

**MARYLAND COMMISSION  
ON  
CORRECTIONAL STANDARDS**

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**ANNUAL REPORT**



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

**Michael S. Steele**  
*Lt. Governor*

**Mary Ann Saar**  
*Secretary*

**G. Lawrence Franklin**  
*Deputy Secretary*

**Walter B. Ridley**  
*Chairman*

**Renard E. Brooks**  
*Executive Director*

**FISCAL YEAR 2004**



**STATE OF MARYLAND**

**DEPARTMENT OF PUBLIC SAFETY  
AND CORRECTIONAL SERVICE**

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## *EXECUTIVE SUMMARY*

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The Maryland Commission on Correctional Standards is an agency within the Department of Public Safety and Correctional Services with legal authority referenced in the Annotated Code of Maryland, Correctional Services Article, Sections 8-101 et seq. The Commission is empowered to develop and enforce minimum mandatory standards for all adult places of correctional confinement. In addition, the Commission provides technical assistance to these facilities. Some of the key events of fiscal year 2004 are noted below:

- \* Marie C. Henderson, the Commission Chairperson since its inception, passed away June 1, 2003. At the July 2003 Commission meeting the board voted unanimously to nominate Walter B. Ridley for appointment as Commission Chairperson. Mr. Ridley serves as a citizen member and brings a combination of adult and juvenile correctional experience to the position. Mr. Ridley has served as the Director and Deputy Director of the Department of Corrections – District of Columbia Government, Chair of the Board – District of Columbia Parole Board and Institutional Administrator of the District of Columbia’s Youth Facilities.
- \* Donald Jones, the Executive Director of the Commission, passed away on March 8, 2003. During fiscal year 2004 the Commission actively recruited to fill the Executive Director position. During the interim vacancy, Thomas Fitzgerald, Assistant Executive Director served as the Acting Executive Director. During this time, he managed the daily operations of the Commission and the auditing process, which provides oversight of Maryland’s adult places of correctional confinement and private home detention monitoring companies.
- \* On August 4, 2004, (fiscal year 2005) Renard Brooks was appointed as the Executive Director of the Maryland Commission on Correctional Standards. Mr. Brooks brings more than twenty-nine years of State service to his new position. Mr. Brooks joined the Maryland Department of Public Safety and Correctional Services in 1989 with the Division of Correction. Seeking a new career challenge, Mr. Brooks joined the Division of Pretrial Detention and Services, where he was the Director of Compliance for five years. Most recently, Mr. Brooks served as Deputy Director of the Criminal Justice Information Systems – Central Repository, a program within the Information Technology and Communications Division. Additionally, Mr. Brooks served three years as a Commission member of the Maryland Commission on Correctional Standards.
- \* The results of key objectives identified under the agency’s Managing for Results process continue to demonstrate encouraging progress. In fiscal year 2004, the agency continued to utilize outcome measures to evaluate the audit process and technical assistance provided. Ninety-two percent of the managing officials of audited facilities rated the audit process as good or better in terms of accuracy, usefulness and objectivity. A total of sixteen audits were conducted at adult places of correctional confinement. Additionally, there were two monitoring visits conducted at private home detention monitoring agencies to address corrected deficiencies. These audits represent a thirty-four percent decrease in the number of audits completed (24 – FY03 vs. 16 - FY04) over the previous fiscal year. This decrease was due in part, to limited staffing as a result of the hiring freeze and the extended illness of a staff member.

- \* Of the sixteen correctional facilities audited during fiscal year 2004, six were found to be in compliance with all of the standards, at the time of the audit. This compliance level represents a consistent average of facilities found in 100% compliance with the standards at the time of the audit compared with fiscal year 2003. This achievement continues to be the benchmark for correctional facilities in the State, and represents a commitment to the standards and the audit process by managing officials.
  
