



# Howard County Department of Corrections

## 2014 Annual Report



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# A Message from the County Executive

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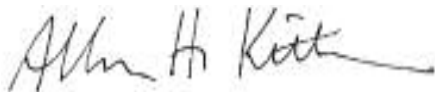
Dear Fellow Citizens of Howard County:

I am pleased to present the Howard County Department of Corrections' 2014 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, the Central Booking Facility, and the Community Service Program 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 their reintegration back into the community.

The staff of the Department of Corrections and partnering agencies are dedicated professionals who, along with many committed volunteers, strive to make the Department one of the best correctional agencies in the State of Maryland. The Department has established a practice of implementing "best practices" in the corrections profession. Also, the Department is utilizing evidence based programming strategies in preparing offenders for return to our community.

Sincerely,

A handwritten signature in black ink that reads "Allan H. Kittleman". The signature is written in a cursive style with a long horizontal flourish at the end.

Allan H. Kittleman  
County Executive

# A Letter from the Director

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Dear Citizens:

The 2014 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 2014.

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 also at the same time, the Department offers a balanced treatment program to assist the inmate when he or she is released back into the community after completing his/her sentence/commitment.

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 County's arrest and 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.

In 2009, the Department of Corrections assumed management responsibility for the Howard County Community Service Program. The Department contracted with the Serenity Center to operate the program. The program is entirely funded by a grant and service fees. This change saves the County approximately \$250,000.00 annually in operating costs.



*Emory Street Jail*



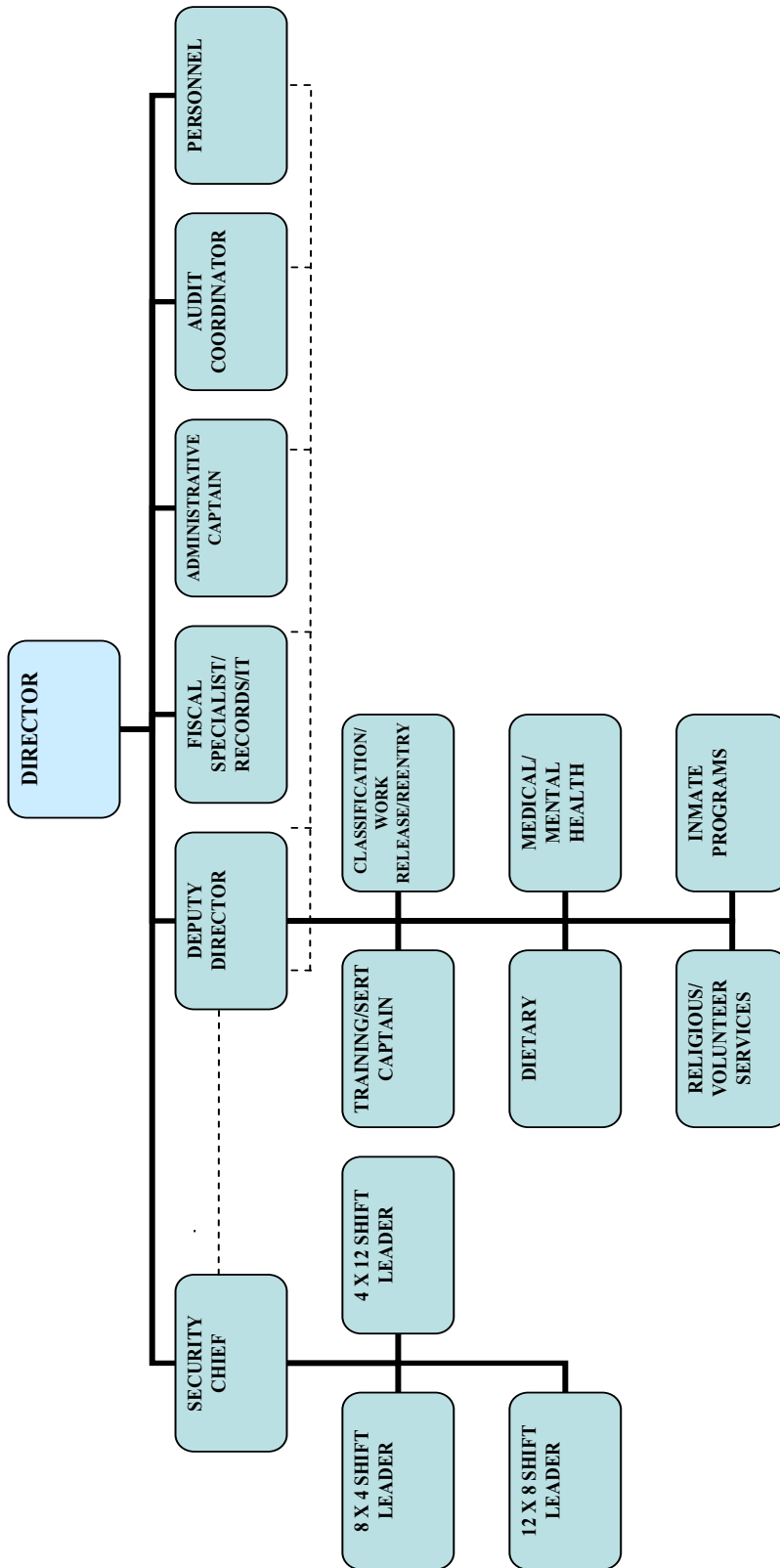
*Howard County Detention Center*



*Central Booking Facility*

# Organizational Chart

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# 2014 Highlights

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## SCAAP Grant

The Department of Corrections was awarded \$36,435 in grant funds from the U.S. Department of Justice for the State Criminal Alien Assistance Program (SCAAP). This program provides Federal assistance to states and localities that are incurring costs of incarcerating undocumented criminal aliens who have been convicted of a felony and as such these funds may be used for correctional purposes only.

