

# Department of Corrections



## Annual Report

2008

Howard County  
Department of Corrections

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## A Message from the County Executive

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Dear Fellow Citizens of Howard County:

I am pleased to present the Howard County Department of Corrections' 2008 Annual Report. This report documents the activities and highlights new initiatives of the Department of Corrections.

The Department of Corrections is responsible for the operation of the Howard County Detention Center and the Central Booking Facility and is charged with providing a safe and humane environment to those incarcerated. This is accomplished by good security and control of the inmates, meaningful treatment programs and assisting inmates with the reintegration back into the community.

The staff of the Department of Corrections and partnering agencies are dedicated professionals who, along with many committed volunteers, make the Department one of the best correctional agencies in the State of Maryland.

Sincerely,



Ken Ulman  
County Executive

## A Letter from the Director

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Dear Citizens:

The 2008 annual report is intended to show the many facets of the Department of Corrections operations. The highlight section of this report is of note because it focuses on the new efforts that were achieved in 2008. Of particular note is the addition of enhanced security equipment, wellness checks, departmental website, and automated telephone system.

The Howard County Detention Center and Central Booking Facility continue to be recognized as outstanding facilities due to the dedicated staff, volunteers, and other state and county agencies that augment Department services.

I wish to express my appreciation to everyone who has helped us to reach our goals of providing and maintaining a high level of security to protect the community and the inmate and at the same time, a balanced treatment program to assist the inmate when he or she is released back into the community after completing his/her sentence.

Sincerely,



Jack Kavanagh, Director  
Department of Corrections

## Mission Statement

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The mission of the Department of Corrections is to protect the citizens of Howard County by providing a secure facility for legally confined persons; to provide for the safety of inmates and staff while maintaining a humane living and working environment; to provide a range of inmate services through medical and treatment programs; and to comply with all State of Maryland mandated standards.

## Historical Overview

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Howard County's original jail, in Ellicott City, opened in 1878. The Emory Street Jail was built to accommodate 12 inmates. In 1975, the Division of Corrections was established under former County Executive Edward Cochran. Gerald H. McClellan was appointed as the division's first Director of Corrections. Several years later, the Division of Corrections was established as a Department.

Due to overcrowding conditions and an antiquated facility, the Department of Corrections sought and received funding for the construction of a new Detention Center. The Howard County Detention Center, in Jessup, opened in 1983 with a rated capacity of 108 inmates and actually housed 63 inmates at opening; within five years, the inmate population had greatly exceeded its rated capacity. The Department of Corrections again sought and obtained funding for the expansion of the Detention Center. The expansion was completed in 1994 with a rated capacity of 361 inmates.

Construction began in 2003 to move the booking facility from the southern district police station to the Howard County Department of Corrections. On March 28, 2005 the Central Booking Facility opened at the Howard County Department of Corrections. The Central Booking Facility is responsible for the processing of all incoming adult arrestees and juvenile arrestees waived to adult jurisdiction in Howard County from various police agencies. Eighteen positions were added with the opening of the Central Booking Facility. Additionally, the District Court Commissioner's Office was opened on the site.



