



Division of Correction

*Changing Agency Culture to
Enhance Public Safety.*

~ Annual Report 2006 ~

Secretary Mary Ann Saar



The Honorable Robert L. Ehrlich, Jr.
Governor of the State of Maryland
State House
Annapolis, Maryland 21401-1991

Dear Governor Ehrlich:

It gives me great pleasure to submit for your approval the Annual Report for the Maryland Division of Correction (DOC) for FY 2006. The information contained in this report satisfies the requirements of the Correctional Services Article, Section 3-207, Annotated Code of Maryland.

In 2006, we continued two pilot sites for Reentry Enforcement Services Targeting Addictions, Rehabilitation, and Treatment (RESTART). They are located at the Maryland Correctional Institution for Women (MCI-W) in Jessup and the Maryland Correctional Training Center (MCTC) in Hagerstown. The men and women of the DOC have shown tremendous commitment and leadership in bringing this new correctional philosophy to the inmates who can avail themselves of the programs associated with RESTART. This year, for the first time, the Maryland Department of Public Safety and Correctional Services (DPSCS) will provide services for these same inmates when they become part of the DOC's pre-release system.

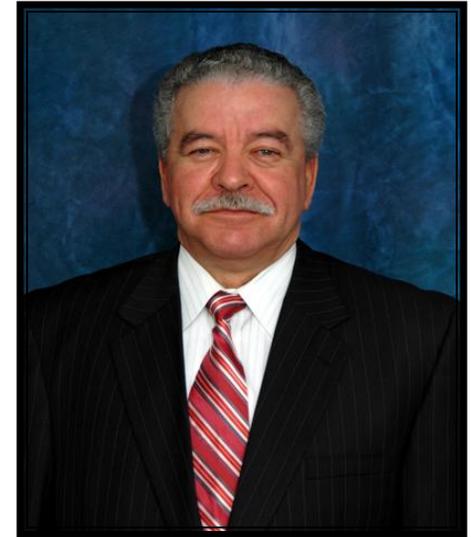
During FY 2006, the DOC made great strides in attaining program goals. Working within existing budget constraints, the Division was able to implement some new programs, while expanding those already in place. We believe, as you do, that treatment and education work. The two RESTART pilot sites, MCI-W and MCTC, focused their resources in the FY 2006 budget to ensure that treatment and education slots are available.

You may rest assured that our team of dedicated professionals will continue their efforts to operate prisons in a safe and efficient manner. This report serves to document the hard work of management and staff in meeting and exceeding their objectives. I am proud of the achievements of the staff of the Division of Correction. It is their commitment that helps preserve the quality of life and safe communities the people of Maryland enjoy.

Sincerely,

Mary Ann Saar
Secretary

Commissioner Frank C. Sizer, Jr.



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

Dear Secretary Saar:

I am pleased to submit the Maryland Division of Correction Annual Report for Fiscal Year 2006. The agency accomplishments outlined in the following pages could not have occurred without the contributions of resilient staff that faced tremendous adversity during the year.

The tragic loss of Officer Jeffrey Wroten (Hagerstown) and Officer David McGuinn (Jessup) in the line of duty and within seven months of each other had a significant affect on our correctional family and prison operations, but we are now poised to move forward.

The staff and management in the Division will continue to work together to improve a good correctional system. As a result of the agency's commitment to move forward and enhance our system, the theme selected for this year's Annual Report is *Changing Agency Culture to Ensure Public Safety*. Culture changes within the agency will focus on mentoring staff in addition to strengthening security operations and providing offender programming. These changes will assist the organization in performing our mission of protecting the public, staff, and offenders.

The Division of Correction is proud to be a part of the law enforcement community, which provides public safety for citizens in Maryland.

Sincerely,

Frank C. Sizer, Jr.
Commissioner

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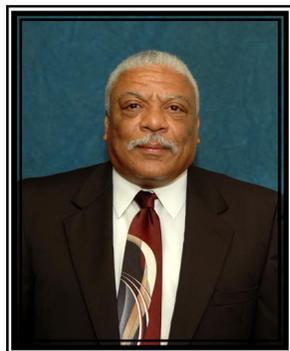
Deputy and Assistant Commissioners



Bobby Shearin
Deputy Commissioner



Patricia Allen
Assistant Commissioner
Inmate Programs
and Services



Ronald Hutchinson
Assistant Commissioner
East Region



Kevin Patten
Assistant Commissioner
Administrative Services
and Professional
Development

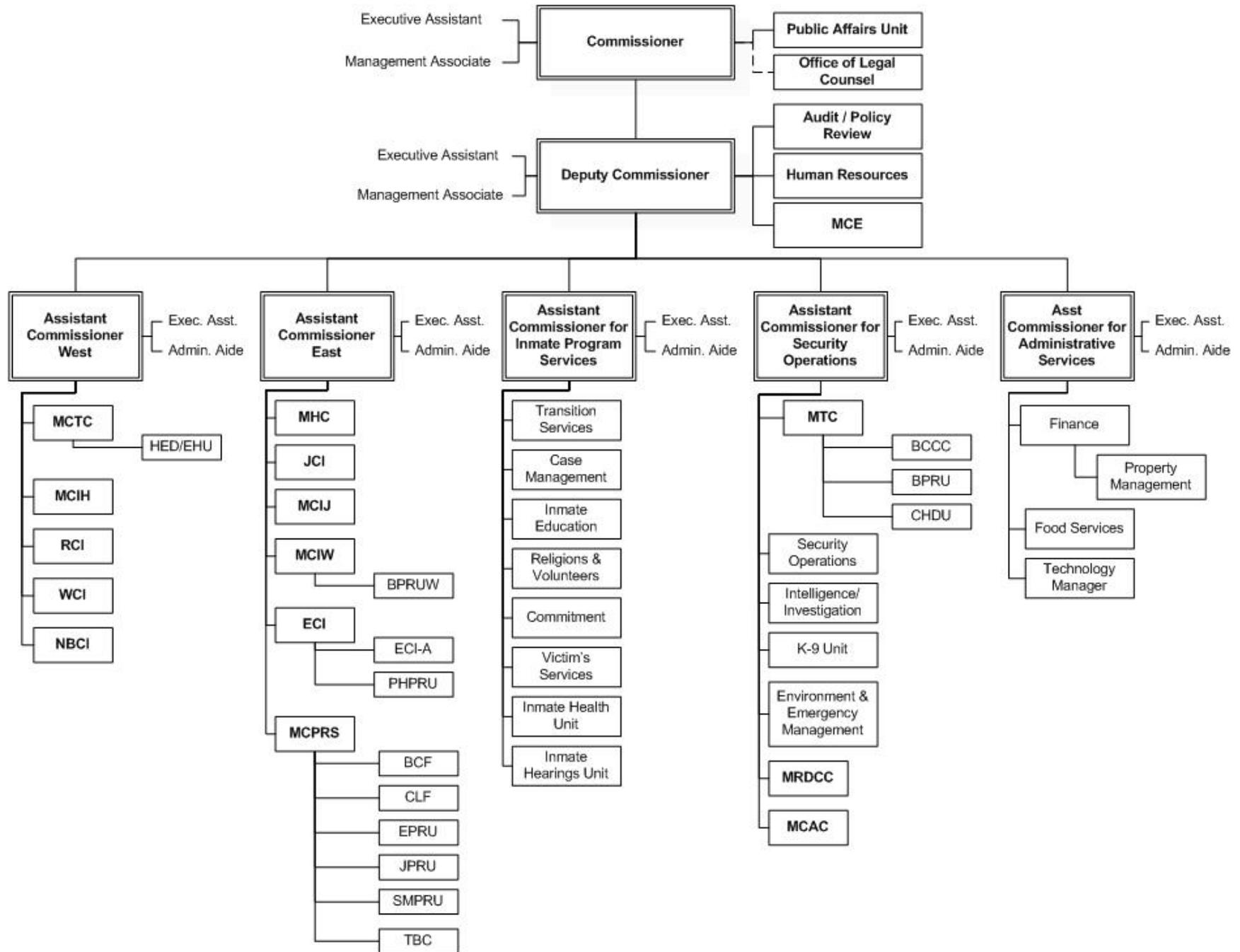


James Peguese
Assistant Commissioner
Security Operations
and Baltimore Region



Randall Watson
Assistant Commissioner
West Region

Organization Chart



Mission Statement

The mission of the Maryland Department of Public Safety and Correctional Services is to protect the public, its employees, the detainees, and offenders under its supervision.

Vision Statement

The vision of the Maryland Department of Public Safety and Correctional Services is dedicated to strengthening public safety in communities; and will reduce criminal behavior and improve the quality of life for all Marylanders through its diverse programs, services, and community partnerships. The Department will continuously support its employees who will provide experienced, professional leadership in the criminal justice community and be nationally recognized for excellence.

Goals

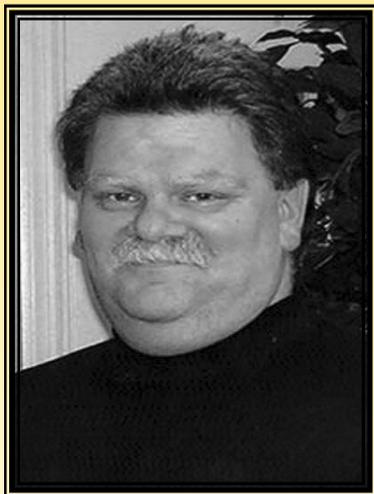
- Safe communities - Help to keep Maryland communities safe.
- Victim services - Enhance victim services and mitigate the effects of crime on victims.
- Offender security - Secure defendants and offenders confined under Division supervision.
- Offender safety - Ensure the safety of offenders under the Division's supervision.
- Offender well-being - Ensure incarcerated offenders are confined in humane conditions and receive appropriate treatment services consistent with correctional health care and treatment practices and standards.

Guiding Principles

- To be focused on empowering people to succeed.
- To be an effective and efficient team of professionals.
- To be inclusive to involve all parties, both internal and external, who need to be part of the process.
- To be honest; to do everything with integrity.
- To be ethical; to do the right thing, both legally and morally.
- To be informed and guided by appropriate and valid data in our decisions.
- To be outcome oriented in achieving results consistent with our mission.

In Memoriam

The Division of Correction is honoring the loss of Officer Jeffrey Wroten and Officer David McGuinn in this edition of the annual report, although their deaths did not occur in the same fiscal year. Administrators and staff in the Division suffered a tragic loss this year with the deaths of both correctional officers in the line of duty within seven months of each other. The officers are two individuals that traveled different paths but shared similarities in their lives and are united by the profession they chose.



Officer Jeffrey Wroten



Officer David McGuinn

Officer Jeffrey Wroten was from West Virginia and worked in the Hagerstown prison complex at the Roxbury Correctional Institution (RCI). He was a father, son, brother, and a correctional officer who was proud to wear the uniform. Staff from RCI remembers him as a friend and co-worker that greeted them with a smile and uplifting comment each day.

Officer David McGuinn was from Atlantic City, New Jersey and worked in the Jessup prison complex at the Maryland House of Correction (MHC). He also was a father, son, brother, and a correctional officer who demonstrated great enthusiasm for the job. MHC co-workers and friends called him "Homeland Security". He is described as a "good officer" that enforced the rules.

Officer Wroten and Officer McGuinn are individuals from separate places who more than likely never knew each other but affected the lives of many because of their dedication to the corrections profession.

As our agency moves forward, we will miss them but their contributions to the Division and the citizens of Maryland will always be remembered.

Institutional Summary



Baltimore City Correctional Center (BCCC)

Location: 901 Greenmount Avenue, Baltimore, MD 21202
 Telephone: 410-332-4340
 Opened: 1984
 Security: Minimum and Pre-Release
 Inmates: Adult Males

Carol Harmon, Facility Administrator



While housed at the Baltimore City Correctional Center (BCCC), inmates are afforded the opportunity to participate in reintegration skills, occupational skills training and job placement, domestic violence, education, and job readiness. In conjunction with the State Highway Administration and Coppin State University, BCCC provides road crew details for inmates to gain outside testing before returning to the community.

Accomplishments:

- 14 inmates received their GED; 94% school attendance rate.
- 135 inmates completed the Occupational Skills Training; 66% secured employment within 2 weeks of graduation.
- 362 inmates with work release status were transferred.
- 52 inmates transferred to the Central Home Detention Unit.
- Hosted a grand jury tour.
- Received Recognition of Achievement Award from the Maryland Commission on Correctional Standards.

Goals:

- Increase the number of inmates participating in school and skill training.
- Install an upgraded surveillance camera system.
- Increase inmate employment prior to release by allowing sufficient work release participation.
- Increase the number of inmate road crews.
- Reduce the number of serious incidents.

