its own use; home and employment, and background investigations for use in Interstate Compact cases; and executive clemency investigations for the Office of the Governor.

The majority of reports prepared by investigative units are in response to requests from the Maryland Parole Commission and the courts. For the Parole Commission, DPP prepares pre-parole investigations and home and employment investigations. At the request of circuit and District Court judges throughout the State, DPP investigative agents prepare pre-trial, pre-sentence, and post-sentence investigation reports, among others. Special investigations are also completed for the courts, the Parole Commission, and other components of the Department of Public Safety and Correctional Services, to satisfy requests for specific information.

DPP is launching a pilot project in Prince George's county which will utilize a modified pre-sentence investigation report. The updated format will include the objective, verifiable elements which have long been part of the report, as well as a consideration of criminogenic factors as determined by an interview re-structured to reflect the scientific approach of the LSI-R.

A pre-sentence investigation (PSI) report is ordered following the conviction of a defendant, but before a sentence has been imposed. This report is the culmination of a systematic process of collecting and developing pertinent information about the offense and the offender. It contains an assessment of the offender's background and current circumstances, and provides an analysis of the relevant information in support of a recommendation for an appropriate disposition. PSI reports also include completed sentencing guideline worksheets and victim impact statements.

With the release in February of a study documenting the remarkable success of the Proactive Community Supervision strategy, DPP began to look at incorporating the lessons of PCS into the other major functions of the agency. One of the elements identified as an essential ingredient of the PCS behavioral management model was the Level of Service Inventory – Revised (LSI-R), an instrument used to assess the criminogenic risk and need factors affecting an offender's involvement in criminal behavior.

Thus, as the first step in an incremental process, DPP is launching a pilot project in Prince George's county which will utilize a modified PSI report. The updated format will include the objective, verifiable elements which have long been part of the report, as well as a consideration of criminogenic factors as determined by an interview re-structured to reflect the scientific approach of the LSI-R. The result will be a PSI report that retains its focus on the impact of an offense on the victim(s) and the overall community, but that also takes into account the virtual certainty that the defendant will ultimately return to the community. A PSI report that provides relevant information on the factors that contribute to a specific offender's actions, as well as promising strategies for altering his or her behavioral patterns (and thus reducing the potential for recidivism) can only enhance the effectiveness of our entire criminal justice system.

Reentry Services

The Maryland Division of Parole and Probation works with the Division of Correction and several local detention centers to offer re-entry services to inmates who are within 90 days of release.

Orientation

Division employees hold orientation classes in correctional facilities for inmates who are soon to be released. The orientation helps inmates to understand the rules and conditions of community supervision and the expectations of the Division and the community. Inmates are talked through the process of intake, fee and restitution collection, reporting and interstate transfer. Division employees also engage the inmates in a series of role playing activities to help them think about how they will handle difficult transition activities upon return to the community.

Inmates receive sample copies of documents that show the standard conditions of release and others used for self-assessment. The inmates also receive a packet of information that includes employment readiness services, educational services, as well as other transitional services.

At the end of the orientation inmates can ask questions about any supervision topic that was not addressed during the class. Orientation evaluations completed by inmates show that they find the class very helpful. One MCTC inmate wrote, "It helped me change the way of my thinking."



Division of Parole and Probation employees role play a "peer pressure" situation with inmates at MCI—W.

Transition Plan

The transition plan is a document used by the Division of Correction and the Division of Parole and Probation as part of RESTART (Reentry Enforcement Services Targeting Addiction, Rehabilitation and Treatment). The transition plan is initially completed by the RESTART transition coordinator, a case manager or a social worker in the Division of Correction. The transition coordinator works with the inmate to address housing, educational and employment needs prior to release. Referrals and appointments are made while the inmate is still incarcerated. The plan is then emailed to the Division of Parole and Probation, at which point a case is opened in "non-active status" and assigned to an agent.

The transition plan contains information that provides the agent with advance notice of any treatment, educational, medical, housing, familial and/or security information that may be relevant to successfully completing supervision. If the transition coordinator is unable to find needed services in a specific city, town or area the agent works to complete the transition plan prior to the inmate's release and emails it back to the transition coordinator who then reviews the plan with the inmate. The transition plan becomes the foundation for a comprehensive community supervision case plan.