*Emory Street Jail*

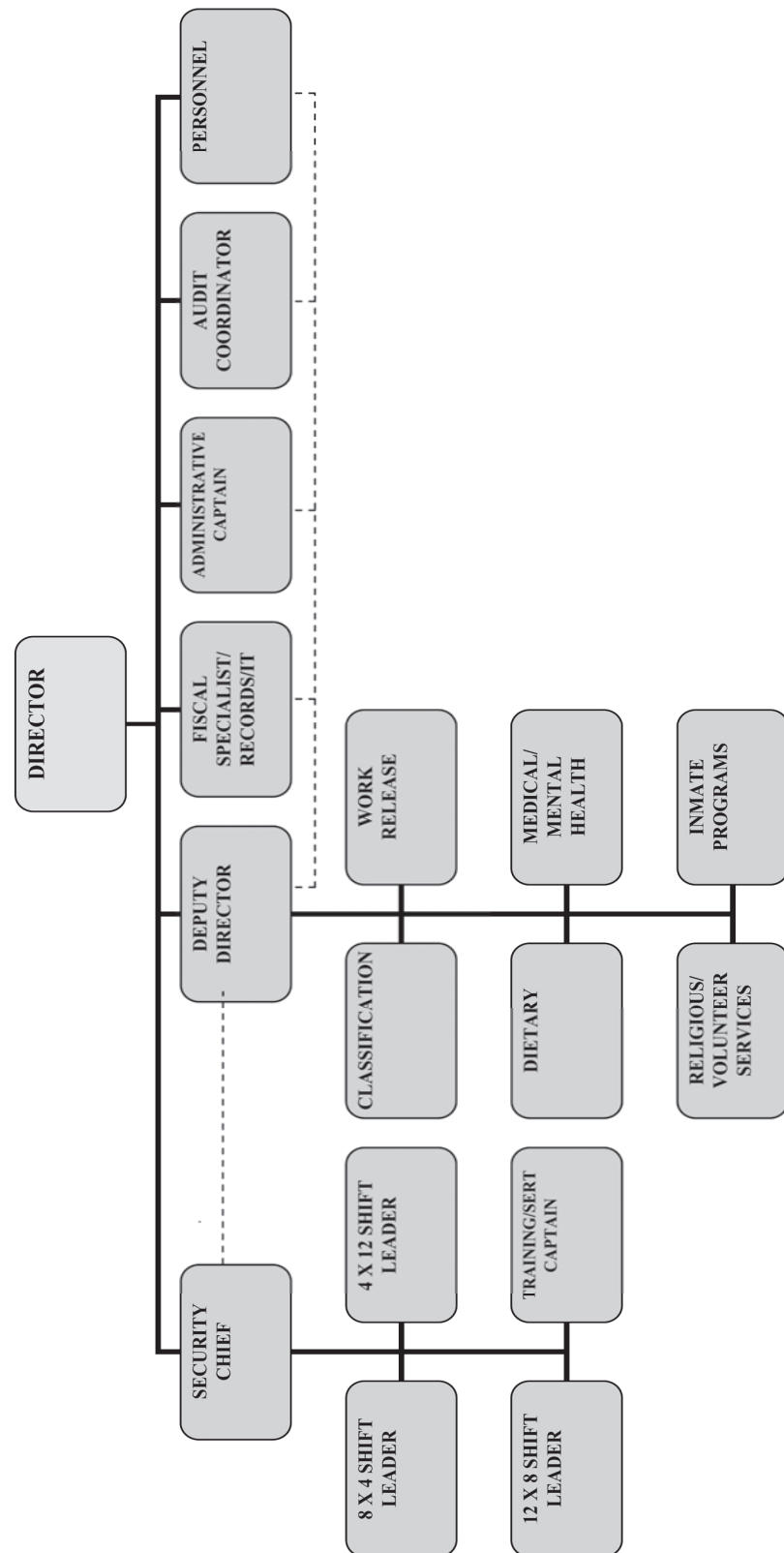


*Howard County Detention Center*



*Central Booking Facility*

# Organizational Chart



# 2008 Highlights

## New Director and Deputy Director

With the retirement of Melanie C. Pereira on December 31, 2007, Deputy Director Jack Kavanagh was appointed Director and Program Supervisor Patricia Schupple was appointed Deputy Director in March 2008.

## Security Chief

The vacant program supervisor position was revised to security chief and training captain Robert Baldwin was promoted in August 2008.

## Enhanced Security Equipment

A transition in weapons was made to enhance the public's and employee's safety and security. This change was made at minimal cost to the Department. A Stun Cuff was purchased as a non-lethal form of force and has already proven to be an effective and safe deterrent. Also purchased was a video microphone, which allows staff who wear the mics to be able to take digital photographs and video of events that occur. Robert Baldwin, at the time Training Captain, was awarded third place in the great idea category in the county's employee recognition awards for his work in the above initiatives.

## Wellness Checks

Wellness checks were initiated by correctional and mental health staff on a weekly basis to address the mental health needs of our at risk inmates in restricted status.

## Team Management

Team Management is a correctional management approach where custody, program, and medical staff communicate and collaborate on ways to better serve the needs of the inmate population; emphasis is placed on having inmates routinely comply with rules and policies; for unit officers to address inmate issues at the lowest level; for the units to maintain a high level of cleanliness; and for the officers to establish ownership of their assigned post.

## Department Website/Visitor Waiting Information Monitor/Automated Telephone System

A department website, visitor waiting information monitor, and an automated telephone system were established to provide basic information on visiting hours, directions, approved items for packages, bond/commitment information, correspondence, and commissary services. These features have greatly enhanced information for inmate family and friends and the general public.

## ICE Audit

Immigration and Customs Enforcement (ICE) conducted its sixth annual review of the Department. Federal contractors reviewed and evaluated the conditions of confinement for ICE detainees. The results of the audit were positive, reinforcing the operations of the Department and providing valuable technical assistance.

## HCC Intern

The Department developed, implemented and coordinated a three credit intern program with the cooperation and approval of Howard Community College's (HCC) Criminal Justice Department.

## Hendricks Hall

The East Wing of the Detention Center was renamed Hendricks Hall on May 6, 2008. This is in honor of former Department of Corrections employee Michael Hendricks who was employed with the Department from April 1983 to August 2006. His name became synonymous with the work release program in Howard County. It is because of his commitment and dedication that the work release housing unit is renamed Hendricks Hall.

## Men's Adult Literacy and Parenting Program

In September the Detention Center partnered with Howard Community College to offer a pilot, literacy and parenting program for men. The program was offered two days a week and there were five men who participated.

## Perfect Attendance

23 Employees achieved perfect attendance for 2008. This means that the percentage of employees with perfect attendance was 16%. The Department is proud of the professionalism and dedication of its staff.

# Administration

## Office of The Director

Jack Kavanagh joined the Department of Corrections as Deputy Director in January 2003 and was appointed Director in March 2008. Prior to his employment with Howard County, Mr. Kavanagh worked for the Maryland Division of Correction for 24 years where he served as a Deputy Commissioner, Assistant Commissioner, and Warden at the Maryland Correctional Adjustment Center.



Jack Kavanagh, Director

The Director's Office is responsible for the management, supervision and operation of the Detention Center and the Central Booking Facility. This includes departmental budget preparation, procurement, and fiscal management, compliance with Maryland State Correctional Standards, development of Policies and Procedures, Internal Investigations, In-Service Training Programs, facility maintenance, the custody of inmates and the security of the facility. The Deputy Director and Security Chief assist the Director.

## Deputy Director

Patricia Schupple joined the Department of Corrections in June 2004 as Program Supervisor and was appointed Deputy Director in March 2008. Prior to her employment with Howard County, Ms. Schupple worked for the Maryland Division



Patricia Schupple, Deputy Director

of Correction where she served as a Deputy Commissioner, Assistant Commissioner, and Warden at the Maryland Correctional Institution for Women.

The Deputy Director's responsibilities include Classification, Community Programs, Dietary, Addiction Services, Medical and Mental Health Services, Educational Services, Religious, and Volunteer Programs, Policies and Procedures, and Standards.