Various OSTC Classes



BCCC	
Average Daily Population	498
Number of Staff	114
Total Operating Cost	\$10,090,349

Institutional Summary



Baltimore Pre-Release Unit (BPRU)

Location: 926 Greenmount Avenue, Baltimore, MD 21202
 Telephone: 410-234-1878
 Opened: 1971
 Security: Pre-Release
 Inmates: Adult Males

Calvin Wilson, Facility Administrator



The Baltimore Pre-Release Unit (BPRU) is located in Baltimore city and was originally the Community Vocational Rehabilitation and Release Center. The facility has both dormitories and rooms. All inmates assigned to BPRU are transferred with work release status, encouraged to seek employment and required to pay room and board. BPRU is a component of the Baltimore Area Re-Entry Services (BARS) and offers programs in social work, employment readiness, NA and AA groups. Inmates have accessibility to library and religious services.

Accomplishments:

- Received 100% compliance by the Maryland Commission on Correctional Standards.
- Work release employment figures increased 18-20 percent from an average of 105 inmate workers to a current average of 125; generating revenues of more than \$450,000.
- Staff extended library services by acquiring free books and maintains the services during their free time.
- The inmate art project served to beautify the interior walls of the recreation room through participation in visual art paintings.

Goals:

- Reduce overtime by 25% and overall budget spending.
- Develop and implement programs that will increase staff productivity and boost morale.



Case Manager created and maintains extended library services.



Correctional officers volunteer their services to maintaining library.



Inmates utilizing extended library.



Inmate Art Project

BPRU	
Average Daily Population	216
Number of Staff	46
Total Operating Cost	\$7,812,505

Institutional Summary



Baltimore Pre-Release Unit for Women (BPRU-W)

Location: 301 N. Calverton Road, Baltimore, MD 21223
 Telephone: 410-223-2260
 Opened: 1991
 Security: Minimum and Pre-Release
 Inmates: Adult Females

Dayena Corcoran, Facility Administrator



The Baltimore Pre-Release Unit for Women (BPRU-W) functions under the Maryland Correctional Institution for Women (MCI-W). It was originally designed to house 72 inmates. Since then, the population has been elevated to 144 with two housing areas as 16 quad occupancy rooms and four double occupancy rooms.

Inmates housed at the facility work in a variety of institutional jobs such as dietary, sanitation, maintenance, etc. Some attend vocational classes at the Occupational Skills Training Center (OSTC). In addition, some work outside of the facility on details for the Department of Recreation and Parks, and at other facilities. Inmates may also participate in the Work Release and Family Leave programs as a means to facilitate transition back to the community.

Available programs and activities include: GED and Pre-GED classes, religious worship services, AA and NA, Girl Scouts, Aerobics, Yoga, and regular special activities for holidays and other remembrances. Several community groups and organizations offer their services to aid in the uplifting of our female population via programs such as Isn't She Luvly? Power Excel, Employment Readiness and Prison to Work. BPRU-W staff continues to pursue programs and services that will positively influence the lives and future of our female inmates.

Accomplishments:

- Maintained active work release participants in excess of 30.
- Intelligence gathering has expanded and increased detection of contraband and possible escapes.

- Religious special activities have increased to include several nationally known speakers.
- Participants of the Girl Scouts Beyond Bars were recognized via radio interviews and a television taping by Naomi Judd.
- Grant funds provided a contractual transitional coordinator and social worker.

Goals:

- Increase work release participation consistently by 40%.
- Continue to increase diverse, gender responsive programming.
- Increase regular employee recognition.



OSTC Computer Class

BPRU-W	
Average Daily Population	140
Number of Staff	69
Total Operating Cost	\$5,068,828

Institutional Summary



Brockbridge Correctional Facility (BCF)

Location: 7930 Brock Bridge Road, Jessup, MD 20794
 Telephone: 410-799-1363
 Opened: 1966
 Security: Minimum and Pre-Release
 Inmates: Adult Males

Nathan Rollins, Acting Facility Administrator



The Brockbridge Correctional Facility (BCF) falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS). The facility consists of 11 dormitories with 55-56 beds per dorm and one dorm with 20 cells. BCF currently serves as the hub for the MCPRS and provides the following services to those facilities:

- 24-hour medical coverage
- Dental care
- Mental health services by a licensed psychologist and psychology associates
- Parole hearings
- Release of inmates
- Staging for court trips
- Storage of dietary supplies and staff uniforms

Additionally, inmates who are being returned to MCPRS facilities from MCI-J upon completion of the adjustment process are housed at BCF pending transfer.

The facility provides an array of programs and services as well as recreational activities for inmates. Programs include transitional services, Thinking for a Change, Prison to Work, and Education (Pre-GED and GED). Additional services include library, religious, and AA groups. BCF recreational activities include basketball, softball, volleyball tournaments, cards and board games, pool, and ping-pong. BCF inmates participate in intramural sports with other facilities.

Accomplishments:

- \$7.2 million kitchen renovation project began.
- Replacement of two hot water heaters.
- Replacement of one steam boiler.
- Replacement of underground electrical wiring from A-Tower to the emergency generator room.
- Additional teacher added to the education department which increased student participation in GED program by 20 inmates.
- 36 new computers were added to the education department.
- Two case managers were hired.
- Gate House post was added to prevent introduction of contraband.



Gymnasium

BCF	
Average Daily Population	621
Number of Staff	172
Total Operating Cost	\$13,967,658

Institutional Summary



Central Laundry Facility (CLF)

Location: 7301 Buttercup Road, Sykesville, MD 21784
 Telephone: 410-781-4444
 Opened: 1961
 Security: Minimum and Pre-Release
 Inmates: Adult Males

Dwight Johnson, Facility Administrator



The Central Laundry Facility (CLF) falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS). The facility continues to serve state agencies by providing laundry services to facilities run by the Department of Public Safety and Correctional Services and the Department of Health and Mental Hygiene.

For over 40 years, steam for the laundry plant and the facility was provided by the Springfield State Hospital Center through a series of pipes that ran from Springfield's boiler plant to CLF. In 2004, the construction of an on-site boiler plant was completed.

Construction for the renovation of the 45-year old kitchen was started in July of 2005 and Phase I of the project has been completed. Phase II of the project is underway, with an anticipated completion date of January 2007.

Central Laundry also operates a Residential Substance Abuse Treatment program (RSAT) for inmates. This is a six-month, two-phase program to treat inmates with substance abuse problems. CLF also operates six inmate road crews for the State Highway Administration, and is responsible for maintaining grounds and sanitation of the DPSCS Police and Correctional Training Academy.

Accomplishments:

- Gaudenzia, a private contractual substance abuse treatment program, overtook the Patuxent based RSAT program.
- The library was re-opened in May of 2006, to help meet inmates'

- educational needs.
- The baseball field was reconditioned and re-opened for inmate use.
- Purchased new recreational equipment totaling \$18,000 for inmate use.
- The facility is receiving a makeover: extensive cleaning, fresh paint, and removal of excess property, trash and debris. Improving the overall living and working conditions for both staff and inmates.
- From February 2006 to present, incidents of assaults on both staff and inmates have been significantly reduced. This is due to improved communications; monthly meetings to discuss inmate problems; improved staff training; and, clear, concise directions for both staff and inmates.



CLF	
Average Daily Population	509
Number of Staff	130
Total Operating Cost	\$11,196,524

Institutional Summary



Eastern Correctional Institution (ECI) Complex

Location: 30420 Revells Neck Road, Westover, MD 21890
Telephone: 410-845-4000
Opened: 1987
Security: Medium, Minimum and Pre-Release
Inmates: Adult Males

Kathleen Green, Warden



ECI continues to be an important asset to the Department of Public Safety and the local community. We continue to make progress on the challenges of public safety, namely safely incarcerating the maximum number of inmates and preparing them for release.

Accomplishments:

- Received ACA re-accreditation; Passed MCCS Audit; Received visit from Governor Ehrlich, who met with Executive and Communications Teams regarding CO pay raises and security issues; Received MOSH consultation visits at ECI and ECI-Annex, corrective actions were completed; Completed inmate uniform conversion; Conducted two Entrance Level Training Academies with 46 new officers certified.
- Completed 140 bed housing unit at ECI-Annex; Completed sign standardization; Installed power assisted vehicle gate at ECI-Annex; Completed employee picnic pavilion; Completed West Compound chiller project; Completed East and West compounds' inmate dining room window replacement project.
- Received 53 new computers; Re-established institutional search team; Implemented aggressive recruiting plan, and conducted walk-in testing; Reduced vacancy rate to less than 5%; Conducted in-house morale survey and developed and implemented strategy to address identified problem areas; Implemented full time Environmental/Safety Lieutenant position; Implemented Succession Planning Program for mentoring promotional sergeant candidates; Implemented

Performance Planning and Evaluation for all sergeants; Held team building retreat for Management Team; Relocated Transportation and Commitment offices.

- Received \$5,000 grant from Healthy-U of Delmarva for employee wellness program; Raised \$4,600 for Relay For Life; Participated in holiday parades with floats constructed by inmates; Provided institutional tours for area students, court ordered juveniles, and staff mentors for local schools; Participated in Greater Salisbury Committee and Salisbury Chamber of Commerce meetings and programs, and attended Salisbury Mayor's Roundtable events; Collected donations and acted as community drop off point for Hurricane Katrina victims; Hosted American Idol camera man on site to film CCMS Heather Ward, who appeared on the show.
- Hosted DPSCS inmate art exhibit at University of Maryland Eastern Shore; Began Project SITT (Staying In Touch Teens) at ECI and PHPRU; Conducted inmate Walk-a-Thon that raised \$4,300 for the Relay For Life; Increased Social Work Cognitive Behavioral groups by 54%; Increased, by 15%, the number of inmates that successfully completed an entire group cycle; Achieved excellence for school attendance (98%), and for dropout rate (.1854%); Expanded College of the Air to three classes with 80 inmates enrolled; Logged 1,599 volunteer visits serving 3,198 hours with dollar value of \$54,174, and also had 325 volunteer visits from citizen participants.

Continued on next page

Institutional Summary

Goals:

- Reduce number of assaults on staff by 50% and number of assaults on inmates by 30%.
- Maintain ACA certification and MCCS Standards compliance.
- Improve in-house communication between supervisory and non-supervisory staff, between custody and non-custody, inter DOC communications, and inmate population.
- Increase training emphasizing professionalism, gender specific training for female staff, and teamwork.
- Increase inmate programs and activities by 10%.

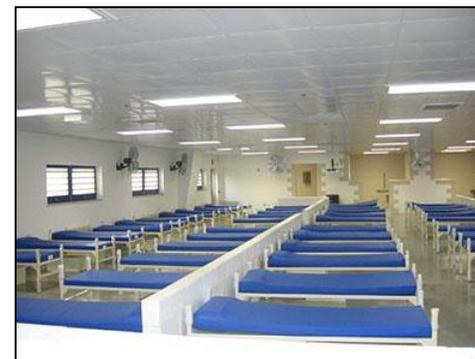
ECI is composed of 12 general population units, one segregation unit, one combined orientation/special management unit, and one special medical infirmary unit of nine inmates. Utilizing a Team Management model, ECI staff observe, monitor, and influence inmate behavior. Staff also assess inmate needs to provide a variety of educational, vocational, and social services to encourage personal change and growth. Along with the inmate housing units and Maryland Correctional Enterprises (MCE) shops, each medium security compound has a gymnasium/multi-purpose building, which is used for inmate recreation, religious, self help programs, inmate barbershop and inmate visiting room.

ECI Annex, the minimum security compound, consists of three housing units, one support building, and an outside recreation area. Each housing unit consists of three tiers with pods that house four inmates per pod, one control center, one dayroom, and three administrative offices. A fourth, 140 bed dormitory-style housing unit was completed and opened July 2006.

Security and public safety are the major focus of the minimum-security compound with an emphasis on preparing inmates for parole, mandatory release and/or transfer to pre-release facilities through job assignments, programs, and services. The minimum compound provides approximately 120 inmates for work details outside the perimeter at Central Kitchen, Maintenance/Grounds, Central Laundry, Warehouse, Range, and the Administration Building. Over 250 inmates are assigned to inside details to maintain the minimum compound in terms of cleanliness, dietary, property, and commissary.



ECI Annex



New 140-bed housing unit at ECI Annex

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ECI and Annex	
Average Daily Population	3,143
Number of Staff	857
Total Operating Cost	\$73,368,876

Institutional Summary

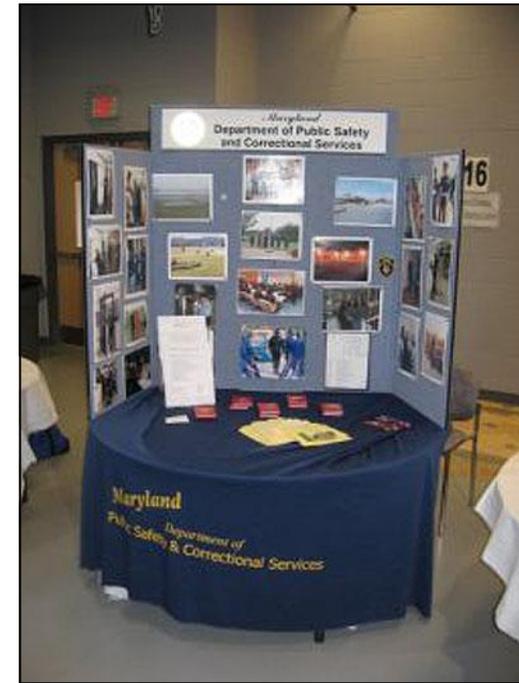


Employee Appreciation Picnic



Governor Ehrlich's visit to ECI

Poplar Hill Pre-Release Unit is a 192-bed facility that has three inmate dormitories of 60 beds, two recreation rooms, commissary, clothing room, and kitchen/dining room. An outside yard and a fishing pier provide recreation and leisure sites. PPHRU provides a transition to pre-release custody by making greater use of community resources, work release, and family leaves during the final phases of an inmate's incarceration. Its mission is to assist the inmate in preparing for a successful re-entry into the community.



