



***MARYLAND COMMISSION ON
CORRECTIONAL STANDARDS***

2009 ANNUAL REPORT

**Martin O'Malley, Governor
Anthony G. Brown, Lt. Governor
Gary D. Maynard, Secretary
Walter B. Ridley, Chairman
Gina Clay, Acting Executive Director**

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EXECUTIVE SUMMARY

The Maryland Commission on Correctional Standards is an agency within the Department of Public Safety and Correctional Services with legal authority referenced in the Annotated Code of Maryland, Correctional Services Article, Section §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 2009 are noted below.

- * The Maryland Commission on Correctional Standards remains focused on its mission of encouraging correctional administrators to utilize sound management principles and practices to maintain efficient operations. During FY09, the Commission continued its tenth audit cycle of conducting high quality compliance audits for all places of adult confinement and private home detention monitoring agencies.
- * The results of key objectives identified under the agency's Managing for Results process continue to demonstrate encouraging progress. In FY09, the agency continued to utilize outcome measures to evaluate the audit process and technical assistance provided. A total of 18 audits were conducted at adult places of correctional confinement and two audits were conducted at private home detention monitoring agencies. The Commission continued to utilize the senior staff members to act as Audit Team Leaders, while continuing to solicit the volunteer services of the Duly Authorized Inspectors to participate in the completion of standards audits. Ninety-four percent of the managing officials of audited facilities rated the audit process as good or better in terms of accuracy, helpfulness and objectivity.
- * Of the eighteen correctional facilities audited during FY09, no facilities were found to be in compliance with all of the minimum standards for places of adult confinement at the time of the audit. The Recognition of Achievement award was awarded to fifteen adult places of confinement for 100% compliance upon completion of the monitoring process. 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. FY09 began a new auditing cycle with two of the four home detention monitoring agencies receiving a full scale compliance audit. One agency received 100% compliance at the time of the initial audit. Commission staff continues to remain a resource to aid private home detention companies in achieving compliance with standards. During FY09, there were a total of four licensed companies in Maryland.

- * The Duly Authorized Inspector program continues to be a vital part of the Commission's success. This unique program remains a model for other correctional auditing agencies around the country. In FY09, the Commission began using recently trained DAI's on audits. The recently trained DAI's were able to attend audits and assist the Commission with findings. The DAI's either worked with Commission staff or experienced DAI's. Additionally, the newly trained DAI's will be able to assist their facilities in preparation for future MCCS audits and to aid with achieving the highest level of compliance with a greater understanding of the audit process. The DAI's will also enhance facility procedures and provide additional tools to conduct in-house audits to assess compliance before the Commission conducts its initial audits. The Commission continues to receive tremendous support from both State and local managing officials for the DAI program which demonstrates the value in utilizing correctional standards as a management tool.

- * Commission staff continues to provide training in a variety of areas that benefit both the agency and correctional facilities. In November 2008, the Acting Executive Director provided training for Correctional Medical Services (CMS) in standards and the audit process in November 2008. CMS is the contracted medical provider within the Division of Correction, Pre-Trial Detention and Services and Patuxent Institution. The training was held for a variety of Health Service Administrators that represent all regions of the Maryland. The Commission strives to provide a variety of technical assistance training opportunities for correctional staff and contracted entities. This training was designed to assist contracted medical staff in understanding correctional medical standards and how they relate to providing medical services in a correctional environment. The Commission staff continues to receive training through workshops and programs sponsored by the National Institute of Corrections, the Maryland Correctional Administrators' Association, Maryland Criminal Justice Association and the American Correctional Association.

- * During FY09, the Commission staff finalized the Board of Nursing partnership to enhance standards compliance. The collaboration with the Board of Nursing assisted with the development of a Delegating Nurse Manager training program specifically designed for Registered Nurses (RN) which practice in a correctional setting. Upon completion of the program, the delegating nurse manager will be qualified to train facility staff to become Certified Medication Technicians (CMT), to dispense medication under supervision. This initiative will provide a great benefit to smaller detention centers which do not maintain twenty-four hour medical staffing.