## Operations Stat

Operations Stat provides instant review level feedback and corrective action. The goal is to gain further consistency in meeting operational requirements. There has been significant improvement made in regards to ensuing required documentation is being submitted as required by State Correctional Standards.

## MCAA Community Awards

The Maryland Administrators Association (MCAA) held their first community awards program to recognize correctional employees for their work in the community. Three officers from the Department of Corrections were recognized; Paul Coombs for youth mentoring and Darryl Hebron and Crystalyn Gaddy for raising funds to purchase gift and food baskets for Head Start families during the 2013 holiday season.

## Roving Radish

The Howard County Food Policy Task Force established the Roving Radish, a low-cost meal delivery program to make it easy for families to create fresh, healthy and inexpensive meals. The Roving Radish used the Detention Center's minimum security inmates to assemble the food boxes. The project was so successful Roving Radish is looking for a larger building to increase the amount of food boxes that can be delivered.

## Getting Ahead

Getting Ahead Groups in Howard County are an outgrowth of the Bridges Out of Poverty initiative of the Board to Promote Self-Sufficiency. The initiative is a two part model that can change the

culture of poverty in a community. Bridges Out of Poverty provides a framework for service providers to examine how they view and treat those in poverty, while Getting Ahead groups enable people in poverty to investigate the effects of poverty on their personal resources and what it takes to improve those resources.

## Trauma and Domestic Violence

During 2014 the Detention Center and Hope Works (Howard County's Domestic Violence Center) began discussion and planning for programs. Plans were being made at the end of the year to address trauma treatment as well as possibly institute a behavior change program for those who perpetrate domestic violence.

## ICE Per Diem Increase

The Immigration and Customs Enforcement Agency (ICE) agreed to a new per diem rate for housing ICE detainees. The rate increased from \$70.00 per day to \$90.00 per day effective October 1, 2014.

## Reentry Grant

The Governor's Office of Crime Control and Prevention provided additional grant funds to support reentry programming at the Detention Center.



# Administration

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## 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, Assistant Warden 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



*Patricia Schupple, Deputy Director*

Howard County, Ms. Schupple worked for the Maryland Division 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, Standards, Training and Honor Guard.

## Security Chief

Edward Scott joined the Department of Corrections in September 1994 as a correctional officer and rose to the rank of captain before being appointed Security Chief in February 2013. Prior to his employment with Howard County, Mr. Scott worked for the Maryland Division of Correction and served 10 years in the Army.



*Edward Scott, Security Chief*

The Security Chief 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, conducting investigation of critical incidents, emergency preparedness and response planning, documentation and reporting gang members and serves as our liaison to law enforcement and allied correctional agency partners.

# Administrative Office



*Standing: Dave Metz, Niccole Branch, Dorothy McClellan, Diana Pettit, Cheryl Benfer, Beth Hull.  
Seated: Renea Somerville, Melanie Pereira, Beverly Dimler, Rachael Bender - Administration*

## Audit Compliance and Inmate Grievance Office

The Audit Compliance Office is responsible for monitoring compliance with various required federal and state standards, as well as coordinating internal audits from time-to-time. These standards include but are not limited to the Prison Rape Elimination Act, the Maryland Commission on Correctional Standards and the National Detention Standards. In 2014, the Audit Compliance Office had a facelift, so to speak. The office personnel increased from 1 person to 3 people. The workload increased to include Policy & Procedures, OPSTAT and Informal Complaints. The Office of Professional Responsibility (OPR), Office of Detention Oversight (ODO) conducted a compliance inspection of the Detention Center in June. The annual Immigration & Customs Enforcement audit was conducted by the Nakamoto Group in December. Final reports have not been received from either agency, but we anticipate the results to be favorable. The Audit Compliance Office is responsible for logging, investigating and answering Inmate Grievances. 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 communications with mid and upper level managers and

administrators. During calendar year 2014 there were 530 inmate grievances processed. The Informal Complaint process allows inmates to file an electronic complaint to the Audit Office without going through the formal process. The Audit Compliance Office is also responsible for Records Retention, overseeing retention and disposal of inmate records, Detention Center forms, external reports and many others.

## Administrative Records and Budget

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.