## Security Chief

Robert Baldwin was promoted from the Department's Training Captain to Security Chief in August 2008 and has been employed with Howard County since June 1989.



Robert Baldwin, Security Chief

As Security Chief, Mr. Baldwin is responsible for maintaining the overall security and control of the Detention Center and the Booking Facility, ensuring safe and secure facilities for inmates, staff and visitors. His areas of responsibility include Security and Control, Weekender Program, Urinalysis Drug Testing, Training, and Honor Guard.

## Audit Compliance and Inmate Grievance Office

The Audit Compliance Officer is responsible for monitoring compliance with various required state and national standards, as well as coordinating internal audits from time-to-time. In addition this position serves as the department's Inmate Grievance Coordinator. The Inmate Grievance program is intended for use by the inmate population to resolve problems and concerns at the lowest level

possible and to ensure that the inmates have unfettered communication with mid- and upper-level managers and administrators. During 2008, 163 inmate grievances were processed.

## Administrative Records and Budget Section

Employees of the Administrative Records

Section prepare the department's operating budget, monitor expenditures, procure and remit payment for all purchases necessary to operate the Department, collect revenues, maintain inmate work release accounting, collect and monitor weekender lodging fees, compute inmate release dates, maintain inactive inmate records, and administer the computer network and the automated corrections management system.



Back Row: Dorothy McClellan, Cheryl Benfer, David Metz, Payton Branson  
Front Row: Niccole Branch, Diana Pettit, Beverly Dimler

The approved fiscal year 2009 Department of Corrections operating budget is \$13,189,283. It is anticipated that the Detention Center will generate approximately \$2,588,500 in revenues during fiscal year 2009 as follows:

Boarding of BICE detainees . . . . .	\$850,000
Boarding of U.S Marshal detainees . . . . .	\$425,000
HB474 - State Reimbursement for Locally Sentenced Inmates . . . . .	\$950,000
State Reimbursement for State Sentenced Inmates . . . . .	\$100,000
Work Release Fee . . . . .	\$75,000
Weekender Fee . . . . .	\$25,000
Inmate Medical Fee . . . . .	\$3,500

Commissary/Vending Commissions . . . . .	\$60,000
Telephone Commissions . . . . .	\$100,000

## •Records

Responsibilities in the Records area of this section include calculating the release date for all sentenced inmates ensuring that all eligible confinement and court credits are applied, maintaining in-active inmate base files, conducting court ordered expungements, and disseminating information to various law enforcement agencies, courts, attorneys, other correctional facilities, criminal justice agencies, and the general public.

## •Information Systems

Information Systems is responsible for maintaining, supporting and coordinating all computer related operations for the Detention Center and the Central Booking Facility. This includes managing the Jail Management System, systems administration for several databases being utilized by the Detention Center, maintaining and installing all software and hardware, installing and monitoring the performance of network servers located in the Department and providing staff with necessary training.

## Staffing

During 2008, the Howard County Department of Corrections maintained a staffing level of 144 employees:

3	Administration
128	Uniformed Security Staff
7	Administrative Support
3	Classification
3	Community Programs

## Central Booking Facility

The Department opened the Central Booking Facility in March 2005. At that time, the responsibility for booking arrestees transferred from the Police Department to the Department of Corrections.

The Central Booking Facility is responsible for the processing of all incoming adult arrestees and juvenile arrestees waived to adult jurisdiction in Howard County from various police agencies to include the Howard County Police Department, The Maryland State Police, The Department of Natural Resources Police Department, the Howard County Sheriff's Department and the Maryland Transportation Authority Police. All arrestees are searched, fingerprinted, photographed and processed prior to being seen by a District Court Commissioner for an initial hearing.

In 2008 5,398 adult arrestees were processed in the County. All arrestees are fingerprinted using live scan technology. These images are sent electronically to the Criminal Justice Information System (CJIS), where the fingerprints are used to identify the arrestee. The arrestee's photograph is captured using digital technology and stored for identification purposes.

The Central Booking Facility is designed with a separate District Court Commissioner's Office attached. The Booking Facility has sections to separately accommodate men and women arrestees that include both cells and holding areas. There are two (2) suicide precaution cells for arrestees. Additional rooms include a control center, interview, photograph and fingerprint, biographical information, work area, property, decontamination, search, supervisor's office, bathrooms, computer server, employee break area and initial hearing rooms.

## Custody and Control

It is the primary responsibility of the Howard County Department of Corrections to provide for the supervision, safety and control of inmates, 24 hours a day, seven days a week in both the Detention Center and Booking Facility. The Department staffs three eight-hour shifts each day. A Correctional Captain supervises each shift. Members of the security staff supervise and control inmates, process the intake and release of inmates, conduct rounds, counts and searches, supervise inmate movement, monitor visits and respond to all emergencies within both facilities. The security staff work closely with medical and mental health staff to identify and refer inmates in need of health and mental health care.

Security staff also work with the community programs section conducting surveillance of work release inmates while in the community.

<i>Total Detention Center Inmate Admissions</i> .....	4,123
<i>Total Detention Center Inmates Released</i> .....	4,117
<i>Total Central Booking Admissions</i> .....	2,108
<i>Random Urinalysis</i> .....	16 out of 398 tested were positive
<i>Newly Incarcerated/Court Ordered Urinalysis</i> .....	311 out of 723 tested were positive

## Training

The Training Department is responsible for a variety of functions within the Department. In addition to providing training to staff members, the Training Captain is responsible for: Background Investigations, Research & Development, Firearms Training/Armory Security, Supervision/Coordination of Honor Guard Details, Special Emergency Response Team, Hostage Negotiation and Security Threat Group Intelligence.