- Collaboration with regulatory agencies and criminal justice organizations continues to support and the overall mission of the agency. Commission staff actively participates in the Maryland Correctional Administrators' Association (MCAA), the Maryland Criminal Justice Association (MCJA) and the American Correctional Association (ACA). The MCCS Acting Executive Director serves on the Executive Board of the MCAA. The Acting Executive Director is also actively involved in the National Jail Inspectors Association, a group operating under the auspices of the National Institute of Corrections addressing concerns of detention centers throughout the country.

- The MCCS Senior Correctional Program Specialist attended the DPSCS Leadership Institute Spring 2009 Cohort's intensive 6 day program that is designed to provide middle and senior level leaders with the necessary knowledge, skills and attitudes to be highly successful in their leadership positions. The training focused on the development of leader competencies through extensive self-assessment, self-reflection, group discussions, small group activities and peer coaching. The training is essential to ensuring the maintenance of consistent training and will give current staff appropriate supervision. The Acting Executive Director participated in the Executive Dialogue session that was part of the graduation ceremony. The session consisted of a panel of DPSCS leaders, including the Secretary. A brief overview of careers in corrections was discussed and answers to questions followed. This session was an opportunity to show strong support by leadership for the work the participants have done.

- The Acting Executive Director gave a presentation the Environmental Compliance Safety Officers (ECSO). The Maryland Division of Correction and the Division of Pre-Trial Detention and Services along with the Patuxent Institution were involved. Also, several Audit Coordinators attended. The purpose of the presentation was to assist with identifying the Fire Safety Standards and assist all facilities with achieving 100% compliance with the standards.

AUDIT RESULTS

The primary function of the Maryland Commission on Correctional Standards is to enforce, through regular on-site audits, the regulations for all adult places of confinement to determine levels of compliance. The eleventh audit cycle began July 2007. During the last audit cycle, 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. In FY09, there were eighteen complete audits performed of Adult Correctional Facilities (6 detention centers, 8 prisons, 3 pre-release units, and 1 community-based facility).

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

The following adult places of correctional confinement received the Recognition of Achievement Award during FY09.

July 31, 2008 - Maryland Correctional Training Center - D. Kenneth Horning, Warden
September 25, 2008 - Frederick County Detention Center - Lieutenant Colonel Steven Rau, Warden
September 25, 2008 - Jessup Correctional Institution - John Wolfe, Warden
September 25, 2008 - Prince George's County Correctional Facility - Mary Lou McDonough, Interim Director
September 29, 2008 - Caroline County Detention Center - Charles L. Andrew, Warden
November 20, 2008 - Central Laundry Facility - Kathy Landerkin, Facility Administrator
November 20, 2008 - Maryland Correctional Institution - Jessup – Carolyn Atkins, Warden
January 29, 2009 - Eastern Pre-Release Unit - William Blackiston, Facility Administrator
January 29, 2009 - Somerset County Detention Center - Robert Purnell, Jr., Warden
February 18, 2009 - Baltimore City Detention Center - Otis Merritt, Warden
March 26, 2009 - Dorchester County Detention Center - Don Satterfield, Warden
March 26, 2009 - Patuxent Institution - Patricia Goins-Johnson, Warden
March 26, 2009 - Patuxent Re-Entry Facility - Patricia Goins-Johnson, Warden
March 26, 2009 - Southern Maryland Pre-Release Unit - David Towers, Facility Administrator
May 28, 2009 - Baltimore Pre-Release Unit - Suzanne Fisher, Facility Administrator

MEETINGS OF THE COMMISSION

The Commission meets on a regular basis in locations throughout the state. The meetings usually are held at correctional facilities, so that a tour can be provided for members. 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 28 years, the Commission has met a total of 230 times. During this reporting period, the Commission held meetings on six occasions at the following locations:

225 th Commission Meeting	July 31, 2008	Maryland Correctional Institution-Jessup Jessup, Maryland
226 th Commission Meeting	September 25, 2008	Brockbridge Correctional Facility Jessup, Maryland
227 th Commission Meeting	November 20, 2008	Patuxent Institution Jessup, Maryland
228 th Commission Meeting	January 29, 2009	Ordnance Road Correctional Center Glen Burnie, Maryland
229 th Commission Meeting	March 26, 2009	Brockbridge Correctional Facility Jessup, Maryland
230 th Commission Meeting	May 28, 2009	Maryland Correctional Institution for Women Jessup, Maryland