The approved fiscal year 2016 Department of Corrections operating budget is \$16,264,318. It is anticipated that the Detention Center will have generated over \$2,226,635 in revenues during fiscal year 2015 as follows:

<i>Boarding of Federal detainees</i>	<i>.....\$1,800,000</i>
<i>HB101 - State Reimbursement for Locally Sentenced Inmates</i>	<i>.....\$26,400</i>
<i>State Reimbursement for State Sentenced Inmates</i>	<i>.....\$50,235</i>
<i>Work Release Fee</i>	<i>.....\$45,000</i>
<i>Weekender Fee</i>	<i>.....\$30,000</i>
<i>Inmate Medical Fee</i>	<i>.....\$5,000</i>
<i>Commissary/Vending Commissions</i>	<i>.....\$130,000</i>
<i>Telephone Commissions</i>	<i>.....\$145,000</i>

## • 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. In 2013, the records area expanded their duties and responsibilities that include technical supervision of the department's commitment office. This includes conducting audits of the jail management system (JMS) and base file records to ensure JMS entries are complete and accurate and that base files are in order. JMS is the official site for most inmate related information, most essentially, demographic information, court information, arrest and commitment information, case status, inmate status. Information, which is disseminated to other criminal justice agencies, the public, and The Victim Notification Systems (VINES) which relies on the accuracy of data collected and entered.

## • Information Systems

Information Systems is responsible for maintaining, supporting and coordinating all computer related operations for the Detention Center and the Central Booking Facility as well as the national victim notification database (VINE). 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 2014, the Howard County Department of Corrections maintained a staffing level of 152 employees:

3	Administration
132	Uniformed Security/Dietary Staff
10	Administrative Support
7	Classification & 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 2014 3,804 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 secure confinement, 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 works closely with medical and mental health staff to identify and refer inmates in need of health and mental health care.

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

*Total Detention Center Inmate Admissions* .....3,193

*Total Detention Center Inmates Released* ..... 3,241

*Random Urinalysis* .....25 out of 480 tested were positive

*Newly Incarcerated/Court Ordered Urinalysis* .....750 out of 1,142 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 to meet and surpass the requirements of the Maryland Police and

Correctional Training Commissions (MPCTC), the Training Captain is responsible for: Background Investigations, Research & Development, Firearms Training/ Armory Security, Supervision/Coordination of Honor Guard Details, Special Emergency Response Team, and Hostage Negotiation.

In keeping with our Department’s motto, “One Team, One Mission”, the Training Department continued to provide creative and innovative training. ‘Pre-service’ as well as ‘in-service’ training in a variety of subjects (i.e., First Aid/CPR/AED, Security Threat Group (STG), Suicide Prevention/ Mental Health, Use of Force, Use of Restraints, Urinalysis Testing, Prison Rape Elimination Act (PREA), Blood borne Pathogens and other communicable diseases (MRSA), Firearms, Radio usage and Etiquette, and a host of other subjects) were provided to our security staff as well as our support staff. Orientation training is also provided to volunteers and outside agency staff working with the Department to expose them to the culture and climate of the Department, as well as the rules.

In order to retain certification from the Maryland Police and Correctional Training Commissions, each certified correctional officer, dietary correctional officer, and correctional specialist receive 18 hours of in-service training.

## • Honor Guard

In May 2014, the Honor Guard had the repeated honor of participating in the annual Fallen Heroes Ceremony at Dulaney Valley Memorial Gardens. Members of the Honor Guard are Sergeant Kevin Jones, Corporals Michael Barnes, Bernard Freeman and Jeffrey Ennals, and Officers Rosa Savage and Hope Ward. The Honor Guard consistently performs with diligence, precision and poise.

## •Special Emergency Response Team (SERT)

The Special Emergency Response Team (SERT) is comprised of volunteer security staff members selected from each of the three shifts. They train to remain prepared to deal with a variety of emergencies (i.e., fire and smoke, medical, riot, cell extractions of unruly inmates, etc). SERT members undergo eight hours of orientation along with additional training in specialized areas including, but not limited to, defensive tactics, cell extractions, evacuations, and OC spray. The new evacuation chair was added to the training along with the restraint chairs. They begin each training session with an extensive exercise regimen.

## •Firearms

Uniformed staff are required to qualify with the designated firearm on an annual basis. Firearms instructors provided numerous of hours of firearms training that included a “reduced-light” course of fire. Department security staff utilized special goggles that simulate low-light (night) conditions during range firing. Range instructors are Captain Greene, Sergeant Willis, Corporal Freeman and Officer Coombs.

## •Background Investigations

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

## •Armory

The armory is maintained and controlled by the Training Captain and is comprised of

long arms, side arms, and specialized ‘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

## •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, being prepared to provide food and supply services in accordance with our emergency service function (ESF). On several occasions the Department was placed on alert for potential use of our Work Release Housing Unit (Hendricks Hall), which is designated as an emergency community shelter. The Detention Center coordinated with the Department of Citizen Services throughout the year to ensure we remain ready to support shelter services.

## •Classification

Classification is comprised of one supervisor and two classification counselors. The primary responsibilities of the classification section includes, but are not limited to: interviewing and screening newly



Mary Collover, Andre McInnis,  
Ciarra Lewis - Classification Staff

incarcerated inmates for appropriate housing assignments; conducting inmate orientations; assigning inmates to institutional

jobs; assisting inmates with special needs and or problems; and evaluating and referring inmates for special program placements as well as providing Case Management Services to an assigned population.

Classification staff contributes to the overall security of the institution by properly screening and housing inmates according to risk, determining job assignments, program assignments and addressing concerns of pre trial and sentenced inmates. Factors considered in housing and other assignments include current charges at HCDC or in other jurisdictions, violence history, escape risk, and past adjustment at the Detention Center. Classification counselors interview 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) as well as an assessment of the inmate's needs.