The Training Department continues to provide pre-service and in-service training to all Department staff in topic areas approved by the Maryland Police and Correctional Training Commissions (MPCTC). Pre-service training serves to orient new hires to the Department and ensure the highest level of performance in their assigned position. Orientation training is also provided to volunteers and outside agency staff working with the Department. The program has succeeded in making the participants feel welcomed and helps define their integral role in the overall operation of the Detention Center.

Currently, the Training Department offers 57 different training courses, each approved by MPCTC. The commission requires 18 hours of in-service training each year for every certified correctional officer, dietary correctional officer, or correctional counselor. On average, each Department staff member from the above classifications received 45 hours of instruction in areas including CPR/First Aid, health hazards, emergency preparedness, policy and procedure updates, and firearms qualification (where applicable).

## • Honor Guard

The Department's Honor Guard again participated in the annual Fallen Heroes Ceremony at Dulaney Valley



Memorial Gardens in May 2008. In addition, in the past honor guard members participated in multi-departmental presentations at various Howard County events: Diversity Day, Public Safety Employee Banquet, Executive/Board Installation Ceremonies. The Honor Guard practices and performs with precision and poise. Honor Guard members for 2008 include: Robert Baldwin, Sergeant Christopher Watkins, Sergeant Kevin Jones, Corporal

Phyllis Delaney, Officer Bernard Freeman, Officer David Langlois and Officer Rosa Savage.

## • Special Emergency Response Team (SERT)

Howard County Detention Center's Special Emergency Response Team (SERT) is comprised of volunteer members selected from each of the three shifts. They train to remain prepared to deal with a variety of emergencies to include: fire and smoke, medical, riot, and cell extractions of unruly inmates. SERT team members are presented with eight hours of orientation training and additional training in areas such as: defensive tactics, cell extractions, evacuations, OC spray, Self Contained Breathing Apparatus (SCBA), and less-than-lethal launcher systems.

## • Background Investigations

In order to select and maintain quality personnel, and adhering to MPCTC requirements, thorough background investigations are conducted upon applicants to our agency. By establishing contacts with personal, professional, and employment references, each applicant can be screened therefore providing the best qualified staff and volunteers available for the Department.

## • Firearms

All uniformed staff are required to qualify on an annual basis. Firearms instructors provided over 953 hours of firearms training that included a "reduced-light" course of fire. While entry-level staff received comprehensive training in basic firearms skills and operation, experienced uniformed staff who were transitioned to a Smith & Wesson .40 caliber firearm in 2008 attended an annual qualification program. Department security staff utilized special goggles that simulate low-light (night) conditions during range firing.

## •Armory

Our Department's armory is maintained and controlled by the Training Captain.

The armory is comprised of long arms, side arms, and special less than lethal weapons.

Each month, the armory's inventory and environment are inspected for accuracy and safe storage of all equipment. Additionally, ammunition and weapons are rotated between the armory and main control every (6) six months to ensure safety and effectiveness of all weapons. Our diligent preventive maintenance program, relying upon routine inspection and timely cleaning and lubrication, helps identify and remove potential problems.

## •Emergency Preparedness

Emergency plans, presented within the department's policies and procedures, have been enhanced to allow for more efficient use of the Department's Emergency Operations Center. The training department has designed training to reinforce emergency response through a variety of potential threats. By employing role play and table top exercises, staff perform essential duties during scenario driven training and experience what is required during an actual emergency.

Representatives from each shift received training that enables them to design emergency scenarios and provide constructive feedback to participants in a tabletop or mock disaster event.

In addition, the Department played a major role in a number of county emergency preparedness operations, providing food and supply services in accordance with our emergency service function (ESF). The events included the Health Department's drive-thru flu clinic; the County's pandemic flu functional exercise; the County's functional emergency sheltering exercise and the Fire and Rescue Department's personal preparedness expo.

Also, in an actual evacuation and sheltering even on December 31, 2008, the Department provided meals and supplies in accordance with the ESF.

## •National Incident Management System (NIMS)

While the department moves to accept more responsibility through the County's Emergency Management Plan, it must respond in kind to national training requirements contingent upon those receiving federal aid. The National Incident Management System is held as the national standard for departments and utilizes the Incident Management System. Held as a model for Department Emergency Operations, the training plan requires specific protocols for incident response at local, state, and national levels.

In preparation for meeting the annual NIMS training requirement, Department instructors have received training through the Maryland Emergency Management Agency allowing for the presentation of NIMS training to each level of employees (line, supervision, command, and administration). All employees received NIMS training throughout the 2008 calendar year.

NIMS training is designed to inform and prepare staff to confront and manage operations through a variety of emergency situations. It allows the Department to confront emergencies with sufficient forethought to allow for continued functionality in spite of the situation confronted. Training involves emergency exercises that simulate the conditions imposed by a real emergency and allow staff to experience stress while applying what is learned through training.

## Classification

The Classification Department contributes to the overall security of the institution by properly screening and housing inmates



Andre McInnis, Carolyn Young,  
Mark McNeill - Classification Staff

according to risk and determining job and program assignments. One supervisor and two counselors staff the classification unit. Factors considered in assignments include current charges, sentence, charges in other jurisdictions, noted escape risk, and past adjustment at the Detention Center. The Classification Department interviews all newly incarcerated inmates to determine their security level and housing assignment. They conduct a brief orientation (in addition to the orientation video reviewed by the inmate) and discuss the individual's incarceration and any special needs and skills.