TECHNICAL ASSISTANCE

The Commission provides technical assistance to agencies to aid them in attaining compliance with the standards. The Commission utilizes a “customer friendly” approach to providing technical assistance which can take 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 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* is designed to provide a systematic approach to technical assistance in relation to the audit process. 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 a significant aspect to ensure sound management principles are utilized to achieve and maintain compliance with correctional standards. Providing this service has proven be beneficial to all stakeholders.

A *Standards Manual* for private home detention monitoring agencies is distributed to assist licensees in complying with the regulations affecting them. In the period covered by this report, one on-site monitoring visit was conducted as a means to provide technical assistance and enhance compliance. The sixth cycle of Private Home Detention Agency audits occurred during the spring of 2009. During each audit, technical assistance, as necessary, will be provided to each agency to assist them in developing a compliance action plan.

ADVISORY BOARDS

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

ADULT DETENTION CENTERS

ADULT CORRECTIONAL INSTITUTIONS

ADULT COMMUNITY CORRECTIONAL FACILITIES

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

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

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

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

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

DULY AUTHORIZED INSPECTOR CONCEPT

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

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

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

The initial use of DAI's began in December 1991. Each audit has two or more volunteers under the supervision of a Commission staff member designated by the Audit Team Leader. In addition, the administrator of each facility audited and the DAI's critiques the process and forwards 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 DAI Program. In response, the staff recruited statewide for nominees to attend new training sessions. Approximately 100 nominations were received from local, state, and private correctional administrators, doubling the size of the pool of volunteers available to assist the staff in meeting the Commission's mandate. The training course was reduced from two days to one day to limit the cost impact to correctional administrators. To offset the reduction in course hours, the training curriculum was made more task oriented. A new testing instrument was developed to improve

the nominees' understanding of the standards and audit process. Training seminars were held at the Calvert County Treatment Facility on September 1, 1995; Howard County Detention Center on September 29, 1995; Wicomico County Detention Center on October 15, 1995; Washington County Detention Center on October 30, 1995; and the Herman L. Toulson Correctional Boot Camp on December 15, 1995.

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

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

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

HISTORY OF STANDARDS DEVELOPMENT

In 1980, the Maryland General Assembly acknowledged the critical need for professional correctional standards. The Minimum Jail and Lockup Standards in use during this 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. They addressed 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, §20-101, et seq). The law required the Secretary of Public Safety and Correctional Services to establish regulations and licensing procedures for private home detention companies by July 1, 1999. The Secretary asked the Commission to develop standards applicable to the operation of these companies. On August 6, 1998, the first in a series of meetings was convened by the Commission Chair with Commission staff and company principals in attendance. In January 1999, the Commission's Technical Assistance and Advisory Boards assembled to review and comment on a draft of the standards document. Taking into account the many comments made, the Commission took final action on the Standards at its meeting in March 1999, and formally recommended them to the Secretary. The Secretary approved and adopted these standards, and they became effective as emergency regulations in July 1999. These emergency regulations were modified to incorporate revisions to the Correctional Services Article of the Annotated Code of Maryland and became effective under COMAR 12.11.10 on August 5, 2000.

ESTABLISHMENT OF THE COMMISSION

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

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

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

The 1980 Session of the General Assembly passed an act establishing the Commission on Correctional Standards. This is codified in the Correctional Services Article, Title 8, Subtitle 8-101 seq., Annotated Code of Maryland. Its salient provisions require the Commission to:

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

COMMISSION MEMBERSHIP

The twelve-member Commission includes nine persons appointed by the Governor with the advice and consent of the Senate. They serve terms of three years. The statute requires members to be appointed as follows: two citizens; two state correctional officials; two local correctional officials; an elected official from a local governing body, a member with medical and/or mental health credentials 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)
Delores Alexander (July 2005)