Job Fair

PPHRU	
Average Daily Population	188
Number of Staff	41
Total Operating Cost	\$3,650,603

Institutional Summary



Eastern Pre-Release Unit (EPRU)

Location: 700 Flat Iron Square Road, Church Hill, MD 21623
 Telephone: 410-810-5400
 Opened: 1964
 Security: Pre-Release
 Inmates: Adult Males

William Blackiston, Facility Administrator



EPRU is located in Queen Anne’s County and falls under the jurisdiction of the Maryland Correctional Pre-Release System (MCPRS). Inmates are housed in open-style dormitories. The facility has the services of two half-time correctional teachers and educational programs are available to inmates during the day and evening. Several computers were received for training inmates on the use of the Internet with a specially designed program without actually being connected to the Internet. Recreational, religious, education, employment readiness, work release, and family leave programs are available to the inmate population. In order to participate in the work release and family leave programs, inmates must meet eligibility requirements and receive written approval from the Warden.

In addition to the various job assignments such as sanitation, maintenance and dietary, inmates are assigned to outside work details to include: the Maryland State Police Barracks in Easton and Centreville; the Queen Anne’s County Parks and Recreation; the Maryland Department of Natural Resources; the Queen Anne’s County Public Works, five State Highway Administration details, and the Maryland Environment Service. More than 120 inmates are in the community on work release or work details.

A large percentage of staff volunteer to coach youth sports activities and participate in 4H projects with youths from the surrounding communities. We are also fortunate to have members from the local Volunteer Fire Companies on our staff. Last, but not least, many staff members are involved with their churches volunteering to work at dinners, carnivals, etc., in which to raise money for churches in the area.

Accomplishments:

- Reduced overtime usage.
- Increased work release participation.
- Acquired new work release employers.
- Received 100% compliance for the Work Release Audit.
- Received 100% compliance for the Maryland Commission on Correctional Standards Audit.
- Staff participated in the Maryland Charities Campaign, Maryland Special Olympics Charity Drives, Polar Bear Plunge and the Tug-of-War.
- Staff participated in the Commissioners Golf Tournament.
- Inmates provided Holiday Gift Certificates to needy families in the community for Christmas dinners.
- Installed a new boiler system for the facility hot water supply.
- Installed new staff and inmate telephone systems with special features.
- Installed new exterior rear door assembly in the administration building to allow for fast, easy escape of staff in case of an emergency.
- Installed a new interior door and jam in the services supervisor’s office to accommodate handicap accessibility.

EPRU	
Average Daily Population	174
Number of Staff	47
Total Operating Cost	\$3,965,595

Institutional Summary



Herman L. Toulson Correctional Boot Camp (TBC)

Location: 2001 Toulson Road, Jessup, MD 20794
Telephone: 410-540-6688
Opened: 1990
Security: Minimum and Pre-Release
Inmates: Adult Males

Laura Armstead, Facility Administrator



The Herman L. Toulson Correctional Boot Camp (TBC) is comprised of seven buildings and eight trailers. The main building, Robinson Hall, consists of two inmate housing wings and an administrative wing. Herndon Hall consists of four inmate housing wings. The Support Services Building contains the chow hall, commissary and maintenance shop. The education building is used for classroom instruction and visits. The Lanham addiction treatment building is used for addiction therapy, cognitive learning and religious services. A vocational training shop, constructed by skill training program inmates, is the center for boot camp quartermaster materials. The four trailers that were used for inmate housing have been dismantled due to their deteriorated conditions.

Accomplishments:

- Staff participated in Special Olympics Torch Walk, Maryland Charity Campaign, and March of Dimes Walk-a-Thon.
- Contributed to Hurricane Katrina victims.
- Participated in Bea Gaddy's Thanksgiving Dinner.
- The Narcotics Anonymous program was implemented in May 2006.
- Initiated a farm project which provides training in the farming industry.
- College courses implemented in conjunction with the Hagerstown Community College.

The Boot Camp program continues to provide inmates with a positive environment for human development in a caring community where individuals can help themselves and each other. Staff and inmates continue to work together to establish and maintain a positive growth

filled environment.

Boot Camp continues to pursue partnerships and coalitions with various agencies and community organizations to provide the needed services and resources that enhance and advance the likely success of the inmates' reintegration process with the ultimate goal of reducing recidivism. TBC recently developed a satisfaction survey for graduating inmates to express their opinions regarding the effectiveness and quality of Boot Camp programming.

Additionally, the program continues to enjoy the support from the community at large as demonstrated by the many requests from internal departments and external agencies.

TBC continues to encourage inmates to become responsible, productive citizens. Boot Camp employees are dedicated to the program and are highly motivated. They lead by strong personal example and are excellent role models for program participants. TBC continues to monitor its treatment programming to ensure proper services are being provided. TBC is transitioning to include a larger non-Boot Camp population.

TBC	
Average Daily Population	311
Number of Staff	119
Total Operating Cost	\$8,561,152

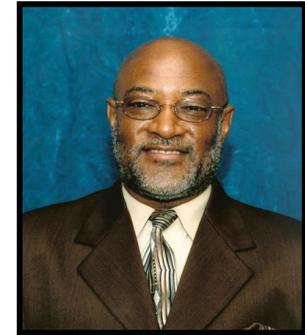
Institutional Summary



Jessup Correctional Institution (JCI)
formerly Maryland House of Correction Annex

Location: P. O. Box 534, Jessup, MD 20794
 Telephone: 410-799-6100
 Opened: 1990
 Security: Maximum
 Inmates: Adult Males

James Smith, Warden



During the year, the Maryland House of Correction-Annex's (MHCX) name was changed to Jessup Correctional Institution (JCI). This change came as a result of JCI staff recommendations after the completion of our Institutional Character Profile.

The National Institute of Corrections (NIC) conducted training at JCI titled Promoting a Positive Correctional Culture (PPCC). This study required an assessment of the institution involving the interview of numerous staff. The information that was gathered was used the following week when a diverse group of JCI staff gathered to chart the future of the institution.



NIC's training: Promoting a Positive Correctional Culture (PPCC)

Our Maryland Correctional Enterprises (MCE) sewing shop continues to grow as it currently employs in excess of 90 inmates. Future plans call for this number to increase to more than 100.

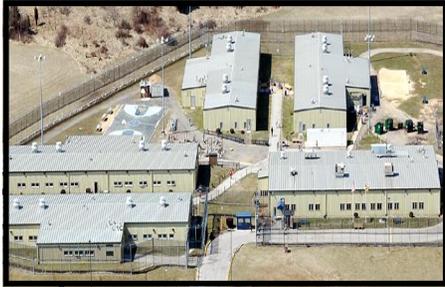
The institution has developed a new segregation program called "Changing Paradigms". The program allows for segregation inmates to obtain their GED. Approximately 40 segregation inmates have signed up.

Future goals include identifying programs that will address the needs of inmates sentenced to long term confinement, mentoring programs for all staff regardless of rank or classification, and the filling of 90% of all uniform vacancies by the end of 2006.



JCI	
Average Daily Population	1,170
Number of Staff	467
Total Operating Cost	\$38,319,213

Institutional Summary



Jessup Pre-Release Unit (JPRU)

Location: 2000 Toulson Road, Jessup, MD 20794
 Telephone: 410-540-2700
 Opened: 1976
 Security: Minimum and Pre-Release
 Inmates: Adult Males

Stephanie Barthlow, Facility Administrator



The Jessup Pre-Release Unit (JPRU) is located in Anne Arundel County. The facility has four inmate housing units designated for 420 inmates, six dormitories each housing 76 inmates, and two dormitories which can accommodate a total of 140 inmates.

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

Substance abuse treatment and education groups are offered as well as GED classes and the Employment Readiness Workshop. Several dedicated group leaders conduct Alcoholics Anonymous and Narcotics Anonymous groups and religious services are available for all denominations. An outdoor basketball court, weightlifting pad and horseshoe pit are available for inmate use.

JPRU inmates who are eligible may be assigned to any one of the following outside details: Surplus Property Warehouse, Crownsville State Hospital, Waterloo and Glen Burnie State Police Barracks, Maryland Correctional Enterprise Warehouse, Maryland House of Correction, Jessup Correctional Institution, Jessup Range, Training Building, K-9, IIU, MCI-J details and seven SHA road crews. JPRU inmates also provide special details to the Maryland General Assembly and the State Comptroller's Office in Annapolis.

JPRU is ADA accessible. Physically challenged inmates have access to a weight machine designed for their needs. Institutional job assignments for

inmates confined to wheelchairs are available to enhance programming for these inmates.

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

Accomplishments:

- GED program graduated 45 8th grade certificates with graduation ceremonies held in July and December.
- Computer program (includes hardware and software classes) graduates approximately 23 students every quarter.
- Secretary Saar visited JPRU in honor of Correctional Employee Appreciation Week.
- Secretary Saar also attended a Toastmasters group meeting.
- Work release program has expanded and new employers acquired.

JPRU	
Average Daily Population	590
Number of Staff	138
Total Operating Cost	\$12,729,164

Institutional Summary



Maryland Correctional Adjustment Center (MCAC)

Location: 401 E. Madison Street, Baltimore, MD 21202
 Telephone: 410-539-5445
 Opened: 1989
 Security: Maximum and Federal Detainees
 Inmates: Adult Males

Lehrman Dotson, Warden



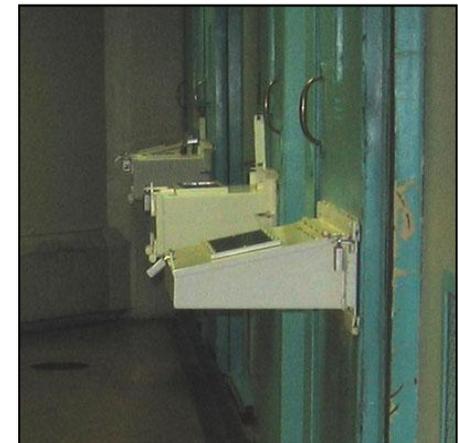
MCAC continues to progress in its goal to prepare inmates on returning to a maintaining facility or society through researching, cognitive restructuring programs and social work interactions. In an effort to reduce inmate idleness, MCAC has developed an innovative activities program and a GED program. For the first time, inmates participated in the annual Maryland State Calendar Art Contest.

Accomplishments:

- Held a Theme Contest to allow MCAC staff to participate in choosing a theme to be selected for this year which is: *Together We Can Make A Difference.*
- A total of 87 inmates utilized library services.
- Implemented music therapy; soft music is played for segregation inmates.
- Held Program Resources meetings to establish cooperative relationships to enhance inmate programming.
- MCAC Risk Management Team partnered with the Violence Reduction Committee, reducing staff assaults by more than 80%.
- Helped victims of Hurricane Katrina by donating clothes, personal hygiene products, and money.
- Participated in the Baltimore Region *Back to School Drive* which helped three Baltimore City schools with supplies.
- Assisted eight families during the Thanksgiving holiday and ten families at Christmas with food baskets and toys.
- Installed and modified feed up slots and angle iron fixtures on cells to reduce body fluid assaults.



Modified feed up slot



Two styles of modified slots

MCAC	
Average Daily Population	310
Number of Staff	262
Total Operating Cost	\$17,530,864

Institutional Summary



Maryland Correctional Enterprises (MCE)

Location: 7275 Waterloo Road, Jessup, MD 20794
Telephone: 410-540-5400
Opened: 1941
Security: N/A
Inmates: N/A

Stephen Shiloh, Chief Executive Officer



Maryland Correctional Enterprises (MCE) provides structured employment and training activities for inmates. MCE's goal is to improve inmate employability upon release, reduce prison idleness, and to produce high quality goods and services for resale. MCE is a financially self-supporting state agency.

Accomplishments:

- The 2006 General Assembly passed one bill related to MCE:
 - House Bill 556 Supported by DPSCS, Maryland Department of Agriculture, and the Department of Labor, Licensing, and Regulation, who will determine if there is an "emergency" labor situation in the State regarding the agriculture and seafood processing industries.