Classification is also responsible for a number of reviews and activities which support the safety mission of the agency. Inmates are evaluated shortly after reception to the facility and are screened for institutional jobs, evaluated and referred to specific programs. Additionally, inmates who are assigned to special management units, disciplinary or administrative segregation are reviewed periodically by the classification staff along with a mental health professional. As needed, the staff assists inmates in locating transitional programs while working in conjunction with other program staff. Classification staff assists in addressing the concerns of both inmate

families and the public.

In addition to its primary responsibilities, the classification section is involved with a number of other Detention Center programs, operations, and functions. Some examples of which are as follows:

- Acting as Victim/Witness and Child Sex Offender liaisons.
- Acting as Parole Commission and Parole and Probation liaisons.
- Coordinating Inter and Intra State Detainer agreements.
- Maintaining a Homeless Referral network
- Coordinating, Scheduling and Monitoring our Case Management Review System
- Participating in our Facility Security Assessment and Emergency Preparedness Teams
- In partnership with the Howard County Health Department: referrals and placement for the Bureau of Addictions programs.
- In partnership with Howard Community College; referrals and placements into the Lifeskills and GED programs.
- In partnership with the Governor's Office, the Police, States Attorney's Office, and the Division of Parole and Probation, and the filament of Parole and Probation hearing and releases.

Along with working along with other agencies in the community and inside the facility, the classification department statistics change a lot in 2014 in most if not all our categories, here are just a few noted:

	<u>2013</u>	<u>2014</u>
Initial Classification of Inmates	987	1223
Special management Reviews	93	113
Parole Hearings	35	57

Among the many accomplishments for the year was the continued process of the Transition to Jail Community (TJC) initiative. A brief screening and summary of the process is done at intake. All inmates are asked a series of questions to pre-screen offenders and to separate those inmates who pose a low risk from those who are high risk to reoffend. The remaining inmates who pose a greater risk are assessed using the Level of Service/Case Management Inventory (LS/CMI) completed by Classification staff. The tool is used in formatting and establishing a case management plan for the individual inmate. Initially, the LS/CMI is being completed on sentenced offenders with a risk score of 4 or higher.

Our biggest challenge will be the continuation of re-entry programming along with TJC, adjusting and adding more of our population to the program. The addition of a new jail management system will provide a challenge to us, but a challenge we welcome.

## Community Programs

To better align with the Transition from Jail to Community (TJC) initiative, the Work Release Program and the Reentry Program are both under our Community Programs department at the Detention Center. There is one supervisor, two work release counselors, a reentry coordinator and case manager working with offenders to prepare for their release.

## Work Release

The Work Release Program assists inmates with their transition back into the workforce in preparation for their eventual release from confinement. An important component of this program is the responsibility placed on the participant for “paying back”. Inmates participating in the Work Release Program

currently pay the county \$15.00 per day for room and board. Additionally, the Detention Center collects money from inmates



*Standing: Mike Hendricks, Darlene Jolly.  
Seated: Stacy Spivey-Graham, Allison Williams - Work Release Staff*

participating in work release and from those who owe court ordered restitution. During 2014, approximately \$3,651.00 in restitution was collected from inmates and paid to the Department of Public Safety and Correctional Services Parole and Probation Division. 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 recommendation of the Detention Center. Personnel in the Work Release section ensure 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 through a series of job checks, documentation review and surveillance, which may also be performed by custody staff. In addition, the Department utilizes GPS tracking technology to monitor selected participants in the workrelease program.

<i>Average daily number of inmates on work release</i> .....	<i>14</i>
<i>Number of inmates placed on Work Release</i> .....	<i>74</i>
<i>Number of inmates removed from Work Release</i> .....	<i>13</i>
<i>Reasons</i>	
<i>Walk-offs</i> .....	<i>0</i>
<i>Institutional Infractions</i> .....	<i>9</i>

*Drug/Alcohol Violations . . . . .1*  
*Out of Bounds . . . . .1*  
*Weapon . . . . .2*

*Number of documented  
 job/employer checks . . . . .1077*  
*(These include on-site job checks  
 surveillance, time and attendance  
 verification through payroll, and  
 telephone/email job checks)*

• **Reentry**



*Cheryl Rowe and Scot Pullen -  
 Reentry Staff*

The Reentry Program assists pre and post release offenders with their needs for essentials such as housing, food,

clothing, crisis management, transportation, securing identification documents and employment preparation by providing vital services and support while linking them with our numerous community partners. This collaboration with community partnerships aims to break the cycle of recidivism by providing better outcomes for successful community integration and enhanced public safety. A reentry plan is devised for the individual when needed prior to their release to assist in a smooth transition to the community. A Community Reentry ID card, which also serves as a 60 day bus pass, is offered to the individual at the time of release. This ID can also be used to obtain a State of Maryland Identification.

Information and knowledge of resources are critical in helping an inmate formulate a viable plan for their return to their community. Reentry orientation sessions are held at the Detention Center in six week cycles relating important information

through different topics each week. Some of the topics of these reentry sessions include the following: overcoming barriers of transitioning home, acquiring reentry identification documents, community resources, health and wellness resources, understanding the requirements of probation and parole supervision, Workforce Development Employment Services, and Reentry success stories.