- \* Private home detention monitoring companies are audited on a two-year cycle. During fiscal year 2004, the agency conducted two monitoring visits to assess achievement of corrective actions cited on a full scale audit the previous fiscal year. Commission staff remains a resource to aid private home detention companies in achieving compliance with standards. There were a total of six licensed companies in Maryland during fiscal year 2004.
  
- \* The Duly Authorized Inspector (DAI) program continued to be of benefit to both the Commission and correctional facilities. This unique program remains a model for other correctional auditing agencies around the country. DAI's were re-certified in fiscal year 2004, bringing the total number of certified Duly Authorized Inspectors to 198.
  
- \* Commission staff provided training in a variety of areas that benefited both the agency and correctional facilities. The Acting Executive Director provided training in standards and the audit process through the Maryland Police and Correctional Training Commissions to mid-level managers and Division of Correction personnel through the Division's in-service supervisory training program. Staff received training through workshops and programs sponsored by the National Institute of Corrections, the Maryland Correctional Administrators Association, and Maryland Criminal Justice Association.
  
- \* Collaboration with regulatory agencies and criminal justice organizations continues to support the overall mission of the agency. Commission staff are members of the Maryland Criminal Justice Association and the Maryland Correctional Administrators Association. The Executive Director serves on the Executive Board of both organizations. The Acting Executive Director was actively involved in the National Jail Inspectors Association, a group operating under the auspices of the National Institute of Corrections addressing concerns of similar correctional facilities.

# *AUDIT RESULTS*

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The primary function of the Maryland Commission on Correctional Standards is to enforce, through regular on-site audits, the regulations for all adult places of confinement to determine levels of compliance. The eighth audit cycle continued for the first half of the reporting period, and concluded December 2003. The ninth audit cycle began January 2004. This is the fifth cycle in which Duly Authorized Inspectors (DAI's) participated with Commission staff. During the last two audit cycles, many correctional facilities achieved total compliance as a result of a commitment to view the inspection process as a management tool. Positive networking and communication between the Commission and correctional administrators contributes to achieving standards compliance. During this fiscal year, a few facilities achieved total compliance at the time of the audit. In FY 2004 there were sixteen complete audits performed of Adult Correctional Institutions (10 detention centers, 4 prisons and 2 community-based facilities).

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

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

Maryland House of Correction – Ronald Hutchinson, Warden – August 22, 2003  
Wicomico County Detention Center – Douglas Devenyns, Warden – September 16, 2003  
Queen Anne's County Detention Center – LaMonte Cooke, Director – October 7, 2003  
Maryland Correctional Institution for Women – Marsha Maloff, Warden – October 30, 2003  
Maryland Correctional Training Center – Michael Stouffer, Warden – October 30, 2003  
Maryland House of Correction – James Peguese, Warden – October 30, 2003  
Baltimore Central Booking and Intake Center – William Jednorski, Warden – October 30, 2003  
Prince George County Correctional Center – Barry Stanton, Director – November 4, 2003  
Allegany County Detention Center – David Goad, Sheriff – November 10, 2003  
Volunteers of America-Supervised Residential Center – James Shannon, Project Director – November 26, 2003  
Saint Mary's County Detention Center – David Zylak, Sheriff – December 9, 2003  
Dismas House East and West – Charles Muskauski – December 10, 2003  
Anne Arundel County Detention Facilities – Richard Baker, Superintendent – January 14, 2004  
Calvert County Detention Center – Robert Lusby, Jail Administrator – February 24, 2004  
Worcester County Jail – Ira Shockley, Warden – March 16, 2004  
Somerset County Detention Center – James Henderson, Warden – March 16, 2004  
Baltimore City Correctional Center – Thomas Passaro, Facility Administrator – April 30, 2004  
Montgomery County Pre-Release Center – Susan Wiant, Acting Administrator – June 3, 2004