The law authorizes the DPSCS to use low-risk inmates as an emergency work force. Inmates at the minimum, pre-release, and work release security levels would be eligible to participate.

- The State Attorney General provided a favorable written opinion regarding the sale of goods by MCE to inmates within state correctional institutions, including an arrangement under which MCE would become the sole provider of apparel and textile goods to prison commissaries as a part of a contract with a private vendor that would centralize commissary operations.

- MCE had unaudited revenues of \$42.8 million, unaudited net operating income of \$1.6 million, and employed 1,608 inmates.
- From information contained in the National Correctional Industries Association 2005 Directory, MCE ranked 12th in prison industry sales in the country (based on 2004 data).
- MCE's direct economic contribution (through salaries, wages, and purchases of private sector goods and services) to the state's economy was approximately \$18.2 million.
- MCE contributed \$1.0 million to the Maryland State Department of Education.
- The University of Maryland Dental School (UMDS) is one of MCE's largest single order projects to date. The current \$2.1 million order is for furniture to equip the new UMDS in Baltimore and delivery is slated for June and July 2006.
- Two Prison Industry Enhancement (PIE) partnerships with the private sector were in operation in the Metal I Plant.
- MCE PIE Certification Program was in total compliance with all PIECP requirements.

Continued on next page

Institutional Summary

- On September 1, 2005, the Department of Budget and Management approved the transfer of laundry services from DOC to MCE. This transfer will occur when new equipment is installed at the Central Laundry Facility.
- Effective December 1, 2005 the DGS “Quick Copy” operation was transferred to MCE. This operation is located in the State’s 301 West Preston Street building. The production area is located in the basement and a customer service kiosk will be located in the lobby.
- The expansion of the Jessup Correctional Institution Sew Plant was completed and is a two-shift operation.
- The MCE Sew Plant #104 at the Maryland Correctional Institution for Women, began moving into the new building on October 17, 2005. By the time of the official “Ribbon Cutting Ceremony” on November 15, 2005, the Sew Plant, Mailing/Distribution #113, and Data Entry #147 occupied and were operational within the new building. Design #148 became operational February 7, 2006.
- The building referred to as Hut #3 at the Maryland Correctional Training Center (MCTC) is part of the 192 Cell Housing Unit and Addition/Renovation of Support Spaces project. The renovation of Hut #3 is anticipated to be the future home of the MCE Brush and Carton Plant.
- The Towson University MCE Showroom was completed and opened in February 2006.
- On November 1, 2005, MCE hosted the House of Delegates’ Health and Government Appropriation Committee on a tour of the Maryland House of Correction.
- MCE is partnering with MSDE to provide educational programs to inmates preparing to return home. Partnerships have been established throughout the state to provide job placement.
- September 9–12, 2005, MCE drivers delivered three tractor trailer loads of supplies for the survivors of Hurricane Katrina. A second delivery of two tractor trailer loads was made October 3– 6 by MCE drivers. The drivers were honored by Governor Robert L. Ehrlich during a ceremony in Annapolis in January 2006.
- MCE hosted the 2005 Northeast National Correctional Industries Association (NENCIA) Training Conference at the Wyndham Baltimore Inner Harbor Hotel in September 2005.
- For the past 13 years, MCE’s Meat Plant has prepared, deboned and cooked approximately 1,000 turkeys for the Bea Gaddy Annual Thanksgiving Day dinner in Baltimore City. An entire week is devoted by the institutions and personnel of the Meat Plant for this activity - 800 turkeys were prepared and delivered on November 22, 2005.



Design Shop



Mail Distribution



Sew Shop

Institutional Summary



Maryland Correctional Institution-Hagerstown (MCI-H)

Location: 18601 Roxbury Road, Hagerstown, MD 21746
 Telephone: 240-420-1000
 Opened: 1942
 Security: Medium, Minimum and Pre-Release
 Inmates: Adult Males

Nancy Rouse, Warden



The Maryland Correctional Institution-Hagerstown (MCI-H) has made positive strides in programming for inmates within the past fiscal year. We have had several Case Managers trained in Thinking for a Change programs which are being provided to inmate groups.

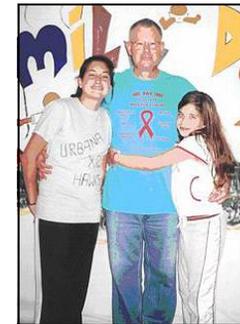
Additionally, staff have been hired in new positions to include an additional social worker, an addictions counselor, and a new Islamic Chaplain. Also, a licensed Correctional Psychologist was added to the staffing. A cognitive based behavior program was implemented for segregation inmates wherein they can participate individually in receiving and completing information that is provided by a Mental Health Nurse.

Accomplishments:

- Implementation of an inmate news broadcast which is delivered weekly to the inmate population on the in-house channel. The newscast, in conjunction with the inmate newsletter, provides needed information to the population.
- An inmate also provides Spanish translation for those inmates who have a difficult time understanding or reading English. This method to add a different medium to our communication efforts has been well received.
- In addition to the normal tier representative meetings held in the units, the Administration has added a Town Hall meeting that takes place with the administration and five inmates who represent the units, on a bi-monthly basis. To date these meetings have been beneficial and productive.

- A Family Day Visiting program was implemented and has been well received by the inmate population.

First Annual Family Day



MCI-H	
Average Daily Population	2,103
Number of Staff	550
Total Operating Cost	\$50,580,020

Institutional Summary



Maryland Correctional Institution-Jessup (MCI-J)

Location: P. O. Box 549, Jessup, MD 20794
Telephone: 410-799-7610
Opened: 1981
Security: Medium, Minimum and Pre-Release
Inmates: Adult Males

John Rowley, Warden



The Maryland Correctional Institution-Jessup (MCI-J) is a contemporary designed prison. MCI-J has eight separate housing units, each with two wings connected via a safety vestibule and a control center. On each wing there are 16 cells on each of two levels. One housing unit is used for segregation. Activities and space available to the inmate population include: large gymnasium, barbershop, commissary, inmate locker rooms, and additional recreation area for pool tables, ping-pong tables, handball court, weight room, sanctuary, choir practice room, eight classrooms, large library, graphic arts and auto mechanic shops, MCE envelope and print shops. The grounds include a large outdoor exercise area with combined baseball, soccer, and football fields, two basketball courts and a track.

MCI-J continues to house large numbers of inmates who are parole violators and technical parole violators. Inmates who are housed within the Maryland Correctional Pre-Release System and receive disciplinary infractions are also housed and their cases heard at MCI-J.

The Maryland Correctional Enterprise employs about 100 inmates in two separate print shops, a bindery, a design shop and a sign shop. The plant produces envelopes, business cards, letterheads and brochures in up to five colors and various engraved items.

The education department services approximately 300 inmate students each year in GED, general education and work preparation programs. Post-secondary classes are offered to qualified GED graduates. MCI-J has a graphic art shop and a vocational auto shop to help prepare inmates for eventual release. The department also sponsors the popular Reading Unites Families program and the Touchstones Discussion Project.

Other services provided include: educational, therapeutic and support services to individuals and groups. Individual services include assessments, release planning for special needs inmates, and crisis interventions. Group services include: the cognitive-behavioral change series and support groups for deaf and HIV-positive inmates. MCI-J also assists the hearing impaired population. Inmates have access to religious services and self-help activities, such as the Veterans group. Volunteers play a large role in helping inmates maintain contact with positive motivational influences in the community.

Accomplishments:

- Reduction in staff assaults and inmate violence as a result of the Violence Reduction Committee's actions.
- Established a Communication Committee and a well received staff newsletter.
- Celebrated the 25th Anniversary of the institution with special recognition to prior Wardens, Assistant Wardens, and Security Chiefs.
- Tremendous physical plant refurbishing has occurred.
- Morale Committee established. Morale of staff and the inmate population is at a very high level.
- Officer's dining room refurbished.

MCI-J	
Average Daily Population	1,016
Number of Staff	354
Total Operating Cost	\$29,393,919

Institutional Summary



Maryland Correctional Institution for Women (MCI-W)

Location: 7943 Brock Bridge Road, Jessup, MD 20794
 Telephone: 410-379-3800
 Opened: 1942
 Security: Maximum, Medium, Minimum and Pre-Release
 Inmates: Adult Females

Brenda Shell, Warden



The Maryland Correctional Institution for Women (MCI-W) is located in Anne Arundel County. MCI-W is designated as an administrative facility and serves as both a reception center and a maintaining facility for all women remanded to the Division of Correction.

Accomplishments:

- Created greater working opportunity for a larger number of inmates. This was accomplished by adding more and expanded work areas at the MCE plants.
- Introduced life skills to promote positive changes and prepare inmates for re-entry into the community.
- Opened the new Support Services/MCE Building.
- Successful security audit.
- Opened the Therapeutic Community housing unit.
- 162 inmates completed the RESTART program.
- 152 inmates graduated from the Addictions Program.
- 58 inmates tested for their GED, 38 have successfully passed and 20 are awaiting results.
- Effective staff communication emphasized the roll they play regarding the RESTART philosophy and DPSCS's mission.
- Created a spirit of cooperation to foster better working relations and continuity of services for our inmates.



Computer Class in progress



GED Class



Sew Shop

MCI-W	
Average Daily Population	817
Number of Staff	306
Total Operating Cost	\$23,832,891

Institutional Summary



Maryland Correctional Pre-Release System (MCPRS) Headquarters

Location: 7931 Brock Bridge Road, Jessup, MD 20794
 Telephone: 410-799-1363
 Opened: 1970
 Security: N/A
 Inmates: N/A

Jack Cragway, Warden



The Maryland Correctional Pre-Release System (MCPRS) oversees the operation of six minimum and pre-release facilities throughout the state. The MCPRS Headquarters Administration Building was established to provide centralized services to the various facilities.

Accomplishments:

- Continued to be supporters of the Maryland Charities and Special Olympics.
- Staff participated in raising funds for the family of slain Officer Jeffrey Wroten.
- Donated school supplies to the Van Bokkelen Elementary School.
- Donated clothing to Sarah’s House, a shelter for homeless families.
- Staff volunteered to help serve Christmas dinner at the Bea Gaddy Foundation.
- Donated clothing, supplies and money for Hurricane Katrina victims.
- Staff participated in “Bring Your Children to Work” day.
- MCPRS won first place in the Special Olympics Tug-of-War contest.



Bring your Children to Work Day



MCPRS	
Average Daily Population	N/A
Number of Staff	37
Total Operating Cost	\$6,942,635

Institutional Summary



Maryland Correctional Training Center (MCTC)

Location: 18800 Roxbury Road, Hagerstown, MD 21746
Telephone: 240-420-1601
Opened: 1966
Security: Medium, Minimum and Pre-Release
Inmates: Adult Males

J. Michael Stouffer, Warden



The Maryland Correctional Training Center (MCTC) is the largest single compound correctional institution in the State of Maryland. The inmate culture has been positively impacted by the implementation of the RESTART project. Program changes have included expanded educational opportunities and a significant reduction in waiting time to enter both school and vocational instruction. The case management department has implemented three cognitive change groups that focus on anger management, cognitive control in behavior management techniques and the broad impact of criminal behavior on victims. Social work and psychology departments offer clinical group interventions of a cognitive theoretical style that target such areas as communication skills, parenting, domestic violence, ethics and multiple diagnosis chemical dependency. An increase in addictions staff and the addition of the Gaudenzia therapeutic community provides substance abuse intervention in the prison equivalent to the COMAR approved programs available in free society. Transition Coordinators, a new job specification defined by the RESTART initiative, provide inmates with addictions, mental health, medical, family, employment and residency assistance prior to release. This data is sent to the parole agent prior to the inmate's release to assure that the best possible transition to effective, independent living is in place. The coordination between the parole agent, transition coordinator and case manager promotes the inmate's confidence and security in the release process.

The environmental culture has become highly program focused with an increased anticipation for successful self-change in behavior, attitude and moral code. Specific criminogenic variables are assessed at intake and discussed with the inmate, as they are active participants in their treatment plan. The Research Committee has reported findings of a positive shift in

pro-social values and improved perception of correctional personnel. An outside review of the program reported that the agency scored in the "highly effective" range. While the population still has a minority of inmates assessed in the anti-treatment group, the greater majority of inmates have voiced the opinion, shared by staff, that individuals opposed to cognitive interventions detract from the shared mission of staff and inmates. This implies a pro-social cognitive shift for inmates who now share a stronger identification with staff than with anti-social inmates.