Classification also is responsible for a number of reviews and activities which support the safety mission of the agency. Staff assign inmates to institutional jobs and conduct disciplinary hearings, evaluate and refer inmates to specific programs, and work with inmates who have special needs or problems. Beginning in 2008 classifications began initial and six month case management reviews of inmates in maximum security. Additionally, a case management team sees inmates assigned to the special management unit on a bi-weekly basis. Finally, another formal hearing process is the case management review or inter-disciplinary meeting held with each newly sentenced inmate and periodically thereafter. As needed, the staff assist inmates in locating transitional programs, working with other program staff or the Public Defenders office. Classification staff assist in addressing concerns of both inmate families and members of the public.

The Victim Witness Notification Program is

administered through the Classification Department. Classification staff work with the States Attorney's Office to notify victims and witnesses of offender releases, including participation on work release. It should be noted that the County's Victim Information Notification Everyday (VINE) service was the first in the state to provide 24-hour access to inmate information.

The Classification Department also performs liaison services and functions as the custodian of the record for Circuit and District Courts.

*Initial Classifications/Orientations . . . . .1,932*

*Reclassifications . . . . .1,992*

*Inmate Disciplinary Hearings . . . . .1,051*

## Community Programs

The major focus of Community Programs is the Work Release program which provides a transition into the workforce for inmates in preparation for their eventual release from confinement. One supervisor and two correctional specialists staff Community Programs.



Standing: Pamela Sorensen, Sitting:  
Darlene Jolly, Debra Brown -  
Community Programs

An important component of this program is the revenue and cost savings it provides to the county. Inmates participating in the Work Release Program pay the county \$12.00 per day for room and board.

The Work Release program permits court ordered and/or approved inmates to maintain gainful employment in the community while serving their sentences. An inmate's placement in this program may be ordered directly by the courts or may be at the recom-

mendation of the Detention Center. Personnel in the Work Release Section ensure that the policies and procedures, rules and regulations of the Work Release Program are strictly adhered to. Staff members closely supervise inmates participating in this program.

<i>Average daily number of inmates on work release</i> .....	21
<i>Number of inmates placed on Work Release</i> .....	81
<i>Number of inmates removed from Work Release</i> .....	9
<i>Reasons:</i>	
<i>Walk-offs</i> .....	1
<i>Institutional Infractions</i> .....	3
<i>Drug/Alcohol Violations</i> .....	3
<i>Contraband</i> .....	2
<i>Number of documented job/employer checks</i> .....	1,301
<i>(These include on-site job checks, time and attendance verification through payroll, and telephone job checks)</i>	

## Dietary

Inmate food service is provided by a total of five staff, which includes one supervisor and four dietary correctional officers. The



*Veronica Pointer, Anthony Brown, Brenda McFadden, James Brown, Geannine Brown, Louise Martin - Dietary Staff*

staff is responsible for preparing three meals a day for inmates and for providing one meal for security staff. Ordering of food supplies, maintaining sanitation, and preparing special diets as directed by the medical department while complying with all Health Department inspections are also part of the daily routine of Food Service staff. A Registered Dietician approves menus annually.

Several improvements were made to the kitchen including tile replacement in the walk-in refrigerator, and numerous equipment repairs and upgrades.

<i>Meals Prepared in 2008</i> .....	315,407
<i>Average Cost of Meals Per Day FY '08</i> .....	\$5.55

## Medical Services

The Detention Center provides medical, dental, and mental health care from the time of admission, throughout the period of incarceration, until release. The medical department is managed by a professional healthcare contractor. Skilled medical staff provide on-site quality care and services including: initial intake medical screenings, physical exams, mental health screening and counseling, routine sick call, 24 hour emergency services, radiology services, dental exams, ophthalmology services, and chronic care clinics. Inmates are charged a \$4.00 co-pay fee for sick call services in accordance with Correctional Services, Section 11-203(c) of the Annotated Code of Maryland. It is the intent of this co-pay not only to generate revenue but to deter frivolous requests for sick call. Sick call services are free for indigent inmates.



*Kelly Thompson, Rosalie Townsend, Peggy Bonovich, Liz Gerst, Tracey Gatling Medical Staff*

Clinic Visits .....

<i>Clinic Visits</i> .....	8,106
<i>Mental Health Visits</i> .....	2,843
<i>Dental Visits</i> .....	507

A provider network has been established in the community to provide comprehensive specialty services that the Detention Center Medical Department is unable to provide onsite. These services range from specialized testing and advanced radiological study services to specialists within the medical field.

An important component of the medical services is continuity of care. Inmates who are released or transferred to other jurisdictions receive medical information and referrals to promote continued care.

## Collabrative & Community Programs

The Department of Corrections recognizes the importance of services provided by volunteers and its partnerships with outside agencies. With the assistance and dedication of these providers, inmates can receive many services which would not ordinarily be available. Through these programs, inmates are afforded the opportunity to leave the Detention Center better prepared to re-enter their communities as productive citizens.



*Diane Thomas*

### •GED/Adult Education Services

Howard Community College supplied and funded an Adult Basic Education instructor to provide classroom instruction for both male and female inmates who indicated that they did not have a high



*Irene Murphy*

school diploma. The Howard County Detention Center provided classroom space and all classroom books and materials. The Detention Center also funded the cost of ten (10) hours spent by the classroom teacher for recruitment of new students for each new session.

The Adult Basic Education and GED Prep Class provided instruction for students who demonstrated a wide range of skill levels. Each student at the time of registration took Maryland State Department of Education approved placement and assessment tests to enable the instructor to plan individualized lessons corresponding to the skill levels of each student in the areas of reading, writing, and math. Student progress was monitored through periodic administration of pre- and post-tests. In addition to traditional classroom instruction, a computer technology specialist brought portable laptop computers to the classroom two times a week and assisted students with educational software designed to help students reinforce their academic skills. Also, students learned basic computer literacy through use of these laptop computers.