Partnerships and Memoranda of Understanding

Effective utilization of existing community resources is key to reducing offender risk factors and improving desired outcomes. In each PCS community, DPP has actively pursued the development of formalized relationships with a number of community partners in government, private industry, education, nonprofit organizations, and the faith community.

These relationships are important because they: 1) put the offender in contact with the community and assist the offender in forming relationships with non-criminal justice agencies; 2) use the existing community resources to address risk factors; 3) build on the expertise of different organizations in the community to provide a pro-social environment; and 4) focus on specific issues that will allow the offender to become a productive member of the community.

The following is a list of partnerships and developing relationships:

Federal Government Agencies

United States Department of Justice Project Garrison – Federally funded Weed and Seed program:

- Workforce development training
- Job referrals
- Counseling service for females involved in prostitution
- Alternative community worksites for agents working in the Liberty/Garrison corridor

United States Department of Labor

- Tax credits for hiring offenders under criminal supervision
- Federal bonding program

Social Security Administration - Assists offenders apply for and obtain social security card for employment and identification purposes.

Project EXILE - DPP participates in Project Exile in Baltimore City, Prince George's County and Wicomico County.

State Government Agencies

Department of Labor, Licensing and Regulation - One-Stop CareerNet Centers

(Baltimore City, Caroline, Montgomery and Prince George's, St. Mary's, Charles and Calvert Counties)

- Initial assessment of skills, knowledge and abilities
- Résumé preparation and application completion
- Interviewing techniques
- Employment readiness training
- Pre-GED and GED classes
- Job search and placement assistance
- Access to online computerized job bank network

Partnerships and Memoranda of Understanding

- List of community resources
- Tax credits for employers who hire offenders under supervision

Department of Human Resources – Access to Temporary Assistance to Needy Families (TANF) funds for Baltimore City, Montgomery County and Prince George’s County offenders for:

- Employment training programs (Strive, Inc.)
- Fatherhood programming (parenting skills)
- Social services
- Health screenings
- Housing
- Family counseling
- Tax Credit Incentives for employers who hire offenders under supervision
- Maryland Energy Assistance Program - Identifying/screening offender eligibility for energy assistance

Governor’s Advisory Council on Offender Employment Coordination – Focuses on identifying private employers who will employ offenders under community supervision and pre-trial release.

Department of Health and Mental Hygiene— STD/HIV/AIDS prevention, testing, education and referral services.

LOCAL GOVERNMENT AGENCIES

Mayor’s Office of Employment Development (MOED)

- Initial assessment of skills, knowledge and abilities
- Résumé preparation and application completion
- Interviewing techniques
- Employment readiness training
- Pre-GED and GED classes
- Job search and placement assistance
- Access to online computerized job bank network
- List of community resource
- Tax credits for employers who hire offenders under supervision

Baltimore Police Department

- Joint home contact with agents and officers, upon request
- Designated liaison agent and officer in each office and district station for swift exchange of information and warrant service
- Sharing digital photographs of offenders
- Safe havens in police district stations (work areas to accommodate agents while in community)
- Cross-training for officers and agents in each agency’s processes
- Agents have access to space in the Western, Northern, and Northwest Police District stations. Staff utilizes the space on a weekly basis (including weekends) to meet with offenders and to dialogue with police partners.

Partnerships and Memoranda of Understanding

- DPP trains police personnel on the use of Offender Based State Correctional Information System II (OBSCIS)

Baltimore Ex-Offender Task Force – Consortium of approximately 70 organizations in Baltimore City working to remove barriers to the successful reintegration of offenders into the community. The focus is on employment, housing, health, social services, and education.

Baltimore City State’s Attorney’s Office – Working relationship with partnership coordinator and community advocates to identify and resolve community issues relating to offenders under supervision.