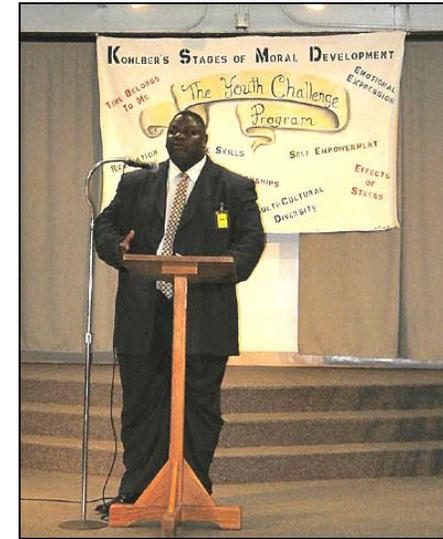
Accomplishments:

- MCTC's population was reduced from approximately 3,000 inmates to 2,675 to enhance program availability.
- Initiated broadcasting TCTV news that eventually replaced the weekly inmate newsletter. This broadcast advises the inmate population of all current changes in rules/regulations, results of recreational events, weather, etc.
- To provide a restrictive environment for special needs inmates, housing unit #5 was designated as strictly segregation population inmates. All general population inmates were removed from unit #5 and placed in other housing areas.

Continued on next page

Institutional Summary

- Over 100 diplomas were awarded at three graduation ceremonies. Renovations were made to the library including new books, updated computers and new furniture. Regular library services began at HED/EHU. A new paint booth was installed at the Auto Body shop.
- A fire alarm/sprinkler system is in the process of being installed.
- New access roads were built behind the housing units to alleviate traffic from the main compound.
- MCTC was chosen as a pilot program to transform the current inventory system to a scanner system.
- In conjunction with Injured Workers Insurance Fund and Maryland State Department of Budget and Management, MCTC personnel are participating in the Managed Return to Work program which will permit staff injured on-the-job to temporarily work a less than full duty work status. This allows the employee time to recover from injury yet receive full pay while performing a function for the institution.
- Completed inmate uniform conversion.



Reverend Menses Speaks at Youth Challenge Graduation Ceremony



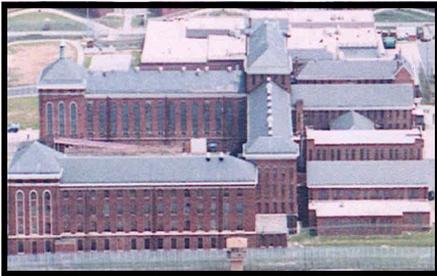
Warden Stouffer mentoring facilitators for MCTC's Youth Challenge Program



First Annual Family Day Event

MCTC	
Average Daily Population	2,713
Number of Staff	616
Total Operating Cost	\$54,622,155

Institutional Summary



Maryland House of Correction (MHC)

Location: P. O. Box 534, Jessup, MD 20794
 Telephone: 410-799-0100
 Opened: 1878
 Security: Maximum and Medium
 Inmates: Adult Males

William Williams, Warden



The Maryland House of Correction (MHC) is one of America's oldest continuously operating prisons. Various programs and services available include: substance abuse screening, cognitive-behavioral groups, release planning to inmates with special needs, individual counseling which includes crisis intervention, annual mental status assessment of men 60 years and older, assisting with access to medical services for men with HIV, pastoral care and counseling, worship services, and religious studies. The outside yard contains a horse shoe pit, four basketball courts, handball court, field used for baseball, football, soccer, and track and field. MHC's gym has basketball courts and tabletop games. The gym has the capability to show movies on weekends and holidays to the general inmate population.

Accomplishments:

- Staff joined a statewide relief effort to help Hurricane Katrina victims. MHC served as the Jessup Region's drop site and employees staffed the trailer 12-hours a day during September.
- A Communications Management Team was established as part of the Secretary's initiative to enhance communication throughout the Division regarding RESTART and to inform staff of new policies.
- MHC was designated for DOC and the Motor Vehicle Administration's initiative to implement SOCEM (Sex Offender Compliance Enforcement in Maryland) for the Jessup Region.
- The education department received a new principal who has worked with staff to identify inmates that have not obtained their high school diplomas. It is projected that approximately 36 students will receive their high school diplomas. Education staff are also working to

reinstate the college program.

- The Volunteer Activities Coordinator assisted with the development of a youth group for at-risk inmates, a chess club, yoga meditation class and the Jessup Lifers' Conference. Proceeds from the AIDS Walk-a-Thon were donated to World AIDS Day.

Maryland Correctional Enterprises (MCE) operates six plants located within the MHC compound. They are: Furniture Manufacturing Milling, Furniture Manufacturing Assembly, and Mattress, Uniform, Sign, and Tag plants. Inmates receive on-the-job training and learn work ethics. These plants are managed by Industrial Supervisors and employs approximately 360 inmates.

The MHC Laundry serves two important functions: 1) provides essential laundry service to several institutions around the region, the Waxter Children's Center, and Clifton T. Perkins and teaches quality and reliable work habits to inmate workers; and 2) serves as a back up for Central Laundry Plant and can assist in meeting their contractual obligations in the event of an emergency. Also, the laundry provides on-the-job training in the service and repair of commercial washers and dryers used by the institution. There is also a machine shop equipped to repair the institution's damaged machinery.

MHC	
Average Daily Population	1,192
Number of Staff	441
Total Operating Cost	\$39,148,663

Institutional Summary



Maryland Reception, Diagnostic & Classification Center (MRDCC)

Location: 550 E. Madison Street, Baltimore, MD 21202
 Telephone: 410-878-3500
 Opened: 1967
 Security: Maximum, Medium, Minimum and Pre-Release
 Inmates: Adult Males

Wendell France, Warden



The Maryland Reception, Diagnostic and Classification Center (MRDCC) receives adult male inmates remanded to the DOC. Staff evaluates, classifies, assigns and transfers inmates to appropriate maintaining institutions. The Central Transportation Unit (CTU) also falls under MRDCC's authority.

Accomplishments:

- Psychology Consultants Associated provides front-end assessment services which includes both mental health and substance abuse appraisals for all inmates received with sentences of more than 18 months, as well as those returned on the strength of a parole retake warrant.
- Staff processed a total of 11,533 inmates, consisting of 6,225 new commitments, 3,065 parole violators, and 2,243 short-timers.
- CTU transported 29,608 inmates to courts or other institutions, and processed 32,515 writs from the courts.
- Social work services concentrates on individual counseling and referral initiated upon inmate requests. There were 215 requests received, 83 in-person interviews and 132 written responses.
- The Psychology Department provided services to 6,770 inmates.
- The chaplain's office responded to 6,331 inmate requests for service, filled over 4,000 requests for religious literature, and provided 693 in-depth personal/religious counseling.
- Our thirteen registered religious volunteers conducted a combined total of 431 hours for services and bible studies, 14,225 bible study participants, and 1,540 religious services participants.



Initial Case Management Assessment



New Scanning System



CTU Vehicles

MRDCC	
Average Daily Population	800
Number of Staff	469
Total Operating Cost	\$ 32,957,201

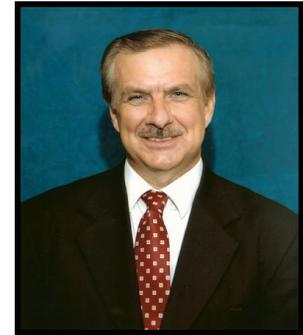
Institutional Summary



Metropolitan Transition Center (MTC)

Location: 954 Forrest Street, Baltimore, MD 21202
 Telephone: 410-837-2135
 Opened: 1811
 Security: Minimum and Pre-Release
 Inmates: Adult Males

Gary Hornbaker, Warden



The Metropolitan Transition Center (MTC) formerly known as the Maryland Penitentiary is the oldest operating facility in the western world. MTC was designed as an administrative level housing facility.

In 2001 MTC took over administrative authority of the Baltimore Pre-Release Unit (BPRU) and the Baltimore City Correctional Center (BCCC) becoming the Baltimore Area Reentry Services (BARS). There are five facilities under BARS.

Accomplishments:

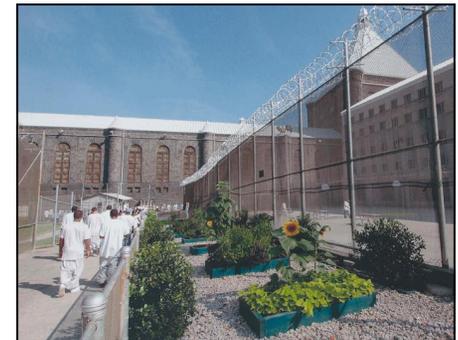
- Taught Victim Impact classes to inmates.
- MTC held a ribbon cutting ceremony and opened a tree filled meditation garden and walking path. The Horticulture Project was funded through grants from TKF Foundation.
- MTC is the second prison in the United States with a meditation garden and an educational horticulture program for inmates. Most of the labor for the project was done by inmates.
- Reduced the number of inmate-on-inmate assaults.
- MTC scored second in the state for GED completions.
- Completed renovations to showers in West Wing.

Goals:

- Increase staff and inmate morale.
- Increase the number of inmates obtaining their GED.
- Continue to reduce the number of inmate-on-inmate assaults.



Tour - Lt. Governor Michael S. Steele and Deputy Secretary of Labor



Horticulture Project



Therapeutic Assessment

MTC	
Average Daily Population	1,430
Number of Staff	413
Total Operating Cost	\$40,053,300

Institutional Summary



North Branch Correctional Institution (NBCI)

Location: 14100 McMullen Highway, SW, Cumberland, MD 21502
 Telephone: 301-729-7401
 Opened: Under Construction
 Security: Maximum
 Inmates: Adult Males

Joseph Neder, Warden



Although the North Branch Correctional Institution (NBCI) is still under construction, a Warden has been appointed. The Gatehouse and Support Services Building is at substantial completion and construction continued on Housing Unit #2 (Phase III). The contract for more than \$35 million has been awarded for construction of Housing Unit #3 and the Support Services Building build-out. NBCI was featured on the National Geographic television show, *Megastructures*.

Inmates will participate in a Behavior Management Program that addresses the issue of accountability and responsibility. Accountability will be taught through basic concepts of behavior modification. There will be clear and firm consequences for all behaviors. Adding privileges will reinforce appropriate behaviors; inappropriate behaviors will result in loss of privileges. Fair, firm, and consistent consequences to behavior is the most effective tool for behavior management through accountability.

Responsibility will be taught through the use of cognitive behavioral principles. The key concept of Cognitive Behavioral Theory is that an individual's thoughts determine actions. When an individual learns to control his or her thoughts, they can gain control over their actions. The concept that thoughts determine feelings and then actions provides the inmate with an advanced tool to gain control. The inmate first learns to identify thoughts and then learns how to recognize the "risky thought" that leads to inappropriate behavior. The risky thought is replaced by an alternative thought that will work to move the inmate towards his goal but not through inappropriate behavior. The skill of changing "risky thoughts" help the inmate exhibit more effective and appropriate behavior. Critical moments are identified, thought processes are changed, and the inmate is

capable of better decisions. When the inmate reaches this level of control, they are ready to be returned to a less secure and less intensive environment.



Construction of HU #3 and #4

NBCI	
Average Daily Population	233
Number of Staff	115
Total Operating Cost	\$8,618,854

Institutional Summary



Roxbury Correctional Institution (RCI)

Location: 18701 Roxbury Road, Hagerstown, MD 21746
 Telephone: 240-420-3000
 Opened: 1983
 Security: Medium, Minimum and Pre-Release
 Inmates: Adult Males

Roderick Sowers, Warden



RCI has made progress in addressing areas necessary for creating a culture of change for the inmate population. Although not identified as one of the pilot institutions for new programming, RCI contracted an Addictions Monitor to resume the AA and NA 12-step programs.

The Prison to Work program lost funding but was replaced through our education department with a Work Force Preparation course to help prepare inmates for release. The VOICE program, Alternatives to Violence, Domestic Violence, Thinking, Deciding, Changing, and Thinking for a Change cognitive behavior programs continue along with an increase in organized recreational activities.

Accomplishments:

- Recognized by the Maryland Commission on Correctional Standards as the first and only correctional institution in Maryland to receive 100% compliance on the initial visit for the second consecutive audit cycle.
- Completed a retrofit of internal surveillance cameras consisting of 26 cameras, digital recording and storage capability.
- Initiated an “in cell” self learning course for segregation inmates called *Taking a Chance on Change* in conjunction with the new mental health provider.
- Purchased musical equipment through inmate welfare and developed guitar and keyboard classes.
- Expanded the traditional recreation activities schedule as well as adding a chess club, pool tournament, indoor volleyball league, and a handicap accessible table to the courtyard for wheelchair bound

inmates.

- Certified a number of staff to collect DNA, a process previously handled by the Maryland State Police.
- Inmates raised approximately \$1,500 by participating in Walk-a-Thons.
- Processed 172 inmates through various Alternative to Violence programs.
- Primary contact facility for the Sex Offender Compliance Enforcement in Maryland (SOCEM) program for Western Maryland.
- Maryland Correctional Enterprises (MCE) Graphics Shop improved its printing capability with new equipment and has retained the Motor Vehicle Administration’s contract to produce registration mailers and validation stickers for the State of Maryland.
- Devised a new receiving area which alleviates delivery vehicles in the inner compound.
- Currently building a service road behind housing units 1-4 to allow regional maintenance and contractors to service the buildings without having vehicles on the main compound and allowing “penthouse” access without disrupting the housing unit control center or inmate movement.