Detention Center Reentry participation was as follows:

- Total of 7 cycles comprised of 40 sessions*
- 645 Total attendees which represents 187 individuals that had attended multiple sessions*
- 92 Participants completed the six week program sessions and were awarded certificates*
- 76 inmates received Social Security cards*
- 362 inmates applied for Health Insurance*
- 6 inmates received birth certificates from the State of Maryland*

There are additional office hours in the community to provide services to recently released offenders at the North Laurel Multi-Service Center and the Department of Public Safety and Correctional Services Parole and Probation office in Ellicott City. Reentry staff works closely with the courts, including judges, Office of the Public Defender and the State’s Attorney Office. The Reentry Coordinator and Reentry Case Manager also provide cell phone coverage to the clients seven days a week. Reentry staff works along with its 88 community partners to provide coordinated services to the clients.

A total of 1,426 referrals and services were provided in the community:

- 464 individual counseling sessions including crisis intervention and ongoing support*
- 116 referrals to Addiction Services*
- 51 referrals to Mental Health Services/Mental Health medications*



70 referrals to Housing/Homeless Assistance  
 386 Employment Services provided  
 77 referrals to Healthy Howard for health insurance application  
 17 Social Security cards received  
 31 Maryland State Identification cards were received  
 14 clients received assistance with their driver's licenses  
 12 received Maryland Birth Certificates  
 50 referrals to Educational Services/Providers  
 233 referrals to Community Support Agencies  
 125 consultations with Probation Agents  
 42 referrals to medical services  
 146 linkages to public transportation  
 56 referrals to the Department of Social Services for food stamps

**Dietary**



*Kim Drennon, Veronica Johnson, Marshall Hall, Louise Martin, Emma Anthony - Dietary Staff*

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

The staff is responsible for preparing three meals a day for inmates and for providing one meal for 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.

Meals Prepared FY'14 .....382,036  
 Average Cost of Meals Per Day  
 FY '14 .....\$5.52

**Medical Services**

The Detention Center provides medical, dental, and mental health care from the time of admission, throughout the period of incarceration,



*Seated: Dr. Yves Piquion. Standing: Anthonia Udemba, Liane West, Karen Alban, Brittani Chandler - Medical Staff*

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. The intent of this co-pay is not so much to generate revenue but to deter frivolous requests for sick call. Sick call services are provided to all inmates who request service, regardless of their ability to pay. The FY2015 anticipated medical fee revenue is \$5,000.00.

*Clinic Visits (includes MD,PA/NP, and nurse) .....9,943*  
*Mental Health Visits .....1,986*  
*Dental Visits .....509*

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. In addition, inmates leaving the facility are provided a limited supply of medication. Those inmates who have psychiatric prescriptions and have been incarcerated for at least 60 days receive a 30 day supply/prescription script combination to bridge their ability to be seen by a psychiatric provider.

## 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.

### •GED/Adult Education Services

For the period beginning January 1, 2014, and ending December 31, 2014, Howard Community College (HCC) in a partnership with Howard County Detention Center (HCDC) supplied and provided funding for one Adult Basic Education instructor who



*Jennifer Cornwell*

provided classroom instruction for both male and female inmates who indicated that they did not have a high school diploma.

Instruction was also provided for some who have diplomas but demonstrated that they would benefit from basic skills instruction. The Detention Center provided classroom space, computers, student supplies, and shared the cost of textbooks with HCC. The Detention Center also funded the cost of ten hours spent by the classroom teacher for recruitment of new students for each new session.

The Adult Basic Education Class provided instruction for students who demonstrated a wide range of skill levels. Each student at the time of registration completed assessments approved by the Maryland State Department of Labor, Licensing, and Regulation and teacher-designed inventories to enable the instructor to plan not only teacher-directed whole class lessons but also 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, twice weekly a computer technology specialist assisted as students used computer software programs designed to help students reinforce academic skills. Also, students learned basic computer literacy while using these computers.

For this reporting period, six (6) sessions were made available to inmates. In sessions one through four, classes met five partial days each week for six-week sessions, offering 70 hours of instruction each session. In sessions five and six, classes met four partial days each week for six-week sessions, offering 69 hours of instruction each session. The yearly total was 418 hours.

A total of 74 students were served in the Adult Basic Education Program: 68 men and 6 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 toward his or her educational goals. Of the 74 students served, 13 attended more than one session.

Inmates qualifying to take the GED Test were transported to the Ordinance Road Correctional Center in Anne Arundel County for test administration. Adult Basic Education students wishing to take the GED Test were required to demonstrate readiness by passing the Model GED Test administered by the classroom instructor. Two (2) HCDC students took the GED Test in 2014. Of these two, one student successfully earned a high school diploma.

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



*Irene Murphy*

The objective of Project LEEP (Life skills 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 with 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 as well as useful tools to explain their criminal records.

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. Students also work on math, reading, proper grammar and writing as is required by many employers in the workforce.

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. With the use of two computers that are securely connected to the internet, the students in the LEEP program are able to login in, and create a password in the Maryland Workforce Exchange, so that when they are ready to be released for good, or for the Work Release Program, they will have immediate access to search for job openings and apply for them electronically.

