

DEPARTMENT OF CORRECTIONS

MISSION AND SERVICES

Mission - The Department of Corrections provides detention services to the public in order to ensure the community's safety.

The agency's mission supports accomplishing the countywide vision by:

- Working for safe communities
- Working to support families and individuals in need

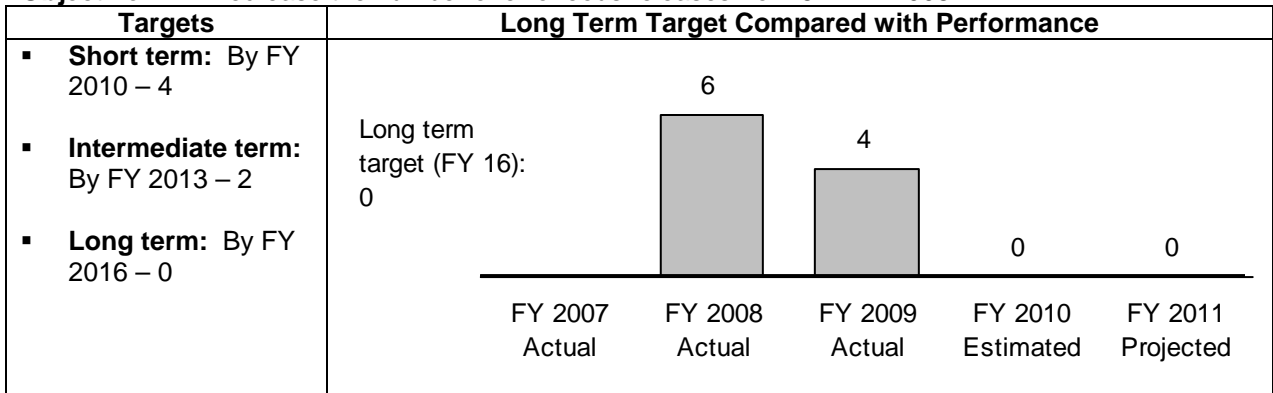
Core Services –

- Detention services which includes care and custody of inmates, educational and vocational training, treatment services and alternative-to-incarceration programs.

SERVICE DELIVERY PLAN AND PERFORMANCE

GOAL 1 - To provide detention services for the community in order to ensure those in our custody are no longer a danger to the public.

Objective 1.1 - Decrease the number of erroneous releases from 6 in FY 2008.



Performance Measures -

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of staff assigned to the records unit and release team		15	15	15	15
Workload, Demand and Production (output)					
Number of inmate releases		16,177	15,145	16,100	17,000
Efficiency and Quality					
Average number of releases per records unit and release team staff		1,078	1,010	1,073	1,133
Impact (outcome)					
Number of erroneous releases		6	4	0	0

Performance Measures Explanation - The above data indicates the department has improved toward eliminating releasing inmates before they are allowed to leave the facility. Data for FY 2007 is unavailable at this time for the above performance measures.

Strategies to Accomplish the Objective -

- **Strategy 1.1.1** – Have the records unit and release team verify and check inmate release dates
- **Strategy 1.1.2** – Ensure warrants and legal documents are checked, completed, reviewed, interpreted and executed correctly
- **Strategy 1.1.3** – Ensure staff receive Maryland Electronic Telecommunications Enforcement Resource System certification annually
- **Strategy 1.1.4** – Ensure inmates are not wanted on criminal charges from other law enforcement agencies
- **Strategy 1.1.5** – Research and ensure inmate’s identity through criminal justice databases and biometrics technology
- **Strategy 1.1.6** – Provide prompt notification of an erroneous release to the courts in order for a bench warrant to be issued
- **Strategy 1.1.7** – Ensure releases are completed according to the established time limits of 4-6 hours

Objective 1.2 - Reduce the percent of inmates participating in educational and vocational programs that return to the custody of the department (data is unavailable).

Performance Measures –

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of vocational/educational instructors		8	8	9	9
Workload, Demand and Production (output)					
Number of inmates participating in vocational/educational programs that are placed in a job upon release		25	22	27	28
Efficiency and Quality					
Average number of inmates receiving instruction per vocational/educational instructors		454.0	420.6	377.2	377.8

Performance Measures Explanation - Many factors contribute to recidivism (reentry into jail) by an offender; however, one critical factor is the level of the offender’s educational and vocational skills. To improve the possibility and opportunity for offenders to be productive members of society, the department provides voluntary education and work skills to offenders. Data is unavailable for some of the above measures in FY 2007; recidivism data is unavailable as FY 2010 was the first year it was tracked.

Strategies to Accomplish the Objective –

- **Strategy 1.2.1** – Provide vocational training and educational instruction to offenders using qualified, certified instructors
- **Strategy 1.2.2** – Administer the Maryland State Board of Examiners barber and nail technician exams and the Maryland Department of Education General Equivalency exam to inmates that meet the required training hours and complete the adult basic education course requirements
- **Strategy 1.2.3** – Screen, interview and assess those in our care for program eligibility
- **Strategy 1.2.4** – Place 5% of vocational program participants in jobs
- **Strategy 1.2.5** – Ensure 5% of adult basic education participants receive high school diplomas

Objective 1.3 - Reduce the number of inmate assaults from 275 in FY 2008.

Targets	Long Term Target Compared with Performance					
<ul style="list-style-type: none"> ▪ Short term: By FY 2010 – 246 ▪ Intermediate term: By FY 2013 – 240 ▪ Long term: By FY 2016 – 220 	Long term target (FY 16): 220	272	275	246	240	235
	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected	

Performance Measures -

Measure Name	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimated	FY 2011 Projected
Resources (input)					
Number of correctional officers assigned to housing unit (min all shifts)		30	30	30	34
Workload, Demand and Production (output)					
Number of intakes	15,908	16,715	15,652	15,500	15,500
Average inmate population per day		1,462	1,299	1,300	1,524
Number of inmates assigned to alternative custody programs		7,356	7,503	7,653	7,700
Average number of days in the correctional facility for an inmate	33.0	33.5	34.0	33.5	33.5
Efficiency and Quality					
Percent of facility capacity filled based on the average inmate population per day		91%	103%	102%	100%
Average number of inmates (per day) per correctional officers in housing units		44.4	44.4	44.4	44.8
Impact (outcome)					
Number of inmate assaults	272	275	246	240	235
Percent of inmate assaults resulting in inmate injury		91%	73%	72%	70%

Performance Measures Explanation - The correctional facility is anticipated to have an expansion completed during FY 2011 which will result in increased inmate capacity. Data for FY 2007 is not available for all of the above performance measures.

Strategies to Accomplish the Objective –

- **Strategy 1.3.1** - House individuals charged with or sentenced for a crime while considering gang implications
- **Strategy 1.3.2** - Deploy an emergency response team to combat and mitigate incidents and disturbances
- **Strategy 1.3.3** - Utilize security cameras to monitor and record activities in the facility
- **Strategy 1.3.4** - Have the appropriate balance of housing unit officers-to-inmate population
- **Strategy 1.3.5** - Work in collaboration with the State’s Attorney Office in matters relating to inmate criminal prosecution requests
- **Strategy 1.3.6**- Ensure the correctional facility is capable to house the number of people that are required to stay in the facility
- **Strategy 1.3.7** – Ensure all officers are trained and equipped to work safely and effectively in the correctional facility