RCI	
Average Daily Population	1,709
Number of Staff	441
Total Operating Cost	\$38,368,707

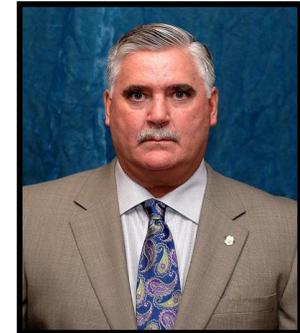
Institutional Summary



Southern Maryland Pre-Release Unit (SMPRU)

Location: 14320 Oaks Road, Charlotte Hall, MD 20622
 Telephone: 301-274-4701
 Opened: 1962
 Security: Pre-Release
 Inmates: Adult Males

David Towers, Facility Administrator



The Southern Maryland Pre-Release Unit (SMPRU) holds a monthly Parole Workshop in which a supervisor from the Division of Parole and Probation in the Southern Region meets with inmates. Discussions range from reporting requirements of Parole and Probation and answer inmate questions.

SMPRU holds GED classes and Employment Readiness Workshops on a part-time basis. During FY 2006, 43 inmates completed the ERW. Also, SMPRU maintained an average of 53 inmates on active work release.

SMPRU is the only pre-release unit in the Southern Maryland area. The facility provides work release labor to local employers in three counties and provides State Highway Administration labor details to four counties. These inmate details pick up litter throughout the entire Southern Maryland region and save taxpayer dollars for beautification of the roadways.

SMPRU has a relationship with the Charles County Sheriff's Department, the Maryland State Police, and the Maryland Transportation Authority to use the facility's range and grounds for training. This cooperative agreement with police agencies saves Maryland taxpayers' dollars for law enforcement training.

SMPRU participates in emergency management in Southern Maryland and has been called upon to help with clean-up after natural disasters.

SMPRU hosts local high school seniors participating in the Southern Maryland Criminal Justice Academy's Internship Program. Each senior spends one week at SMPRU, dividing the time between custody, dietary,

and case management departments. These efforts build goodwill in the community and support for correctional services.



Beautification Project



Secretary Saar visits



Employee Appreciation Cook-Out



Barber Shop services

SMPRU	
Average Daily Population	177
Number of Staff	46
Total Operating Cost	\$3,663,012

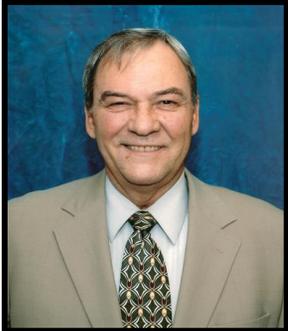
Institutional Summary



Western Correctional Institution (WCI)

Location: 13800 McMullen Highway, SW, Cumberland, MD 21502
 Telephone: 301-729-7000
 Opened: 1996
 Security: Medium, Minimum and Pre-Release
 Inmates: Adult Males

Jon Galley, Warden



The Western Correctional Institution (WCI) was awarded a Certificate of Accreditation by the American Correctional Association (ACA). This was as a result of the findings of the accreditation re-certification audit by ACA. The re-certification audit found that WCI maintained 100% compliance on mandatory regulation and an overall compliance of 98%. This is considered one of the highest ratings nationwide.

Accomplishments:

- Instituted a proactive intelligence gathering and utilized the Reduction to Violence (ROV) directives in an attempt to dissuade inmates from actively participating in gang related activities.
- Instituted ROV committees on each shift and a ROV oversight committee. The goal is to analyze trends and develop plans to decrease violence.
- Increased the number of Alternative to Violence programs from one per quarter last FY to a minimum of one per month this FY.
- Instituted a proactive intelligence gathering program targeting individuals that are involved in the trafficking of drugs within the institution. This program helped identify a number of visitors that were attempting to introduce contraband into the institution. Also, the program identified a number of key inmates acting as “king-pins” and they are closely monitored.
- WCI continues to provide employment and training to approximately 60% of the inmate population.
- The education department has been successful in maintaining a high ratio of inmates studying for and receiving their GED.

- An outside recreation area was completed and a program instituted for long-term infirm inmate patients.
- Staff have been trained to strictly enforce rules and regulations through the in-service training process, meetings, and roll calls.

WCI believes that an attractive and clean environment is calming and helps set a humanitarian tone. To that end, the landscaping project continues and a Gazebo was added to the Meditation Garden. The greenhouse, meditation garden, and gazebo have been built and funded by grants awarded by the TKS Foundation and not at the taxpayer’s expense.



Gazebo



Meditation Garden

WCI	
Average Daily Population	1,743
Number of Staff	495
Total Operating Cost	\$42,391,679

Headquarters' Program Directors



Captain Pete Anderson
Canine



Renee Alexander
Case Management



Jodie Stouffer
Commitment



Cheryl Richardson
Data Processing



Paula Matthews
Education



Richard West
Food Services



Lisa Wood
Human Resources



David Barthlow
Inmate Hearings



Frank Galaski
Intelligence Unit



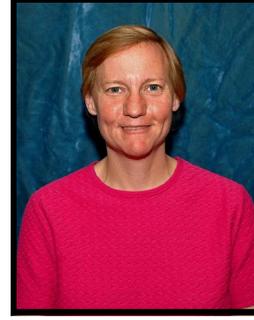
Suzanne Fisher
Policy Review & Audit



Priscilla Doggett
Public Affairs



Nancy Williams
Religious & Volunteer Services



Kathy Landerkin
Security Operations

Headquarters' Program Highlights

The role of the Headquarters' Program Directors is to provide support, guidance and direction to institutional staff. The Headquarters and field units work in concert developing and implementing sound correctional policies, which assure the smooth, safe and efficient operation of the institutions.

Budget and Fiscal

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

Accomplishments:

- During Fiscal Year 2006, the budget and fiscal units continued monitoring reduced overtime expenditures.

Canine

This unit enhances security at state correctional institutions by providing highly trained K-9 teams that are visible and can respond immediately to deter and calm institutional events or provide drug detection capabilities. Teams conduct searches for controlled dangerous substances (CDS) at entry points of the institutions, as well as all grounds and buildings.

Accomplishments include:

- Recorded approximately 61,000 searches by drug detection teams.
- Seized CDS on 32 occasions resulting in 15 civilians being charged and dismissal of three employees.
- Approximately 30 visitors were temporarily banned from future visits due to



Vehicle Search

- confirmed alerts.
- Received and maintained National Drug Detection Certification for several handlers and dogs through the United States Police Canine Association.
- Assisted seven allied agencies with K-9 training and certification.
- Developed Canine Response Team.
- Responded on 31 spontaneous events with patrol dog teams; eliminating the need for further use of force.
- Initiated a breeding/puppy program.



Training - Water Capture

Case Management

The case management unit is responsible for the development and implementation of classification policies and procedure, training for case management staff and processing of administrative remedy (ARP) appeals. The unit oversees screening for inmate programs, coordination of criminal alien deportation hearings, interstate corrections compact transfers, and substance abuse treatment transfers with outside agencies.

Accomplishments:

- Processed 2,879 ARP appeals and conducted seven institutional audits of the ARP/IGP process.
- 27 new case management specialists received Case Management Training.
- 64 staff received Criminal History Verification Training.
- 166 inmates transferred to substance abuse treatment programs through stayed sentences.
- Completed five case management program reviews and seven work release unit audits.
- In compliance with Governor Ehrlich's Sex Offender Compliance Enforcement in Maryland (SOCEM) for sex offenders to obtain photo identification from the Motor Vehicle Administration prior to release.
- Case management staff in work release units received training through the Maryland Workforce Development Association (MWDA).
- Case management staff received sex offender training.

Headquarters' Program Highlights

Commitment

The Commitment Unit comprises a team of 72 staff members who are located regionally throughout the State. Staff's primary function is to accurately compute terms of confinement, apply diminution of confinement credits and schedule inmates for release.

Accomplishments:

- Developed computer program that converts diminution credit data into a format which enables staff to more efficiently review monthly awarding of credits to ensure awarding does not exceed the statutory limit.
- In coordination with counsel for the Division, developed the "Bench Card: Overview of Diminution Credits", a reference guide developed for the Judiciary.
- Developed and implemented change in policy and procedure based on several appellate decisions requiring recalculation of terms of confinement and retroactive awarding of credits for potentially over 10,000 cases (*Stouffer v. Pearson*, *Secretary, DPSCS v. Demby* and *Sowers v. Moody*).
- Verified 14,115 releases.
- Calculated over 10,000 terms and release dates as part of the intake process.
- Recalculated approximately 20,000 terms based on sentencing modifications, reduction of sentence, and additional sentences.
- Recalculated approximately 3,800 terms for inmates returned to DOC on the basis of an escape or parole retake warrant.
- In coordination with case management, assisted in the identification of 678 inmates subject to sexual offender registration.
- In coordination with case management, assisted in the identification of 936 inmates required to submit DNA sample.
- Notified victims of 168 inmates released to mandatory supervision or by court order and notified victims of 411 inmates considered for provisional release.
- Processed 11,840 detainers issued by law enforcement agencies.

Crisis Management Team

This is a new unit formed in September 2005 within Security Operations. The concept of the Crisis Management Team (CMT) is for various subunits to work collectively as an overall Departmental emergency response team. CMT is focused on prevention, response, and mitigation of institutional and community based emergencies.

The CMT consists of the following subunits: Emergency Preparedness, Critical Incident Stress Management Unit, Hostage Negotiation Team, Special Response Team, Canine Response Team, and Incident Response Units.

The focus for the Division was to ensure the development of plans, train personnel, and evaluate the readiness of institutions to their ability to react and effectively resolve an emergency.

Accomplishments for Emergency Preparedness:

- Conducted Regional Emergency Exercises in the areas of: Execution, Mass Disturbance, Bio-Hazard, and Mass Evacuation.
- Participated in developing plans for Avian Flu, Continuation of Operations Planning, and

evacuation procedures.

- Fielded tactical SCBA's to all institutions.
- Coordinated a functional "Tactical Response" exercise.
- Reviewed monthly Emergency Exercises for all institutions.
- Observed Emergency Operation Plan exercises in conjunction with Security Audits.
- Participated as a board member with Environmental Advisory Board.

Accomplishments for Hostage Negotiation:

- Attended training seminar.
- Participated in quarterly emergency exercises.
- Completed revision of the HNT manual.
- Recruitment for Hostage Negotiators.



Special Response Team

Headquarters' Program Highlights

Data Processing

The goal of the Data Processing (DP) Unit is to accurately update and monitor traffic and infraction data of electronic records. Staff are responsible for a wide range of inmate related information technology tasks that include: accurately update and monitor traffic and infraction data, collect, compile and distribute password applications for the District and Circuit Courts criminal security coordinators, verification of local detention center bills for housing DOC inmates, addressing written concerns from outside agencies regarding specific information pertaining to an inmate, receive all subpoenas directed to the Custodian of Record, and provides accurate and timely information to the Assistant Attorney General's Office regarding cases pending litigation.

Accomplishments:

- Developed, trained and implemented a traffic team which consists of at least one representative from each DPSCS institution. The teams are set up by region and work in tandem with DP staff at the headquarters office constantly updating and modifying inmate movement with the institutions.
- Conducted weekly OBSCIS I Training classes which included data modification for more than 500 staff from DOC, Baltimore City Detention Center, Baltimore Central Booking and Intake Center and Patuxent Institution.
- Conducted more than 300 criminal background checks for individuals under consideration for employment with the Division of Correction.
- Reviewed, modified and audited approximately 23,000 inmate electronic records.



CJIS Training Class

Education

The Correctional Educational Program is provided by the Maryland State Department of Education (MSDE), under the authority of the Education Coordinating Council for Correctional Institutions. MSDE in conjunction with DOC, is responsible for developing, overseeing, modifying, and monitoring the educational programs operating in Maryland correctional institutions.

Accomplishments:

- 734 High School Diplomas (GED) earned
- 59.1 % GED pass rate
- 95.1% school attendance rate
- 1,061 Advanced Adult Literacy Completions
- 1,005 Intermediate Adult Literacy Completions
- 374 Basic Literacy Certificates
- 844 Occupational Completions
- 1.5% Drop out rate

RESTART – MCTC

- 74,917 Average students
- 12 High School Diplomas (GED) earned
- 16 Intermediate Adult Literacy Completions
- 14 Advanced Adult Literacy Completions
- 9 Occupational Completions
- 33 Career Development Completions

RESTART – MCI-W

- 199 Total enrollment
- 4 High School Diplomas (GED) earned
- 14 Intermediate Adult Literacy Completions
- 7 Advanced Adult Literacy Completions
- 23 Occupational Completions
- 18 Career Development Completions

Headquarters' Program Highlights

Fleet Management

This office is responsible for the Division of Correction's vehicle fleet ensuring that guidelines are followed for purchasing, operating, maintaining and using vehicles for state business.