In 2014, LEEP classes met for five half days each week for six-week sessions, offering 70 hours of instruction each session. There were 5 LEEP sessions in 2014. A total of 82 students enrolled. Of those enrolled, two (2) were transferred to another correctional facility, ten (10) left due to disciplinary reasons, seventeen (17) were released into the community before graduation from the program, two (2) quit the program, and 51 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. They also were able to brush

up on math skills, practice their writing to specific job related questions and practice speaking in a more grammatically acceptable way which would be required in any work environment.

The LEEP Program, which began in September 1998 under the Federal DOJ 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. July of 2014 began our 17th year of the LEEP PROGRAM.

## Resource Center



*Library*

The Howard County Library provides books, magazines and legal materials. The Department of

Corrections this year had to provide library staff to operate the library. Previously this was staffed by a Howard County Library staff member and a contingent employee. 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. In 2014 the Resource Center circulated 8,840 items. Inmates generally have the opportunity to visit the Resource Center two times per week. The library procedure was changed to reduce the numbers in each group, thus providing more one on one service for each inmate. An extra hour of law library per week was established in December 2013 for those needing extra time to prepare for their cases.

## Religious Services

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



Gerard Washington, Chaplain

Christian Jail Ministry (CJM), a non-profit religious organization, has provided spiritual and pastoral services for inmates at HCDC and their families since July 1979 as volunteers to the Detention Center. CJM programs at the Detention Center include various worship services, counter-addiction programs based upon the Celebrate Recovery model, religious education (Bible classes in English and Spanish, Christian videos, etc.) and Bible correspondence courses, pastoral counseling, individual discipleship training, personal help, and Christian literature (in English and Spanish). A board composed of local pastors, correctional officials, CJM volunteers, and local business leaders oversees CJM's ministry. Articles in the American Correctional Association's professional publication, *Corrections Today*, and the publication of the American Jail Association, *American Jails*, have described CJM's ministry as "a model jail program." The United Way and Howard County Volunteer Association previously honored CJM as the Volunteer Group of the Year. Financial and volunteer support for CJM comes from local churches, individuals, and businesses. CJM provides one full-time chaplain and a part-time chaplain in its ministry at the Detention Center. It also utilizes the services of two local pastors, who serve as associate chaplains on a volunteer basis to minister at the Detention Center mainly in pastoral counseling and leading worship services.

Approximately 266 volunteers from several dozen area churches participated in Christian religious activities at the Detention Center

during 2014 and another several dozen volunteers were involved in supportive activities (such as grading inmate Bible correspondence course lessons) outside the Detention Center. A total of 4,440 Bible Correspondence Courses lessons were completed by inmates and graded by CJM volunteers. The number of unit completion certificates for those lessons awarded to inmates during the year was 566.

Muslim faith education and Juma Services are 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 at the Detention Center, coordinated by volunteer Deacon Services operating under the auspices of St. Lawrence Parish in Jessup and involving volunteers from several area churches. In addition an outreach program from St. Matthews Church in Baltimore provides services to immigration detainees.

The following is a recapitulation of the religious activities carried on at the Howard County Detention Center during 2014:

- The total count of inmates attending the various religious activities was 14,565.
- Total hours contributed by religious chaplains and volunteers to the Detention Center was 5,132 hours.
- 97 individuals attended Detention Center Orientations and Training Courses required of all volunteers.
- In addition, through CJM Christmas cards with matching envelopes were distributed to inmates for their use during the holiday season (2 cards were offered to each inmate.)
- Ramadan observance was made possible

through an altered meal delivery for participants and special prayer observance. Prayer service was coordinated through the Dar Al-Taqwa congregation.

- A non-denominational leadership program for men was offered in 2014 through the Islamic Leadership.

## Addictions Services Program



*Joseph Wakhanala, Barry Page,  
Barbara Ruark - Addictions Staff*

The Howard County Health Department offers a variety of treatment and education programs, targeting the needs of the inmate population of

the Howard County Detention Center. The Substance Abuse 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 sentence offenders to the program. The program also accepts voluntary participants who demonstrate a need and have also been recommended by administrative staff at the Howard County Detention Center. The Health Department also conducts court ordered evaluations (ex. 8-505), In-Depth Drug/Alcohol Evaluations per court order, and provides recommendations for treatment for the Howard County Circuit/District Courts and Drug Court participants who are sanctioned to the Howard County Detention Center to receive treatment services based on their need.

The Substance Abuse 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.

Participants also attend institutional self-help meetings weekly. In Phase II, the emphasis is on relapse prevention, work release (if eligible) and continuation of care planning that can last an additional three months at minimum. 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 110 inmates participated in the substance abuse services program despite the program being without a full-time position for over 4 months. Various studies indicate that a client who is released from incarceration with a job already in place 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, referrals are provided to other inpatient drug rehabs when instructed by the Courts to do so. Any inmate can be seen per counselor request 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 Howard County Detention Center, and Acupuncture continues to be funded and offered as one of our weekly therapeutic groups through the Maryland University of Integrative Health.

Bureau of Substance Abuse Services also offers a parenting skills group for substance abusers that consist of five sessions (two hours each session) called, "Guiding Good Choices". This group helps parents re-engage with their children, helps parents learn how to discuss their substance use with their children and also learn other appropriate parenting skills. A total of 30 men and women participated in the parenting skills group in 2014.