For this reporting period, seven (7) sessions were made available to inmates with a total of 490 hours of instruction. Classes met five half-days each week for six-week sessions, offering 70 hours of instruction each.

A total of 69 students were served in the Adult Basic Education and GED Prep Program: 58 men and 11 women. If a student remained in the facility after completing one session, he or she was permitted to continue and was enrolled in the next session, providing the student was making reasonable progress. Of the 69 students served, 23 attended more than one session.

Because of the high cost of testing on-site, inmates qualifying to take the GED Exam were transported to the Ordinance Road Correctional Facility in Anne Arundel County for test examination through the

cooperation of that Agency. Students wishing to take the GED Exam were required to demonstrate readiness by passing the Official GED Practice Tests administered by the classroom teacher. Seven (7) students passed the practice test and took the GED Exam at the Ordinance Road Correctional Facility. Of these seven (7), four (4) passed the exam and received high school diplomas. All of the remaining three (3) passed four out of the five parts of the exam.

### •Project LEEP (Lifeskills Education Employment Program)

The objective of Project LEEP (Lifeskills Education Employment Program) is to provide participating inmates the necessary tools to seek and gain employment upon their release from the Detention Center. During each six week course, inmates learn to identify what skills and qualifications they already possess, organize personal information and references, complete a job application, use a computer to complete a resume and cover letter, and practice interviewing techniques. Many hours are spent with our "Job Coach," practicing "mock" interviews, during which inmates learn how to explain reasons for their convictions in an honest but least damaging way. Most inmates express that this provides them a realistic way to address their situation openly and honestly perhaps for the first time in their lives. It gives them the confidence they need to seek and obtain legal employment.

During each session, students participate in activities to identify what skills (life and work related) and qualifications they already possess. Each student completes employability assessment testing. With the assistance of two job coaches, much time is spent in helping students verbalize honestly and in a non-damaging way why they had been incarcerated and why they would be an asset to any employer upon their release.

All students who complete a LEEP six-week course receive certificates of completion, congratulations from the Director and staff, and a packet of referral materials to aid them with their job search and / or continuing education.

During the calendar year 2008, seven class sessions of six weeks were held. Classes met for five half days each week for six-week sessions, offering 70 hours of instruction each. A total of 80 students enrolled. Of those enrolled, 3 were transferred to another correctional facility, 11 left due to medical or disciplinary reasons, 9 were released and 57 successfully completed the six-week program.

Besides the students who graduated from the LEEP program, many students, though leaving before that graduation day, still completed a professional resume and attained various degrees of interviewing and computer skills.

The LEEP Program, which began in September 1998 under the Byrne Grant, has been so successful that when the grant concluded in October 2001, the program received continued funding from Howard County Government. The LEEP Program continues to enjoy a successful partnership between Howard County Detention Center and Howard Community College.

### Resource Center

The Howard County Library, through a partnership with the Department of Corrections, provides a Resource



Library

Center, one professional librarian and one circulation clerk providing four full days of

services. Inmates are encouraged to avail themselves of the wide variety of materials offered, such as legal and other reference materials, books, newspapers, magazines and other periodicals. The Resource Center circulated 9,734 items for 2008. This is an increase of 14% in circulation from 2007. Inmates generally have the opportunity to visit the Resource Center two times per week.

### Religious Services

Religious services for inmate are provided through volunteers and volunteer faith-based organizations.



Chaplain Guy Nichols

Christian Jail Ministry (CJM) has provided spiritual and pastoral services for inmates and their families since July 1979 as volunteers to the Detention Center. CJM programs at the Detention Center include various worship services, religious education and correspondence courses, pastoral counseling, individual discipleship training, and personal help. A board composed of local pastors, correctional officials, CJM volunteers, and local business leaders oversees CJM's ministry. The American Correctional Association's professional publication, Corrections Today, has described CJM's ministry as "a model jail program" and the United Way and Howard County Volunteer Association has previously honored CJM as the Volunteer Group of the Year. Financial and volunteer support for CJM comes from local churches, individuals, and businesses. CJM employs one full-time, one part-time chaplain, and two chaplain's assistants to minister at the Detention Center. The total number of Bible Correspondence Courses completed by inmates and graded by CJM volunteers was 2,100; and the number of course completion certificates awarded to

inmates was 220.

During 2008 Muslim faith education and Juma Services were offered at the Detention Center through the volunteer services of the Dar Al-Taqwa congregation in Howard County. A consistent number of inmates have participated in the services as well as weekly education classes. The congregation also provides religious material and Qu'rans for the inmates.

Catholic services are offered weekly for the inmate population as well through Saint Matthews Catholic Church.

The following is a recapitulation of the religious activities carried on at the Howard County Detention Center during 2008 including Christian and Muslim programs:

- The total count of inmates attending the various religious activities was over 7,800.
- Total hours contributed by religious chaplains and volunteers to the Detention Center was over 4,100 hours.
- 17 individuals attended one of the three Detention Center Orientations and Training Courses required of all religious volunteers.
- In addition, through CJM approximately 700 Christmas cards (postage paid) with matching envelopes were distributed to inmates for their use.
- The Christmas for Children program sponsored by CJM provided Christmas gifts for the inmate's children, under 16. There were a total of 167 children who received gifts. Oftentimes volunteers also provided gifts and other items for the families to meet apparent needs.