During fiscal year 2006, Fleet service purchased new vehicles for DOC institutions.

Food Services

Number of Billable Inmate Meals for DOC:
21,800 (approximate daily average)



WCI Food Service

The food service program provides direct support to the regional food service programs with equipment and system operations, food service planning, design and construction of new and/or renovated kitchens. Quality assurance and compliance to various local

state, federal, and departmental regulatory agencies remain a high priority. Annual Headquarters' food service inspections are conducted to ensure this level of compliance. Regional food service likewise conducts food service inspections to ensure continuity of health and sanitation standards.

The Food Service Program is responsible for providing:

- all persons confined to Maryland DOC with nutritionally adequate meals in compliance to the Dietary Reference Intakes (DRI's), National Academy of Sciences, and National Research Council,
- all inmates assigned to the food service departments with the opportunity to acquire skills and abilities that may assist in obtaining gainful employment after release,
- inmates accurate nutritional information that enables them to establish healthy eating habits, thus enhancing their quality of life,
- agencies with direction and technical assistance to assure compliance to local, state and federal standards,
- and, reinforcing food service training to correctional dietary officers to enhance food service awareness in food preparation and service, food safety and cost containment.

Accomplishments:

- Completion of a statewide Food Service Policy and Procedure Manual.
- Assisted and participated in the Food Service Operations Assessment study by Silver Oak Solutions. The study assessed



ECI Food Service

the food service operations of the Department.

- Inception of food service initiatives based on recommendations of the study towards a more efficient and financially sound food service program.
- ACA re-accreditation of ECI and WCI to include the institutions' food service departments.
- Bid awarded of contract for renovation of the CLF kitchen.
- Licensing of a new kitchen at the Patuxent Institution.
- Food service participation in providing for special functions such as the Inmate Art Exhibit at the Eubie Blake Cultural Center; the Re-Entry Symposium in Annapolis; and various employee appreciation functions both at Headquarters and institutional levels.

Headquarters' Program Highlights

Human Resources

This unit provides leadership and guidance to the DOC field HR offices in the institutions and to Headquarters management. This is to ensure fair and consistent practices throughout the Division and to address employee needs such as benefits, training and career planning.

Future goals are to establish on-going succession planning for all institutions, performance evaluation training, a standard audit process for HR procedures and support of field offices in reducing vacancy rates.

Highlights:

- Personnel Transactions' automated system fully operational at Headquarters.
- Successfully began implementation of recruitment policies for NBCI activation.

Inmate Hearing Program

The Inmate Hearing Program is responsible for all incarcerated offender disciplinary hearings in the Department of Public Safety consisting of: the Division of Correction, Division of Pre-Trial Detention and Services, and the Patuxent Institution. The primary mission of the program's hearings is to provide for public and institutional safety and security. In addition, the program provides for, in designated Departmental institutions: due process hearings that recognize the right for all participants to a fair and impartial hearing, written notice of charges to offenders prior to a hearing, equal participation for all parties in hearings, all parties to have the opportunity to present evidence, a decision based on the evidence presented, and offender appeal rights for adverse decisions.

The hearing officers appear as agency representative at offender appeal hearings scheduled by the Inmate Grievance Office, presided by an administrative law judge from the Office of Administrative Hearings.

Accomplishments:

- Offender hearings averaged:
 - o 18,000 for DOC
 - o 4,000 for Pre-Trial Services
 - o 1,200 for the Patuxent Institution
- Staff trained in use of video equipment.
- Converted current DPSCS Directives-105 series into COMAR.
- Currently creating directives to reflect *Massey* decision.

Intelligence Coordinating Unit

The ICU receives major technical support from HIDTA (High Intensity Drug Trafficking Area) and three analysts. Staff work closely with law enforcement agencies to include Homeland Security, in sharing information on released STG (Security Threat Group) members and other law enforcement matters. To date, the ICU has identified 250 STGs within the Department and has validated over 1,900 members. During FY 2006, the unit processed more than 5,000 documents.

There are 16 institutional intelligence lieutenants located in the major maintaining institutions who are responsible for gathering and forwarding data to the ICU pertaining to the security/safety of institutions throughout the state. Data is reviewed and maintained for current and ongoing trends within the institutions.

Headquarters' Program Highlights

Policy Review and Audit

During this fiscal year, an audit process program review, was established to ensure that all correctional disciplines of the Division of Correction are audited. Once all institutions are audited under the new process, the data will be analyzed and evaluated in order to identify any potential systematic problems.

The Policy Review and Audit Office continues to ensure operational consistency with the Maryland Commission on Correctional Standards (MCCS) and the American Correctional Association (ACA) standards and requirements, maintains an effective monitoring system to ensure policies and procedures are accurate, and operationalize policies of regulatory agencies affecting the Division.

Accomplishments include:

- Quarterly CD-ROMS promulgated to all correctional libraries, courts, and 15 Maryland repositories.
- Conducted five program reviews at various institutions.
- Participated in Institutional Character Profiles at various security level institutions.
- Reviewed and revised several chapters of the Code of Maryland Regulations (COMAR), Subtitle 12.02 (Division of Correction).

Procurement

The Procurement Services program responsibilities are, but not limited to procuring equipment and supplies, and contracting for professional services, intergovernmental and interagency service agreements for the Division of Correction.

Accomplishments:

- During fiscal year 2006, procurement continued monitoring proper procedures and controls.

Property Management and Inventory

The Property Management program is continuing to improve property accountability by meeting quarterly with fiscal officers to provide technical assistance and to improve inventory tracking and control procedures throughout the Division.

Accomplishments:

- Implementation of a new inventory system (barcode) to enhance the tracking of institution property.
- Providing technical assistance for property officers on the enhancement of property controls and recordkeeping.
- Several audits continued compliance with inventory procedures for physical inventory and reconciliation.

Public Affairs

The Public Affairs Unit promotes the agency mission and manages media relations in conjunction with part-time institutional public information officers for 27 correctional institutions. The unit works with the community, schools and government organizations to enhance public awareness of the critical role which corrections plays in ensuring public safety for citizens in the state. To further international partnerships with correctional systems abroad, the office coordinated tours for several visiting corrections professionals from China and Denmark in this fiscal year.

The office also organized the annual Commissioner's Tug-of-War competition, which benefits Special Olympics, the Correctional Employees' Appreciation Week cook-out in addition to the Chesapeake Center Youth Development Bowl-a-Thon. The Bowl-a-thon and Tug-of-War games provide an opportunity for staff to unite, have fun and raise money for youth in the community.



HQ Employee Cook-out

The most significant accomplishment of the Public Affairs Unit in fiscal year 2006 was establishing a regional public information office in the Jessup region.



CCYD Bowl-a-Thon



HQ Employee Cook-out

Headquarters' Program Highlights

Religious and Volunteer Services

The Religious and Volunteer Services assists inmates in the practice of their chosen religion. The chaplains and volunteers provide quality programming designed to enhance the spiritual lives of inmates to enable successful living during incarceration and after release.

The unit screens, prepares and monitors volunteers in their many service capacities through the institutional volunteer activities coordinators.

Accomplishments include:

- 2,601 registered volunteers donated over 48,500 service hours:
 - 51% were in religious services
 - 18% in treatment services
 - 12% in inmate organizations
 - 11% in transition services.
- Chaplains coordinated weekly religious activities for 27 religions, including seasonal and holy day programs.
- New initiatives within religious services include the Biblically-based Celebrate Recovery and Great Dads programs.

Security Operations Unit

The Security Operations Unit (SOU) sub-units include: Staffing Assessment and Overtime Manager System Supervisor, Contraband Interdictions Unit, K-9 Unit, Crisis Management, and Intelligence Coordinating Unit.

SOU staff provides effective management of security operations for all of the Division's institutions by developing, interpreting and assessing policies and procedures. Staff reviews and monitors Serious Incident Reports and Use of Force Reports submitted by Wardens. Statistical data is generated from several sources to develop monthly, quarterly and annual reports for inmate urinalysis testing and use of force. Other statistical and comparative reports are produced as necessary which assist in monitoring trends and security concerns.

Special Response Team

This team is part of the Crisis Management Unit. The focus for DOC was to develop a team of highly qualified personnel that would receive additional training in specialized tactics and operations in order to respond and successfully assist Institutional Response Teams to prison emergencies or events.

Accomplishments:

- Developed an Operations Manual.
- Assisted in creating plans for a Canine Response Team (CRT).
- Trained SRT members in the use of tactical SCBA's.
- Planned and executed over 100 hours of specialized training for SRT personnel.
- Assisted CRT in training coordination and planning.
- Joint training with the Virginia Department of Correction's SRT.
- Participated in joint missions supporting the Interdiction team at several institutions.

Staffing Analysis and Overtime Management

SAOM provides quantitative analysis of institutional staffing requirements, staff leave, relief factor, and overtime usage.

Accomplishments:

- Assisted with audits for instrument checklist items associated with SAOM and facility staffing plans.
- Prepared Departmental staffing analysis report which was instrumental in acquiring an additional 160 custody positions.
- Provided technical assistance and performed program reviews on three institutional operations.
- Provided training to newly promoted staff on collecting and recording data in the use of SAOM software

Headquarters' Program Highlights

Technology

This unit provides information technology services and operational support to the Division. The technology unit ensures that DOC stays abreast of the changing technological advances critical for day-to-day communication routine to safety and security.

Accomplishments:

- Purchased encrypted radio communication technology for all DOC institutions.
- Completed upgrade of radios which incorporates new functions that continue to monitor safety and security of the institutions.
- Purchased additional video surveillance systems to continue capturing inmate activity while being transported for all institutions.
- Purchased computer systems to enhance technological quality, effectiveness and efficiency needs to process information.

Transition Services and Community Initiatives

The Office for Transition Services and Community Initiatives (TSCI) works to identify and bring together resources and services throughout Maryland, and across the country, partnering with staff, volunteers, college interns, local community agencies, businesses and faith groups. Housing, healthcare, employment, education, training, and family services are identified as essential to an inmate's successful return to the community.

Accomplishments, in cooperation with partners and staff, facilitated and coordinated:

- child support assistance,
- fatherhood services,
- mentoring programs,
- children of incarcerated parents visitation assistance,
- faith-based mentoring program for children of incarcerated parents,
- county and city initiatives for children of offenders,
- Exit Orientation sessions, serving 6,900 offenders, and
- served on work-groups, taskforce and community agency boards.

Victim Services

The Victim Services Unit (VSU) strives to provide a supportive environment where victims can voice their concerns through victim impact statements, receive notification of inmate events/releases, receive referrals to other agencies and participate in many of the victim related events hosted by the Division.

During FY 2006, the VSU began referring victims to the Community Conferencing Center of Baltimore. These victims specifically request to speak with the inmates who have committed crimes against them. The center coordinates Victim/Offender Dialogue meetings where the victim and offender meet face-to-face in a prison setting. Many victims express gratitude for allowing them to come into the prison and speak with the inmate and feel that it helps with the healing process. Victim/Offender Dialogue presents another avenue for victims to interact with the criminal justice system.

Accomplishments:

- Assisted the Information Technology Unit in relocating the DPSCS Victim Information Database Access (VIDA) to the Public Safety Intranet. This action enabled access to many more staff in the Department who provide services to victims.
- Provided assistance in coordinating victim attendance at an inmate execution, which required much planning, preparation and sensitivity.
- As part of National Victims' Rights Week, the VSU assisted with the DPSCS Open House for victims - over 100 participants attended.
- In April, the first victim's tour for victims held in the Baltimore region was conducted at MRDCC, which was attended by over 35 victims and victim services providers.
- The VSU registered 1,191 victims and processed over 324 victim impact statements.

VSU Goals:

- To assume responsibility for victim notification when inmates return to the Division from escape, mandatory supervision or by court order and provisional release consideration.

A glimpse of our Special Olympics fundraising campaign...



A portion of the proceeds were donated to the Scholarship Fund for the Children of Officer Jeffrey Wroten.