## • Maryland Community Criminal Justice Treatment Program

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



*Mika Singer*

MCCJTP mental health clinician establishes a therapeutic relationship with the inmate assessing their needs with special attention to the psychiatric issues contributing to their incarceration. As the inmate nears their release date, the mental health clinician develops a community reintegration plan that includes developing a support system of resources and services designed to enhance successful return to the community. Finally the mental health clinician partners with the ex-offender through their transition back to the community ensuring linkage to the designated supports while addressing any issues that could interfere with successful reintegration. A community collaboration offered this year that has been well received by inmates, is the mediation program through Howard County Community College.

Other services the MCCJTP mental health clinician provides are; crisis intervention to inmates in the detention center, and working closely with medical staff, correctional officers, classification officers, the Health Department, detention center administration, CJM pastoral staff and other in-house treatment providers to ensure proper care of clients who engage in high risk behaviors. In addition, this program offers the correctional officers annual training on safe practices for identifying and understanding the mentally ill population. Another featured topic of the

training is teaching correctional officers the signs and symptoms of suicidal ideation and mental illness and managing these specific crisis and conditions for people recently incarcerated.

Approximately one hundred and sixty correctional staff received the training this year. The clinician also participates in the CIT training program for Howard County Police Department

One-hundred and twenty-seven individuals with a primary diagnosis of a Serious and Persistent Mental Illness were served through the MCCJTP this past year. One-Thousand and fifty hours of case management services were provided, one-hundred and twelve hours of group facilitation, along with one-hundred and fifty-six hours of individual therapy.

The continued greatest challenge for the MCCJTP mental health clinician is finding treatment and housing for individuals suffering from a mental illness and a co-occurring substance abuse problem. This dual diagnosis group, within the mentally ill population, uses illicit substances to cope and mask symptoms of mental illness; therefore, compounding their problems. These challenges complicate the community transition plan with fewer service providers able to provide assistance. Some programs that claim to serve persons with co-occurring disorders reject certain mental health diagnoses particularly ones that include psychosis. This dually diagnosed population has a higher frequency of re-offending resulting in a return admission to the Detention Center. The MCCJTP mental health clinician works closely with the Howard County Health Department Bureau of Addictions to properly serve each individual presenting with mental health and addictions concerns.

Despite the obstacles that are faced while serving this challenging population, the

Maryland Community Criminal Justice Program, with the collaboration of the Howard County Detention Center Administration, Correctional staff and other programs such as Howard County Bureau of Behavioral Health, is addressing the needs of the mental health population and improving each inmate's outcome of remaining psychiatrically stable upon return to the community.

## •Healthy Howard



*Alaina Elam*

Healthy Howard, Inc. is a non-profit organization based in Columbia, MD, that works to make access to quality health care and healthy lifestyle choices possible for everyone. The mission of Healthy Howard is to serve as an

innovative leader impacting quality of life in the community through the delivery of effective health programs, services, and resources. Our vision is to be part of a vibrant community where all residents have access to quality health coverage and care, and individuals are empowered to make healthy lifestyle choices.

Beginning in October of 2012, Healthy Howard began assisting inmates with signing up for health insurance while incarcerated. Since the program began, Healthy Howard has assisted a total of 514 inmates, including 362 that were assisted in 2014.

Inmates are assisted prior to release, as well as after release in the community at the MultiService Center in Laurel, MD. The goals of the program are to provide health insurance to inmates and to provide education on how to take advantage of the benefits offered. Having health insurance upon release allows for inmates being

released to seek admission to substance abuse treatment programs, regular doctor visits, and access to prescription medications. Having access to care has been shown to decrease the rate of recidivism and contribute to a healthier community.

### • **Mediation**

The Department partnered with the Mediation and Conflict Resolution Center (MCRC) at Howard Community College to conduct the “Going Home Smoothly” program. During 2014, MCRC staff began regular monthly orientation sessions and had over 150 inmates in these sessions. These included inmates who were within four months of release about 12 inmates and their significant others completed mediation sessions. This allowed them to discuss family and reentry issues in a neutral setting. Some of the follow-up mediation sessions extended into the next year. The reentry mediation program is an important component to successful reintegration into the community. A 2014 study completed regarding state returning offenders showed that those completing mediation were 13% less likely to re-offend.

### • **Safe Food Handling Training Certification**

Through use of grant funds and in partnership with Howard Community College “Serve Safe” food handling safety program was again presented. The inmates received 16 hours of classroom training on safe food handling techniques. In 2014 there were 46 inmates who completed the program and 24 of these passed the certification test and received their certification from the National Restaurant Association. This certification is recognized nationally and thus provides the inmates with a strong tool for job hunting in the food-related industry. Upon reviewing of the passing levels, it was determined that additional effort would be

made at screening participants. In addition, the format for the classes was changed to extend the class time for study and review. With the implementation of the aforementioned changes, the Department is expecting to transition to a program that is conducive to the overall success of the students.

### • **Strengthening Families**

The Strengthening Families Program (SFP) is a nationally and internationally recognized parenting and family strengthening program for high-risk and regular families. SFP is an evidence-based family skills training program found to significantly reduce problem behaviors, delinquency, and alcohol and drug abuse in children and to improve social competencies and school performance. Child maltreatment also decreases as parents strengthen bonds with their children and learn more effective parenting skills. During 2014 correctional staff participated in training to facilitate the SFP program. The agency is seeking funds to fully implement the program in FY 2015.