Prince George’s County Department of Corrections

- Pretrial services
- Aftercare and transition services
- Psychiatric referrals

Prince George’s County Police Department (MOU Pending Signature)

- Joint home contact with agents and officers, upon request
- Designated liaison agent and officer in each office and district station for swift exchange of information and warrant service
- Sharing digital photographs of offenders
- Alternative community worksites in police district stations (areas accommodate agents working in community)
- Meetings with new offenders in district stations (including service providers, parole and probation and police)
- Cross-training for officers and agents in each agency’s processes

Adams House – Funded by Prince George’s County Health Department:

- Employment
- Interpersonal skills
- Fatherhood and parental responsibility
- Health screening

Laurel Police Department— Alternative community worksite in district station where agents regularly meet with offenders.

Hyattsville Police Department— Alternative community worksite for agents to meet with offenders and expedited warrant services.

Prince George’s County State’s Attorneys Office

- Access to employment and workforce development opportunities
- Utilization of alternative community worksites

Partnerships and Memoranda of Understanding

Montgomery County Police Department (MOU pending signature)

- Joint home contact with agents and officers, upon request
- Designated liaison agent and officer in each office and district station for swift exchange of information and warrant service
- Sharing of digital photographs of offenders
- Alternative community worksites in police district stations (work areas to accommodate agents working while in community)
- Meetings with new offenders in district stations (including service providers, parole and probation and police)
- Cross-training for officers and agents in each agency's processes

Montgomery County Department of Parks and Recreation— Alternative community worksites for agent staff for face-to-face community meetings with offenders.

Montgomery County Collaboration Council for Children, Youth and Families – Group composed of county agencies seeking to address at-risk youth and adults and working to provide opportunities for success by focusing on:

- Eliminating gang violence
- Family issues
- Educational opportunities

Caroline County local police agencies - (Greensboro, Preston, Denton, Marydel, Federalsburg and Ridgely)

- Alternative community worksites for agent staff to meet with offenders in the community
- Joint home contact with agents and officers, upon request
- Cross-training for officers and agents in each agency's processes

Caroline County Detention Center - DPP conducts a pre-release workshop at the detention center for inmates within 90 days of release to:

- Discuss their conditions of release
- Answer general questions regarding parole supervision and what will be expected of them for the duration of their supervision status

NON-PROFIT ORGANIZATIONS

Maryland New Directions for Women — Offers services to women under community supervision:

- Job search and support group
- Job readiness skills training
- Individual career counseling
- Weekly and monthly computer training
- Life management skills
- Job coaching
- Follow-up retention and support services

Partnerships and Memoranda of Understanding

People Encouraging People – Maryland’s largest community support program for persons with mental illness:

- Education
- Job training and placement
- Community housing
- Independent living skills and training
- Case management
- Transportation services

Northwest Baltimore Corporation – Umbrella organization that represents 72 community associations (approximately 45,000 families):

- Adult literacy programs
- Computer instruction
- Job referral for offenders residing within the catchment area

Strive, Inc.

- Transitional employment training
- Pre-GED and GED services
- Employment retention and support services
- Employment training
- Job placement
- Placement and social support services to limited number of offenders in the Mondawmin area

Project Second Chance – Provides counseling services to offenders with mental health needs:

- Employment services
- Mental health services
- Assistance with housing

Genesis Group, Inc.

- GED classes
- Workforce development
- Fatherhood program
- Life skills classes
- Transitional housing
- Debt leveraging program

Associated Black Charities

- STD/HIV/AIDS prevention, testing, education and referral services for incarcerated and community-based offenders
- Case management support services
- Mobile van/outreach team
- Re-Entry services support groups

Partnerships and Memoranda of Understanding

NAACP National Prison Project

- Employment
- Education
- Housing and health care for offenders under community supervision in Baltimore City.

Laurel Advocacy Referral Services

- Employment
- Housing

Women Accepting Responsibility (WAR) – Offers services to women under supervision:

- STD/HIV/AIDS Prevention, Testing, Education and Referral Services
- Case Management Support Services
- Mobile Van/Outreach Team
- Re-Entry Services Support Groups
- Housing for HIV Positive Women and their Children

Family Crisis Center of Prince George's County

- Public safety concerns in domestic violence cases
- Anger management classes
- Family counseling

Montgomery County Literacy Council — Provides Pre-GED and GED programs for offenders.