## *MEETINGS OF THE COMMISSION*

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The Commission meets on a regular basis in locations throughout the state. The meetings are usually held at correctional facilities so that a tour can be provided for members. Attendance by administrators of facilities whose audit reports are being considered is encouraged. Members maintain detailed meeting minutes on file after formal approval. Over the past 23 years the Commission has met a total of 198 times. During this reporting period the Commission held meetings on four occasions at the following locations:

193 <sup>rd</sup> Meeting	July 2, 2003	Baltimore Pre-Release Unit for Women Baltimore, Maryland
194 <sup>th</sup> Meeting	October 30, 2003	Maryland Correctional Institution-Women Jessup, Maryland
195 <sup>th</sup> Meeting	December 4, 2003	Maryland Correctional Pre-Release System Headquarters – Jessup, Maryland
196 <sup>th</sup> Meeting	January 29, 2004	Maryland Correctional Pre-Release System Headquarters - Jessup, Maryland
197 <sup>th</sup> Meeting	March 4, 2004	Prince George’s County Correctional Training Center – Upper Marlboro, Maryland
198 <sup>th</sup> Meeting	May 27, 2004	Maryland Correctional Institution Jessup, Maryland

## *TECHNICAL ASSISTANCE*

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

The *Standards Manual* continues to provide a systematic approach to technical assistance. Each managing official subject to an audit has a copy of the manual to use as a reference guide. The manual contains the standards, compliance criteria and explanations, as well as other pertinent information to assist the reader in understanding the Commission's regulatory mandate. The Commission continues to view technical assistance as an important element to ensure sound management principles are utilized to achieve and maintain compliance with correctional standards. Providing this service has proven beneficial to all stakeholders.

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

## *ADVISORY BOARDS*

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

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

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

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

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

Most recently, the Boards and Committee members were instrumental in providing continuing support for the implementation of standards for private home detention monitoring agencies.

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

# ***DULY AUTHORIZED INSPECTOR CONCEPT***

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

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

The Commission Chairperson met with the members and staff to develop criteria and procedures to implement the recruitment process. During June and July 1991, the Commission developed a curriculum in conjunction with the Maryland Police and Correctional Training Commissions. In September 1991, the curriculum was approved for in-service training credit. At that time, an ad hoc committee comprised of the Commission Chairperson, members, and staff was developed to oversee the DAI Program. Two-day training sessions were conducted throughout Maryland. These sessions began in October 1991 at the Maryland Police and Correctional Training Commissions' Academy located in Woodstock. Additional sessions were held in Hagerstown and Salisbury. Training was conducted in 1992 in LaPlata and again in Woodstock. A total of 106 volunteers participated the course.

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

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

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

In December 1998, Commission staff implemented another series of training programs. In addition, a home-study course is sent to each seasoned DAI as a refresher to sharpen their auditing skills and for recertification. Training sessions have been conducted each year during the following months and locations: December 1998 at the Herman L. Toulson Correctional Boot Camp; March 1999 at the Baltimore Pre-Release Unit for Women; June 1999 at the Washington County Detention Center; January 2000 at the Eastern Pre-Release Unit; April 2001 at the Herman L. Toulson Boot Camp, June 2002 at the Prince George's County Correctional Center and November 2003 the Wicomico County Detention Center. These training sessions resulted in a larger number of inspectors assisting staff during audits. For this reporting period, the recertification of DAI's brought the total number of Duly Authorized Inspectors to 198.

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

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

# ***HISTORY OF STANDARDS DEVELOPMENT***

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

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

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

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

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

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

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

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

## ***ESTABLISHMENT OF THE COMMISSION***

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

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

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

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

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

# ***COMMISSION MEMBERSHIP***

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

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

## **CITIZEN MEMBERS**

Walter B. Ridley – Elected Chairperson (July 2003)

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

## **STATE CORRECTIONAL OFFICIALS**

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

Renard Brooks (March 2001 – April 2004)  
Deputy Director, Criminal Justice Information Systems