### • **Thinking for a Change**

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for offenders that include cognitive restructuring, social skills development, and development of problem solving skills. Thinking for a Change has been determined to be an evidence based program. During 2014 the Department hosted a regional T4C training that was geared to the transition from jail to the community (TJC) model. The training was supported by an NIC technical assistance grant and held at the Public Safety Training Center in Sykesville. Over 35 representatives from Howard, Anne Arundel, Harford, Frederick, Baltimore County and Prince George’s County attended. During 2014, 43 inmates participated in TJC and 38 completed the program.



# Staff Recognition

## Correctional Employee of the Year

Corporal Felecia McInnis began her career at the Department of Corrections on September 18, 2000 and is currently assigned to the 8 x 4 shift. Corporal McInnis attended



*Corporal Felecia McInnis*

Coppin State University for over three years before beginning her career at the Detention Center.

Since working at the Detention Center Corporal McInnis has worked various positions and duties, such as Sergeant; Lieutenant; Officer; Central Booking Officer in Charge (CBOIC); Commitment Officer; Intake/Discharge Officer; and Field Training Officer (FTO) who assists with the training of staff who are assigned as Commitment Officer.

Corporal McInnis is a dedicated employee who takes extraordinary pride in her job and our Department. Corporal McInnis has also been a constant team player who is always willing to do what's in the best interest of the Department. While assigned as the Commitment Officer she has continually provided excellent customer service to our internal departments and allied public safety agencies. Corporal McInnis is continually complimented by law enforcement personnel, court staff, judges and attorneys for her problem solving and communication skills.

As commitment officer Corporal McInnis must read and understand vital court documents and criminal history records. The court documents which commit an offender into custody are often complex and require a high level of experience and knowledge. Often she is required to rectify court commitments that are unclear. This requires good communication skills as well as respectful decorum to ensure we are not challenging a judge, but ensuring clarity. The same level of knowledge and skill is

required when conducting warrant checks prior to every inmate's release. Errors can result in a compromise to public safety by improper release or liability to the County for improperly holding an individual.

Additionally, Corporal McInnis assists in the development of the Department's policies and procedures as they relate to intake and discharge procedures. She also has assisted in the ongoing development of the Department's commitment manual.

It is because of the Corporal's consistently high standards of dedication and commitment that the Director has selected Felecia McInnis as the Howard County Department of Corrections Employee of the year.

## Correctional Employee of the Month



### January

Lieutenant  
LaJuan  
Deadwyler



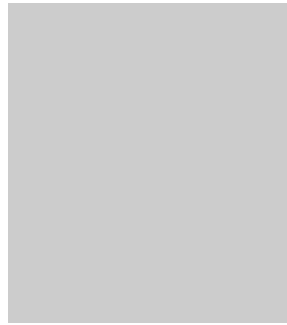
### May

Beth Hull



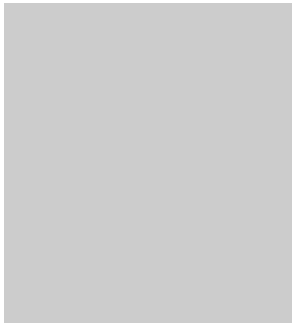
### February

Office Tonya  
Watkins



### June

Non Selected



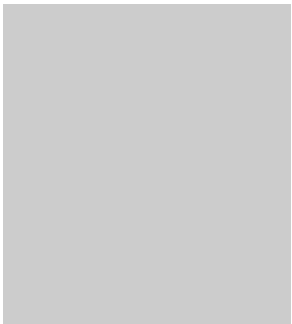
### March

None Selected



### July

Corporal Cordell  
Powell



### April

Non Selected



### August

Allison Williams

## Correctional Employee of the Month



### September

Officer Rosa  
Savage



### October

Officer Janet Barr



### November

None Selected



### December

Dietary  
Lieutenant Louise  
Martin, Dietary  
Officers Veronica  
Johnson and  
Ashley Gibson

### Staff Community Service



Throughout 2014, 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 - Highest participation rate in the County.
- American Cancer Society's Relay for Life

### Service Awards

The County's Awards Program was held on September 5, 2104 in the Ten Oaks Ballroom. The following employees received service awards:

Kevin Fortson	10 years
Bernard Freeman	10 years
Andre McInnis	10 years
Cordell Powell	10 years
Patricia Schupple	10 years
Frederick Sturdivant	10 years
David Taylor	10 years
Peter Wanderi	10 years
Cheryl Benfer	15 years
Phillip Harrod	20 years

Kevin Jones	20 years
Martin Kimball	20 years
Edward Scott	20 years
Larry Wilson	20 years
Shawn Hayhurst	30 years

### **Perfect Attendance**

Geannine Brown	Kevin Brown
James Burrows	Paul Coombs
Raymond Dale	LaJuan Deadwyler
Kim Drennon	Jeffrey Ennals
Crystalyn Gaddy	Ashley Gibson
Agnes Green	George Iordanou
Katherine Joyner	Jack Kavanagh
Samer Khan	Andre McInnis
David Metz	James Murphy
Rosa Savage	Patricia Schupple
Gail Sessoms	Kenyeta Small
Drake Watkins	Lorenzo Williams
Kim Wilson	

### **Retirements**

- Lieutenant Patricia Robinson
- Sergeant Kevin Jones
- Corporal Linda Hundertmark