### Addictions Services Program

Howard County Health Department, Addiction Services offers a variety of treatment and education programs, targeting the needs of the inmate population of the Howard County Detention Center. The staff

under the Addiction Services Program consists of a coordinator and three addictions counselors. These services consist of several inter-related treatment programs.



*Esther Anglade, Chris Ciattei, Barbara Ruark, Barry Page - Addictions Staff*

The Addiction Services Program has two funding sources; state and county. In order to be supervised under this program, the judges of the Howard County District and Circuit Court must sentence offenders to it. The program has also been accepting voluntary participants who demonstrate a need and have been recommended by administrative staff at the Howard County Detention Center. In addition, counselors conduct court-ordered in-depth alcohol and drug evaluations for inmates awaiting trial or sentencing. Finally, one counselor participates in the weekly case management review board of the Detention Center.

The Addiction Services Program has two phases. In Phase I, clients participate in intensive treatment services that last for a minimum of three months. The clients receive individual and group counseling and attend drug/alcohol education classes each week. They also attend institutional AA/NA meetings weekly. The AA meetings are sponsored by outside AA groups who support two weekly AA meetings for men and one for women. In Phase II, the emphasis is on relapse prevention, work release (if eligible) and aftercare planning that lasts a minimum of three additional months. Prior to release from the Howard County Detention Center, the inmates are referred to community providers for continued treatment based upon the level of care needed. A total of 70 inmates participated in the substance abuse services

program. Various studies indicate that a client who is released from incarceration with a job already in hand has a 50% reduction in recidivism. Most are eligible for work release if they successfully comply with institutional rules and course curriculum content.

In addition to these formal programs, the Health Department provides referrals to other inpatient drug rehabilitation programs when instructed by the Courts to do so. Any inmate can be seen per counselor requests in order to discuss current status and be given recommendations for possible treatment. Resources and handouts on substance abuse services are available to all inmates in the Detention Center.

### •Maryland Criminal Justice Treatment Program

The mission of MCCJTP is to reduce the recidivism of mentally ill inmates to correctional and mental health institutions through linkages to community resources, supports and health services.



*Genny LaPorte*

The Howard County Mental Health Authority monitors the MCCJTP program in collaboration with the Department of Corrections.

The MCCJTP program includes a licensed mental health clinician who provides clinical assessment, treatment and transitional case management for those identified with a mental health diagnosis in the Detention Center. The clinician also works with the legal system by recommending to the court, clinical and treatment programming options versus incarceration. The unique component of this program is the establishment of a therapeutic working relationship with the client to

develop an aftercare plan that partners the client with community providers. This ensures a support system of resources and services for the each client's successful re-entry into the community.

Other services the MCCJTP program offers are crisis intervention and aftercare arrangements to inmates in the Detention Center by working with medical, correctional and administrative staff. The MCCJTP clinician serves as a member of the Sex Offender Treatment Community Team to assist with resources for those with these specific mental health concerns. Lastly, the clinician collaborates on the annual training required for all correctional officers and other Detention Center personnel on suicide prevention and understanding & managing the mentally ill population.

One hundred and fifty-eight individuals with a primary mental health diagnosis were served this year. One hundred and thirty-six of those served were provided transitional assistance from the Detention Center back into the community. Sixteen of the individuals returned to incarceration with new charges. The greatest challenge for the MCCJTP program is aiding individuals in finding housing. The MCCJTP clinician works closely with other programs such as Howard County Health Department Bureau of Addictions, TAMAR and Christian Jail Ministries to find solutions for individual presenting complicated backgrounds. Additionally, a housing resource guide was devised and is accessible for the entire inmate population in the facility.

### TAMAR Program

The TAMAR Program was established through a grant from the from the Governor's Office on Crime Control and Prevention to help incarcerated women who have histories of substance abuse, mental illness, and trauma. The program is modeled after the TAMAR (Trauma, Addictions, Mental health And Recovery) Program that is currently

operating in nine county Detention Centers. The program incorporates psycho-educational and psychotherapeutic techniques in a sixteen week, 15-module structure that includes



*Marina Gethers*

topics such as: What is Trauma, Trauma and Addiction, Symptom Management and Self-Soothing, Relationships, Boundaries, HIV Education and Prevention Skills, and Parenting. The program is designed to help women confront their past, understand how their past affect their present behaviors and plan for the future by developing astute decision-making skills. Along with the 15-module structure, additional topics have been included and the women volunteer to facilitate group meetings. Through this process, there has been an increase in self-esteem, self-determination and self worth. During the 2008 year a total of 57 women have participated and an average of 10 women a month attended the twice a week 90 minute group sessions. In addition, to group meetings, the participants are seen on an individual as-needed basis. The TAMAR Specialist provides community resources for the women to contact and in turn, the TAMAR Specialist follows-up with the organization/agency. The TAMAR Specialist also, with proper authorization, works with the participant's attorney, family member and others to make sure that once released, the participant can transition back to the community with more supports in place.

The Tamar Specialist attempts to follow up on participants once released, although this is not especially successful.

### •Parenting Program: Guiding Good Choices

In March 2006 the Detention Center in partnership with the Health Department began offering the Guiding Good Choices program where parents learn how to promote healthy behaviors in children and adolescents, and avoid drug and alcohol use among children and youth. Guiding Good Choices is a well-recognized program of drug education and prevention and is taught in the community as well. The program runs for five sessions and is offered approximately once a month. The program is well-received by the women, with 76 women participating over the year.