## **LOCAL CORRECTIONAL OFFICIALS**

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

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

**LOCAL ELECTED OFFICIAL**

Marvin Long (March 2001)  
Councilman, Wicomico County Council

**NATIONAL STANDARDS REPRESENTATIVE**

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

**EX-OFFICIO MEMBERS**

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

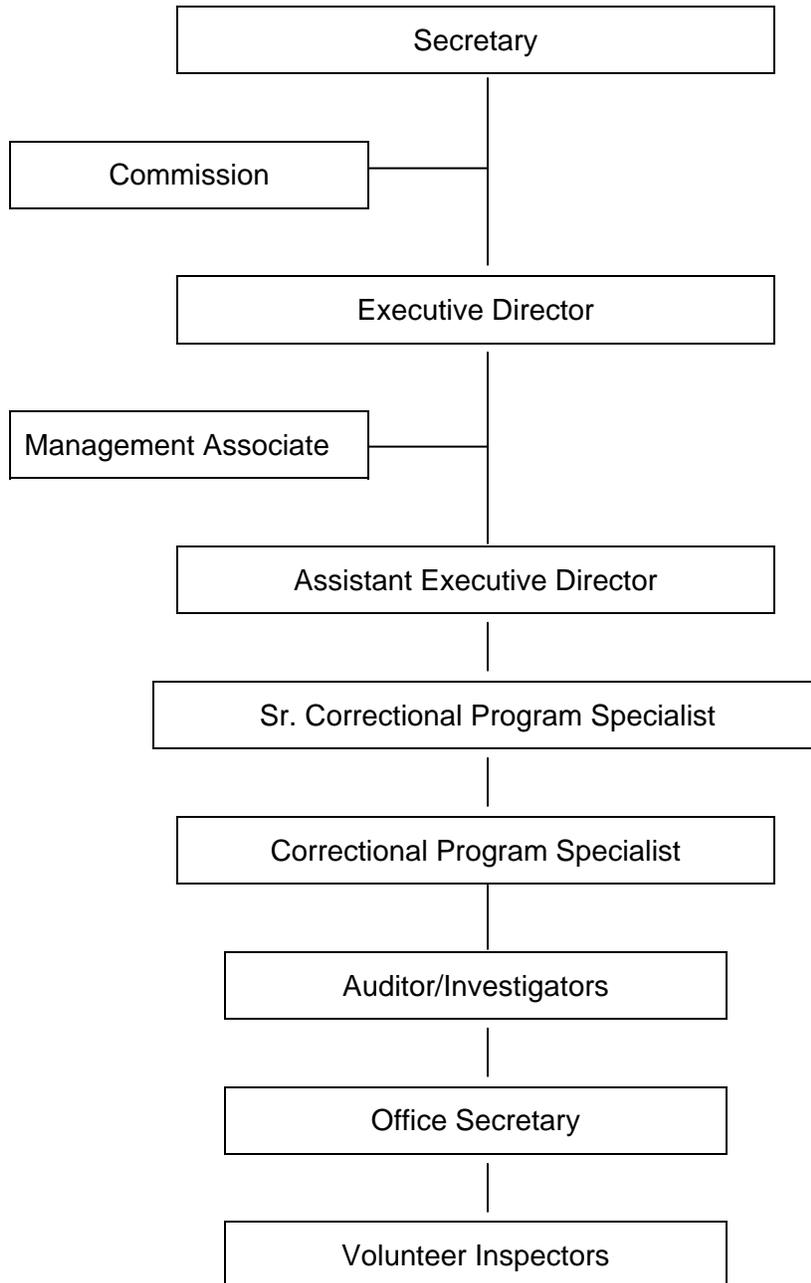
Boyd K. Rutherford, Secretary, Department of General Services  
(Represented by Joseph Pitruzzella, Project Manager )

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

# ORGANIZATIONAL CHART

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## MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



## ***AGENCY STAFF***

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Renard E. Brooks, Executive Director