STATE CORRECTIONAL OFFICIALS

Howard Ray (March 2006)
Commissioner, Division of Pretrial Detention and Services

J. Michael Stouffer (May 2008)
Commissioner, Division of Correction

LOCAL CORRECTIONAL OFFICIALS

Milton Crump, Elected (January 2008)
Director, Calvert County Department of Corrections

Robert Green (December 2007)
Warden, Montgomery County Correctional Facility
Department of Correction and Rehabilitation

MEDICAL/MENTAL HEALTH PROFESSIONAL

Maria Elmo, M.D. (May 2007)

LOCAL ELECTED OFFICIAL

Sheree Sample-Hughes (September 2007)
Councilwoman, Wicomico County Council

NATIONAL STANDARDS REPRESENTATIVE

Jeffrey Washington (October 2007)
Director of Standards and Accreditation
American Correctional Association

EX-OFFICIO MEMBERS

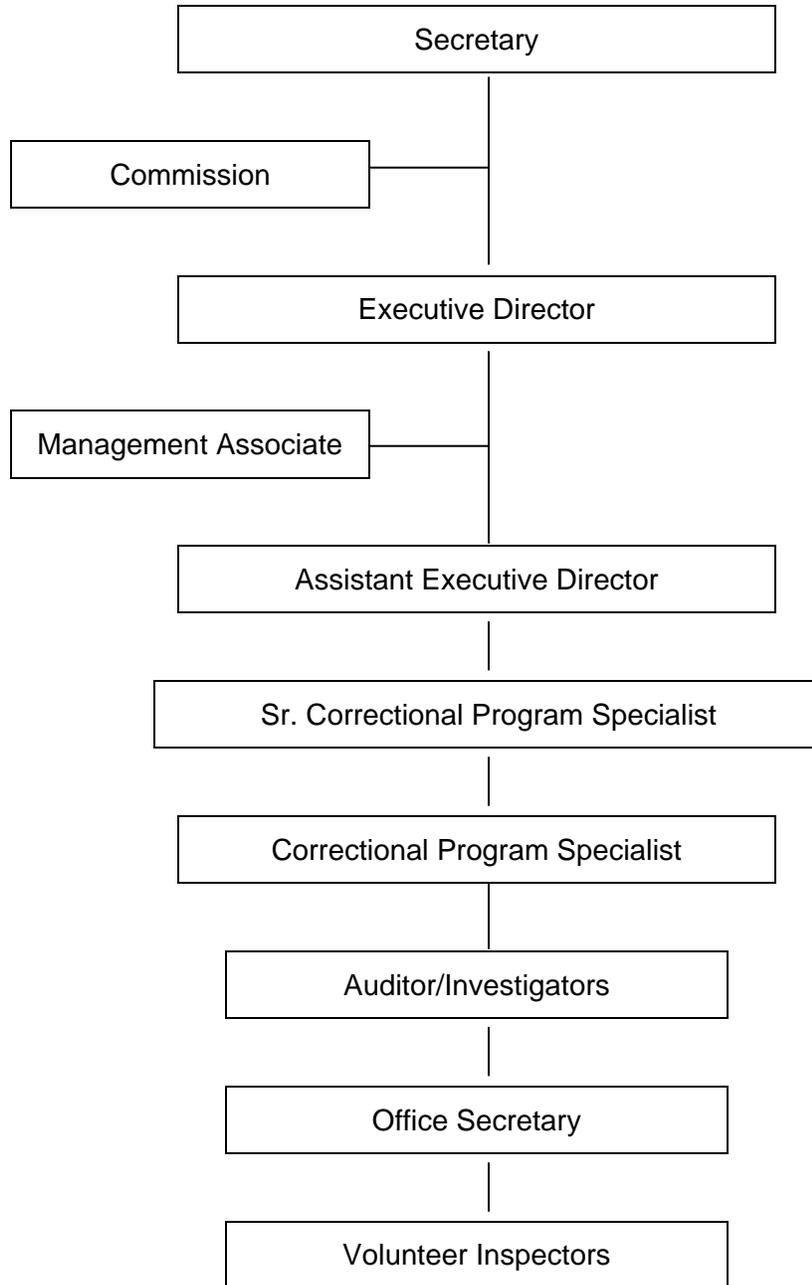
Douglas F. Gansler., Attorney General, State of Maryland
(Represented by Diane Bustos, Assistant Attorney General)