Montgomery County Community Conferencing Council

- Conflict resolution
- Mediation services
- Problem Solving strategies

FAITH-BASED ORGANIZATIONS

Christopher Place Employment Academy and Goucher College

The following services are provided to males in a residential setting:

- Employment
- Housing
- Addictions recovery
- College level writing and general communication classes

Episcopal Services of Maryland - Provides services to offenders under community supervision who are veterans:

- Employment
- Workforce development
- Addictions treatment services
- Housing
- General medical and mental health care and counseling

Partnerships and Memoranda of Understanding

Project Arise: Faith-Based Community Outreach Program

- Educational services
- Offender links to substance detoxification
- Treatment providers and counselors
- Assistance with finding shelter for the homeless
- Transitional or permanent housing
- Assistance with finding employment

New Shiloh Community Development Corporation– Provides employment readiness training and support groups for offenders under community supervision.

Catholic Charities/St. Jude’s Employment Center of Baltimore

- Workforce development
- Job training, search and placement– phone, copier, fax, e-mail, Internet access

Catholic Charities Fatherhood Initiative – Assistance for non-custodial fathers including workforce development and parenting classes.

Catholic Charities — Montgomery County

- Workforce development
- Job training, search and placement– phone, copier, fax, e-mail, Internet access

Caroline Center — This partnership targets female offenders in Baltimore City. This organization provides educational and job training opportunities:

- GED
- Nursing Assistant
- Computer/Business/Clerical
- Upholstery
- Certified Child Care Provider

New Revival Church — Alternative community worksite for agents to meet with offenders.

Sacred Zion Church – Safety Counts Program

- STD/HIV/AIDS Prevention, Testing, Education and Referral Services
- Case Management Support Services
- Client Advocacy
- Sisters Helping Each Other (SHE) -- Support Group for female offenders
- Food/Clothing Distribution

Private Industry

Kelco, Inc. – Provides employment opportunities for offenders under community supervision.

Holly Poultry, Inc. – Provides employment opportunities for offenders under community supervision.

Partnerships and Memoranda of Understanding

M&T Bank — Offers financial literacy and budget management classes to offenders under supervision.

Nestle Inc.— Provides employment opportunities for offenders under community supervision.

Educational Institutions

Coppin State University

- Employment and education opportunities for offenders
- Internship opportunities for criminal justice students
- Utilization of facilities for community activities for offenders under community supervision

Prince George's County Community College

- Employment and education opportunities for offenders
- Internship opportunities for criminal justice students

Montgomery County Department of Education

- Adult education and literacy classes
- Pre-GED and GED classes for offenders

Montgomery County Community College – Educational Opportunities Center and Takoma Park Campus

- Adult education and literacy classes
- Pre-GED and GED classes for offenders

Community College of Baltimore County – Catonsville

- Occupational skills training and programming opportunities
- Job placement and financial aid assistance for unemployed and under-skilled parolees and probationers
- Alternative community worksites for agent staff

Proactive Community Supervision Internship Program – Recruitment of interns from Maryland universities, law schools and community colleges resulted in the assignment of approximately 60 interns to DPP offices throughout the state. Three (3) interns became agents. DPP has a relationship with the following universities and colleges for student internship opportunities:

- Bowie State University
- Coppin State University
- Harford Community College
- Loyola College
- McDaniel College
- Morgan State University
- Salisbury State University
- University of Baltimore
- University of Maryland Baltimore County
- University of Maryland College Park
- University of Maryland Eastern Shore
- University of Maryland Law School

Directory

Central Administration Office

Maryland Division of Parole and Probation
6776 Reisterstown Road, Suite 305
Baltimore, Maryland 21215

| | |
|-----------------------|----------------|
| General Information: | 410-585-3500 |
| Toll Free | 1-877-227-8031 |
| VTTY (Maryland Relay) | 1-800-735-2258 |

| | |
|---|--------------|
| Office of the Director | 410-585-3525 |
| Executive Deputy Director | 410-585-3566 |
| Program Services | 410-585-3512 |
| Administrative Services | 410-585-3519 |
| Community Supervision Coordinator | 410-585-3576 |
| Partnership Coordinator | 410-585-3531 |
| Public Information/Legislative Affairs Office | 410-585-3581 |
| Victim Services | 410-585-3517 |



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