Vacant, Assistant Executive Director

Ernestine C. DeVance, Senior Correctional Program Specialist

Patricia J. Briggs, Correctional Program Specialist

Nolan V. Rollins, Auditor/Investigator

Vacant, Auditor/Investigator

LaDonna Newman, Management Associate

Vacant, Office Secretary

### **STAFF OFFICES**

Suite 200, Sudbrook Station  
115 Sudbrook Lane  
Pikesville, Maryland 21208-3878  
(410) 585-3830  
(410) 318-6020 – facsimile

Website Address:

<http://www.dpccs.state.md.us/mccs>

The Executive Director is an appointed position selected by the Commission with the approval of the Secretary. The Assistant Executive Director position will be an appointed position effective fiscal year 2005 and the remaining agency positions are in the merit system.

# *MANAGING FOR RESULTS*

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The State of Maryland’s Managing for Results (MFR) is a strategic planning process that emphasizes achieving measurable results in State government that meet or exceed customer and stakeholder needs. This initiative is linked to the State budget process and strategies for efficient agency operations. As authorized under Title 8 of the Annotated Code of Maryland, the Correctional Services Article, the Maryland Commission on Correctional Standards (MCCS) develops standards and enforces regulations addressing: life, health, safety, and constitutional issues for the operation of Maryland’s prisons, detention centers, and community correctional centers. In 1998, the MCCS acquired regulatory and licensing authority over private home detention monitoring agencies. The Commission ensures adherence to requirements for both public adult correctional facilities and private home detention monitoring agencies through regular auditing and submission of formal reports of compliance

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

**Vision:** Developing and promoting standards for excellence

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

## **Key Objectives**

- Objective 1.1 By June 30, 2006, MCCS will ensure that all Department of Public Safety and Correctional Services (DPSCS) adult institutions, all local community correctional facilities, all local detention facilities, and all private home detention monitoring agencies will be audited within a new three-year time frame.
- Objective 1.2 By the end of fiscal year 2006, all places of adult correctional confinement will have implemented their Commission approved compliance plans, within six months from the date of approval.
- Objective 1.3 By end of fiscal year 2005, 100 percent of the managing officials<sup>1</sup> surveyed will rate the audit process as good or better in areas of accuracy, usefulness and objectivity.

## **Additional Measures**

	2003	2004	2005	2006
	Actual	Actual	Estimated	Estimated
Baseline Measures:				
Number of DPSCS operated prisons	18	18	19	19
Number of DPSCS operated pre-release units	13	13	13	13
Number of local community correctional facilities	4	4	4	4
Number of local detention centers	23	23	24	24
Number of private home detention monitoring agencies	6	7	8	8
Percent of facilities audited during the last three years audit cycle:				
DPSCS operated prisons	72%	100%	100%	100%
DPSCS operated pre-release units	85%	100%	100%	100%
Local community correctional facilities	100%	100%	100%	100%
Local detention centers	52%	91%	100%	100%
Private home detention agencies	100%	100%	100%	100%

# ***BUDGET REPORT***

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FISCAL YEAR 2004

BUDGET APPROPRIATION AND ACTUAL EXPENDITURES

	<u>2004 APPROPRIATION</u>	<u>2004 EXPENDITURES</u>
.01 Salaries and Wages	286,565	279,734
.02 Technical & Special	25,130	24,852
.03 Communication	2,526	2,973
.04 Travel	8,760	8,213
.06 Utilities	2,600	2,462
.07 Motor Vehicle Operational/Maintenance	150	69
.08 Contractual Services	7,620	6,429
.09 Supplies/Materials	3,700	1,913
.10 Equipment Replacement	0	0
.11 Equipment Additional	400	0
.13 Fixed Charges	23,429	22,962
TOTAL	360,880	349,607

# **ADVISORY BOARDS AND COMMITTEE MEMBERSHIPS**

## **TECHNICAL ASSISTANCE COMMITTEE**

July 2003 – June 2004

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

Executive Director, Co-Chairperson  
Maryland Commission on Correctional Standards  
Pikesville, Maryland 21208