Alvin Collins, Secretary, Department of General Services
(Vacant)

T. Eloise Foster, Secretary, Department of Budget and Management
(Represented by Sean Egan, Budget Analyst)

ORGANIZATIONAL CHART

MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



AGENCY STAFF

Gina Clay, Acting Executive Director

Vacant, Assistant Executive Director

Veronica Moore, Senior Correctional Program Specialist

Trent Washington, Correctional Program Specialist

Marquita N. Garnes Auditor/Investigator

Alphonzo Livingston, Auditor/Investigator

LaDonna Newman, Management Associate

Vacant, Office Secretary

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

MANAGING FOR RESULTS

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

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

Vision: Developing and promoting standards for excellence

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

Key Objectives

Objective 1.1 By June 30, 2006 and thereafter, MCCS will ensure that all DPSCS adult institutions, all local community correctional facilities, all local detention facilities, and all private home detention monitoring agencies will be audited within a new three-year time frame.

Objective 1.2 By the end of fiscal year 2006 and thereafter, all places of adult correctional confinement will have implemented their Commission approved compliance plans, within six months from the date of approval.

Additional Measures

	2007	2008	2009	2010
Baseline Measures:	Actual	Actual	Actual	Estimated
Number of DPSCS operated prisons	17	18	18	17
Number of DPSCS operated pre-release units	13	13	13	10
Number of local community correctional facilities	4	4	4	3
Number of local detention centers	25	25	25	25
Number of private home detention monitoring agencies	4	4	4	4
Percent of facilities audited during the last three years audit cycle:				
DPSCS operated prisons	100%	100%	98%	100%
DPSCS operated pre-release units	100%	100%	100%	100%
Local community correctional facilities	100%	100%	100%	100%
Local detention centers	75%	100%	100%	100%
Private home detention agencies	100%	100%	100%	100%

BUDGET REPORT

FISCAL YEAR 2009

BUDGET APPROPRIATION AND ACTUAL EXPENDITURES

	<u>2009 APPROPRIATION</u>	<u>2009 EXPENDITURES</u>
.01 Salaries and Wages	317,014	316,679
.02 Technical & Special	38,318	36,342
.03 Communication	3,317	3,941
.04 Travel	22,950	22,651
.06 Utilities	2,465	4,092
.07 Motor Vehicle Operational/Maintenance	150	758
.08 Contractual Services	6,050	4,425
.09 Supplies/Materials	3,100	3,796
.10 Equipment Replacement	0	153
.11 Equipment Additional	0	0
.13 Fixed Charges	26,082	26,609
TOTAL	419,446	419,446

ADVISORY BOARDS AND COMMITTEE MEMBERSHIPS

TECHNICAL ASSISTANCE COMMITTEE

Walter B. Ridley, Chairperson
WBGR, Inc.
Fort Washington, Maryland 20744
Gina Clay
Acting Executive Director, Co-Chairperson
Maryland Commission on Correctional Standards
Baltimore, Maryland 21215

MEMBERS

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

Keith Goddard
Commissioner of Labor & Industry
Department of Labor, Licensing
and Regulation
1100 North Eutaw Street
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The positions noted are those held by the Members at their time of service to the Commission.

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Department of Public Safety
and Correctional Services

*Constance Lieder, Secretary
Department of State Planning

Frank Mazzone, Assistant Commissioner
Division of Correction

*Louis Hyatt, Citizen
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Mark A. Levine, Undersheriff
Baltimore County

John W. O'Rourke, Councilperson
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*Calvin A. Lightfoot, Warden
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*Patricia L. Quann, Superintendent
Maryland Reception, Diagnostic and
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Michael Ruggio, Citizen

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W. Hardy Rauch, Director
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John Stotler, County Commissioner
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*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

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Association

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Clarence Hawkins, President
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Christine Powers, Administrator
American Correctional Association

Michael Shannon, Administrator
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