### •SISTA Program

In May 2006 the Detention Center, in partnership with the Health Department began presentation of the SISTA Program for women in the Detention Center. SISTA (Sisters Informing Sisters about Topics on Aids) is a gender specific program endorsed by the CDC (Centers for Disease Control and Prevention) as a science-based intervention, based on Social Learning theory as well as the theory of Gender and Power. The SISTA program as offered at the Detention Center is a 10 hour program offered for all women, and it has been well received with 45 women completing the program and receiving a certificate.

### •Anger Management Program

In July 2006, the Detention Center initiated a new program for men in Anger Management. The program is offered with the assistance of the contractual Mental Health Provider and utilizes the Anger Management for Substance Abuse and Mental Health clients: a Cognitive Behavioral Therapy Manual. This program model is offered through the National Institute of Corrections. The small group of

about 8 men meets once per week for a six week cycle. They learn to manage anger, employ alternatives to violence and deal with difficult situations and difficult people. The program has been well-received by the population with approximately 56 men participating over the year. The men report that they find it very helpful. Staff actively refer men to the program as well. The participants who complete the program receive a certificate.

## Staff Recognition

### Correctional Employee of the Year

Willard Roy has been employed as a correctional officer with the Howard County Department of Corrections since January 10, 2005. His previous experience included three years as a correctional officer at Jessup Correctional Institution in Jessup, Maryland.



Willard Roy

Quickly Officer Roy learned to adapt his previous training and experience to HCDC operations. He was assigned and remains a key component of the 4 X 12 shift. Soon after completing his probation, he applied and was selected to serve as a member of the department's Special Emergency Response Team. In fitting with the team's mission, Officer Roy demonstrates courage and commitment when responding to emergencies at the facility.

Officer Roy is a steadfast performer who is endeared by his fellow officers. He is prolific in the pursuit of excellence in all that he does. Officer Roy performs thorough strip searches and inspections, enabling him to find contraband from inmates that might have been overlooked by other others. He's diligent in getting the job completed to the best of his ability. He has earned respect and admiration from his co-workers. He has twice been selected as the department's Employee of the Month (March 2007 and October 2008).

Officer Roy represents the core values of: Professionalism; Respect; Integrity; Dedication; and Excellence.

With these values in mind, Officer Roy has been selected Correctional Employee of the Year.

### Civilian Employee of the Year

Carolyn Young has been employed with the Howard County Department of Corrections since January 24, 2005. She began as an Administrative Support Technician III in our records department and was



Carolyn Young

promoted to her current position of Classification Counselor in February 2007. Ms. Young began her employment with Howard County in April 1998 in the Police Department as a booking officer and later transferred to police records.

As Classification Counselor Ms. Young is responsible for caseloads of inmates that sometimes approach 100 people. Her primary responsibilities include interviewing and screening for risk newly incarcerated inmates for appropriate housing assignments; assisting inmates with special needs and/or problems; providing case management services to an assigned population and numerous collateral assignments. Ms. Young also serves as the Department's victim witness coordinator, an assignment she takes very seriously, many times assisting and re-directing victims to other services as well.

In April 2008, Ms. Young coordinating with a dedicated volunteer, established a chess program for pre-trial/high bond inmates as they had fewer programming opportunities available to them. The class helps develop critical thinking skills and currently meets every other week. Ms. Young continues to be the staff sponsor of this activity.

Ms. Young approaches her job with a passion for her work with the population. Her insight into the needs and behaviors of the inmates and her influence and mentoring

## Correctional Employee of the Month

contribute significantly to providing a safer environment. Ms. Young is very well respected among the uniformed and non-uniformed staff and is known to be an energetic and total team player.

Ms. Young recently became certified as a trainer by the Maryland Police and Correctional Training Commission which will enable her to conduct training classes within the Department.

Ms. Young has been employee of the month for November 2006 and March 2008.

Ms. Carolyn Young has been selected as Civilian Correctional Employee of the Year.



### January

Officer Anthony Ravenell



### February

Sergeant Martin Kimball



### March

Carolyn Young



### April

Officer Cordell Powell

## Correctional Employee of the Month



### May

Officer Howard Perkins



### June

Andre McInnis



### July

Officer Terence Stokes



### August

Officer Geoffrey Odenos



### September

Officer Crystalyn Gaddy



### October

Officer Willard Roy



### November

Officer Tangela Mayo



### December

Officer Michael Barnes

## Staff Community Service

Throughout 2008, Department staff volunteered their time and efforts participating in several charitable events.

- Howard County Sheriff's Department Golf Tournament to benefit Special Olympics
- Polar Bear Plunge to benefit Special Olympics
- Law Enforcement Torch Run to benefit Special Olympics
- United Way of Central Maryland
- American Cancer Society's Relay for Life
- Thanksgiving and Christmas Baskets for community Head Start families

## Service Awards

The County's Awards Program was held on September 19, 2008 in the Banneker Room of the George Howard Building. The following employees received service awards:

Payton Branson	10 years
Nicholas Cook	15 years
Linda Hundertmark	10 years
Louise Martin	20 years
Anthony McAfee	15 years
Robert Thompson	20 years
Christopher Watkins	20 years
Jack Willis	10 years
Carolyn Young	10 years

## Perfect Attendance

Donald Armes	Robert Baldwin
Anthony Brown	Paul Coombs
Raymond Dale	Crystalyn Gaddy
Freddy Glover	Agnes Greene
Phillip Harrod	Steven Hogan
Linda Hundertmark	Jacob Ketner
Martin Kimball	Latasha Marshall
Tangela Mayo	Andre McInnis
David Metz	Geoffrey Odenos
Rosa Savage	Patricia Schupple
Pam Sorensen	Christopher Watkins
Perry Young	

## Retirements

- Thomas Kimball