## **MEMBERS**

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

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

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

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

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

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

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

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

**ADVISORY BOARD FOR  
ADULT CORRECTIONAL INSTITUTIONS**

July 2003 – June 2004

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

**MEMBERS**

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

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

Robert Kupec, Warden  
Eastern Correctional Institution  
30420 Revells Neck Road  
Westover, Maryland 21890

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

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

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

**ADVISORY BOARD FOR  
ADULT COMMUNITY CORRECTIONAL FACILITIES**

July 2003 – June 2004

Walter Ridley, Chairperson  
Fort Washington, Maryland 20744

**MEMBERS**

Charles Muskauski, Executive Director  
Dismas House, Inc.  
105 South Mount Street  
Baltimore, MD 21223

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

Marsha Maloff, Warden  
Maryland Correctional Institution - Women  
7943 Brockbridge Road  
Jessup, Maryland 20794

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

Margaret Chippendale, Facility Administrator  
Baltimore Pre-Release Unit for Women  
301 North Calverton Road  
Baltimore, Maryland 21223

Mitch Franks, Warden  
Maryland Correctional Pre-Release  
7930 Brockbridge Road  
Jessup, Maryland 20794

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

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

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

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

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

**ADVISORY BOARD FOR  
ADULT DETENTION CENTERS**

July 2003 – June 2004

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

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

**MEMBERS**

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

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

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

Robert Green, Warden  
Montgomery County Department of  
Correction and Rehabilitation  
51 Monroe Street, Suite 1100  
Rockville, Maryland 20850

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

## *FORMER COMMISSION MEMBERS*

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

- Founding Member

Sterling E. Bollinger, Sr.  
County Commissioner  
Frederick County

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

Paul J. Davis, Warden  
Baltimore City Jail

Elmanus Herndon, Deputy Commissioner  
Division of Correction

\*David M. Doxzen  
Frederick County Jail Administrator

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

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

\*Constance Lieder, Secretary  
Department of State Planning

\*Louis Hyatt, Citizen  
Co-Chairperson

Frank Mazzone, Assistant Commissioner  
Division of Correction

Mark A. Levine, Undersheriff  
Baltimore County

John W. O'Rourke, Councilperson  
Baltimore County Council

\*Calvin A. Lightfoot, Warden  
Baltimore City Jail

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

J. Max Millstone, Secretary  
Department of General Services

Michael Ruggio, Citizen

Ralph Packard, Superintendent  
Patuxent Institution

Earl F. Seboda, Secretary  
Department of General Services

W. Hardy Rauch, Director  
Correctional Standards  
American Correctional Association

John Stotler, County Commissioner  
Allegany County

\*Stephen H. Sachs, Attorney General  
State of Maryland

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

Richard Singleton, Warden  
Maryland House of Correction

John Brown, Warden  
Maryland Correctional Institution –  
Hagerstown

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

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Jack F. DeWitt, Sheriff  
Cecil County

Jeffrey Washington, Administrator  
American Correctional Association

Melanie C. Pereira, Deputy Commissioner  
Division of Correction

Charles McDevitt, Director  
Charles County Detention Center

Archie Gee, Warden  
Patuxent Institution

Christine Powers, Administrator  
American Correctional Association

Gene Lynch, Secretary  
Department of General Services

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

Jack Kavanaugh, Assistant Commissioner  
Division of Correction

Florence C. Welch, Citizen  
Co-Chairperson

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

John A. Bone, Administrator  
Allegany County Jail

Frank Ward, III  
Citizen Member

Clarence Hawkins, President  
Kent County Commissioners

John Welch, Director  
Wicomico County Detention Center

Michael Shannon, Administrator  
American Correctional Association

Frederick Puddester, Secretary  
Department of Budget and Management

Charles L. Benton  
Department of Budget and Fiscal Planning

T. Eloise Foster, Secretary  
Department of Budget and Management