Photos courtesy of Anthony DePanise

Statistical Data

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

RACE AND SEX OF COMMITTED PERSONS FISCAL YEAR 2006

RACE	Males Processed		Females Processed		Total
Black	7,552	75.8%	446	52.9%	7,998
White	2,218	22.3%	243	28.8%	2,461
Other/Unknown	194	1.9%	154	18.3%	348
TOTAL	9,964	100.0%	843	100.0%	10,807

PLACES OF BIRTH OF COMMITTED PERSONS FISCAL YEAR 2006

Birthplace	Males Processed		Females Processed		Total
Maryland	7,644	76.7%	669	79.4%	8,313
District of Columbia	84	0.8%	43	5.1%	127
New Jersey	9	0.1%	7	0.8%	16
New York	41	0.4%	24	2.8%	65
North Carolina	13	0.1%	13	1.5%	26
Pennsylvania	24	0.2%	19	2.3%	43
South Carolina	10	0.1%	4	0.5%	14
Virginia	26	0.3%	14	1.7%	40
Other States	73	0.7%	36	4.3%	109
Outside United States	65	0.7%	12	1.4%	77
Unknown	1,975	19.8%	2	0.2%	1977
TOTAL	9,964	100.0%	843	100.0%	10,807

SEX AND RACE DISTRIBUTION AS OF JUNE 30, 2006

Institution	Sex Distribution *		Race Distribution **						TOTAL
	Male	Female	Black		White		Indian	Other	
			Count	%	Count	%			
ECI	3,163		2,353	75.5%	762	24.4%	0	3	3,118
JCI	1,168		931	79.4%	237	20.2%	0	4	1,172
MTC	1,468		1,218	84.9%	214	14.9%	0	2	1,434
MCAC	163		140	86.4%	21	13.0%	0	1	162
MRDCC	794		685	77.7%	197	22.3%	0	0	882
MHC	1,115		918	80.9%	210	18.5%	0	7	1,135
MCI-J	983		751	74.0%	260	25.6%	1	3	1,015
MCI-H	2,096		1,469	70.9%	593	28.6%	2	8	2,072
MCTC	2,713		2,024	75.8%	641	24.0%	0	4	2,669
RCI	1,735		1,252	72.9%	460	26.8%	1	5	1,718
WCI	1,951		1,394	72.2%	529	27.4%	2	5	1,930
BCF	625		499	79.0%	133	21.0%	0	0	632
PATX. ANNEX	259		195	76.2%	61	23.8%	0	0	256
MCI-W		787	457	64.1%	254	35.6%	2	0	713
JPRU	593		457	78.7%	122	21.0%	0	2	581
CLF	513		377	75.2%	123	24.6%	0	1	501
BCCC	504		437	88.1%	59	11.9%	0	0	496
EPRU	175		107	61.5%	67	38.5%	0	0	174
BPRU	218		189	90.4%	20	9.6%	0	0	209
PHPRU	191		130	70.3%	54	29.2%	0	1	185
SMPRU	180		144	82.8%	30	17.2%	0	0	174
TBC	346		260	75.8%	83	24.2%	0	0	343
HDU	184	30	173	84.0%	33	16.0%	0	0	206
CONTRACT	135		121	85.8%	20	14.2%	0	0	141
BPRU-W		140	83	67.5%	40	32.5%	0	0	123
BCDC		57	80	83.3%	16	16.7%	0	0	96
TOTAL	21,370	1,014	16,844	76.1%	5,239	23.7%	8	46	22,137

* Manual data ** Automated data

The totals for the June 30, 2005 population presented in the following tables, with the exception of the sex distribution table, represent the OBSCIS (Offender Based State Correctional Information System) data available for the respective categories on that date. The totals on the Sex Distribution table represent the actual total population for the facilities listed. Differences between categories are due to missing data on the automated system. Information for an additional 292 inmates housed in local jails, Pre-trial and P&P Home Detention and MCAC Federal contract is not available. The WCI counts include approximately 250 inmates housed at North Branch Correctional Institution.

Statistical Data

AGE GROUPS OF COMMITTED PERSONS FISCAL YEAR 2006

Age	Males Processed		Females Processed		Total
16 Years & Younger	17	0.2%	2	0.2%	19
17 Years	83	0.8%	0	0.0%	83
18 Years	180	1.8%	1	0.1%	181
19 Years	383	3.8%	12	1.4%	395
20 Years	416	4.2%	20	2.4%	436
21 Years	416	4.2%	14	1.7%	430
22-25 Years	1,476	14.8%	76	9.0%	1,552
26-30 Years	1,419	14.2%	106	12.6%	1,525
31-35 Years	1,278	12.8%	179	21.2%	1,457
36-40 Years	1,483	14.9%	171	20.3%	1,654
41-50 Years	2,261	22.7%	233	27.6%	2,494
51-60 Years	497	5.0%	26	3.1%	523
61 Years & Older	55	0.6%	3	0.4%	58
Unknown	0	0.0%	0	0.0%	0
TOTAL	9,964	100.0%	843	100.0%	10,807

AGE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2006

Age Group	Count	Percentage
Under 17 Years	11	0.0%
17 Years	45	0.2%
18 Years	143	0.6%
19 Years	286	1.3%
20 Years	456	2.0%
21 Years	592	2.6%
22 Years	689	3.1%
23 Years	721	3.2%
24 Years	776	3.5%
25 Years	789	3.5%
26-30 Years	3,796	16.9%
31-35 Years	3,317	14.8%
36-40 Years	3,569	15.9%
41-50 Years	5,361	23.9%
51-60 Years	1,538	6.8%
Over 60 Years	365	1.6%
TOTAL	22,454	100.0%

Average Age: 35.6 Years

Statistical Data

SENTENCE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2006

Sentence	Count	Percentage
3 Months	149	0.7%
4-6 Months	197	0.9%
7-12 Months	310	1.4%
13-18 Months	561	2.5%
19 Months-2 Years	745	3.3%
25 Months-3 Years	1,395	6.2%
37 Months-5 Years	3,413	15.2%
61 Months-8 Year	2,808	12.5%
97 Months-10 Years	2,212	9.9%
121 Months-15 Years	2,523	11.3%
More Than 15 Years	5,804	25.9%
Life	2,266	10.1%
TOTAL	22,383	100.0%

Average Sentence Length: 166.6 Months*

Average Stay Length: 60.6 Months**

* Average Sentence Length is calculated based on Total Sentence Length and does not include Life sentences.

** Average Length of Stay reflects the average length of time served in the Division as of the date of the report. This figure is not based on releases and may include time served at more than one institution.

LENGTHS OF SENTENCES OF COMMITTED PERSONS FISCAL YEAR 2006

Sentence	Males Processed		Females Processed		Total
3 Months	2,317	23.3%	52	6.2%	2,369
4-6 Months	939	9.4%	156	18.5%	1,095
7-12 Months	785	7.9%	129	15.3%	914
13-18 Months	872	8.8%	119	14.1%	991
19 Months-2 Years	741	7.4%	93	11.0%	834
25 Months-3 Years	992	10.0%	88	10.4%	1,080
37 Months-5 Years	1,390	14.0%	107	12.7%	1,497
61 Months-8 Years	741	7.4%	54	6.4%	795
97 Months-10 Years	426	4.3%	15	1.8%	441
121 Months-15 Years	325	3.3%	21	2.5%	346
More Than 15 Years	384	3.9%	8	0.9%	392
Life	52	0.5%	1	0.1%	53
TOTAL	9,964	100.0%	843	100.0%	10,807

Statistical Data

OFFENSE DISTRIBUTION FOR TOTAL POPULATION AS OF JUNE 30, 2006

Offense *	Count	Percentage
Arson	78	0.3%
Assault	2,999	13.4%
Auto Theft	303	1.4%
Burglary	1,221	5.5%
Court Violation	70	0.3%
Domestic	169	0.8%
Drug Offense	4,882	21.8%
Escape	64	0.3%
Forgery	74	0.3%
Fraud	45	0.2%
Kidnapping	197	0.9%
Larceny	1,087	4.9%
Manslaughter	252	1.1%
Murder	4,555	20.3%
Prostitution	23	0.1%
Robbery	3,307	14.8%
Sexual Assault	1,970	8.8%
Sex Other	87	0.4%
Traffic Violation	98	0.4%
Weapons	833	3.7%
Other	73	0.3%
Total	22,387	100.0%

* Major Offense for Each Person.

MAJOR OFFENSES OF COMMITTED PERSONS FISCAL YEAR 2006

Offense*	Males	%	Females	%	TOTAL
Arson	29	0.3%	3	0.4%	32
Assault	1,351	13.6%	81	9.6%	1,432
Auto Theft	223	2.2%	11	1.3%	234
Burglary	468	4.7%	23	2.7%	491
Court Violation	97	1.0%	4	0.5%	101
Domestic Relations	66	0.7%	9	1.1%	75
Drug Offense	4,016	40.3%	385	45.7%	4,401
Escape	78	0.8%	5	0.6%	83
Forgery	63	0.6%	16	1.9%	79
Fraud	36	0.4%	13	1.5%	49
Kidnapping	26	0.3%	0	0.0%	26
Larceny	956	9.6%	143	17.0%	1,099
Manslaughter	52	0.5%	10	1.2%	62
Murder	253	2.5%	11	1.3%	264
Prostitution	20	0.2%	73	8.7%	93
Sexual Assault	241	2.4%	0	0.0%	241
Robbery	718	7.2%	30	3.6%	748
Sex Other	73	0.7%	5	0.6%	78
Traffic Violation	474	4.8%	9	1.1%	483
Weapons	453	4.5%	6	0.7%	459
Others	271	2.7%	6	0.7%	277
Total	9,964	100.0%	843	100.0%	10,807

* Major Offense for Each Person

Statistical Data

**BY JURISDICTION, PERSONS COMMITTED TO THE DIVISION OF CORRECTION
WITH LIFE SENTENCES AND DEATH SENTENCES *
DURING FISCAL YEAR 2006**

Committing Jurisdiction	Life	Death	TOTAL
Baltimore City	13	0	13
Allegany	0	0	0
Anne Arundel	3	0	3
Baltimore County	9	0	9
Calvert	0	0	0
Caroline	0	0	0
Carroll	0	0	0
Cecil	0	0	0
Charles	1	0	1
Dorchester	0	0	0
Frederick	0	0	0
Garrett	0	0	0
Harford	3	0	3
Howard	1	0	1
Kent	1	0	1
Montgomery	6	0	6
Prince George's	8	0	8
Queen Anne's	1	0	1
Somerset	0	0	0
St. Mary's	2	0	2
Talbot	0	0	0
Washington	2	0	2
Wicomico	3	0	3
Worcester	0	0	0
OTHER STATES	0	0	0
TOTAL	53	0	53

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

**JURISDICTION FROM WHICH COMMITTED PERSONS WERE RECEIVED
FISCAL YEAR 2006**

Jurisdiction	Males Processed		Females Processed		Total
Baltimore City	6,447	64.7%	500	59.3%	6,947
Counties					
Allegany	54	0.5%	2	0.2%	56
Anne Arundel	263	2.6%	20	2.4%	283
Baltimore	814	8.2%	111	13.2%	925
Calvert	57	0.6%	5	0.6%	62
Caroline	32	0.3%	8	0.9%	40
Carroll	67	0.7%	3	0.4%	70
Cecil	106	1.1%	6	0.7%	112
Charles	234	2.3%	29	3.4%	263
Dorchester	57	0.6%	2	0.2%	59
Frederick	93	0.9%	12	1.4%	105
Garrett	9	0.1%	1	0.1%	10
Harford	257	2.6%	32	3.8%	289
Howard	72	0.7%	9	1.1%	81
Kent	38	0.4%	2	0.2%	40
Montgomery	199	2.0%	5	0.6%	204
Prince George's	457	4.6%	18	2.1%	475
Queen Anne's	39	0.4%	5	0.6%	44
Somerset	44	0.4%	4	0.5%	48
St. Mary's	90	0.9%	11	1.3%	101
Talbot	39	0.4%	4	0.5%	43
Washington	244	2.4%	38	4.5%	282
Wicomico	198	2.0%	13	1.5%	211
Worcester	52	0.5%	3	0.4%	55
Other	2	0.0%	0	0.0%	2
TOTAL	9,964	100.0%	843	100.0%	10,807

Statistical Data

INTAKES AND RELEASES FOR FISCAL YEAR 2006

Intakes	Total Monthly Average*	
Processed Commitments	10,807	901
Change in Jail Back-up	21	2
Returned from Parole	3,400	283
Returned from Escape	226	19
Returned from Mental Hospitals	4	0
Returned from Patuxent Institution	157	13
Other Intakes	49	4
TOTAL INTAKE	14,664	1,222
Releases	Total Monthly Average*	
Expiration	4,473	373
Mandatory	5,227	436
Paroles	2,323	194
Continued on parole / mandatory	1,925	160
Commutations	1	0
Court Order	375	31
Pardoned	0	0
To Patuxent Institution	99	8
To Mental Hospital	0	0
Deaths	59	5
Escapes	191	16
Other releases	184	15
TOTAL RELEASES	14,857	1,238

* Due to rounding, the sum of the individual averages doesn't necessarily equal the total average.

Operating Costs

Division of Correction Institutions	
<i>Item</i>	<i>Operating Costs</i>
General Fund	\$545,718,986
Special Fund	\$16,429,114
Federal Fund	\$7,319,663
Reimbursable	\$5,238,288

Division of Correction Headquarters	
<i>Item</i>	<i>Operating Costs</i>
General Fund	\$36,919,121
Special Fund	\$1,615,107
Federal Fund	\$598,506
Reimbursable	\$519,451



Department of Public Safety and Correctional Services

*Division of Correction
Annual Report ~ Fiscal Year 2006*

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Lt. Governor Michael S. Steele
Secretary Mary Ann Saar
Deputy Secretary Mary L. Livers, Ph.D.
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