


**HOWARD COUNTY DEPARTMENT OF CORRECTIONS  
POLICY & PROCEDURE**

	<b>SUBJECT:</b>	Administration
	<b>P &amp; P #:</b>	A-000
	<b>TITLE:</b>	Mission Statement and Organization
	<b>EFFECTIVE DATE:</b>	November 3, 2019
	<b>REVIEWED BY:</b>	<i>Andrea King Wessels</i> Andrea King-Wessels, Deputy Director
	<b>AUTHORITY:</b>	<i>Jack Kavanagh</i> Jack Kavanagh, Director

**POLICY:** The mission of the Howard County Department of Corrections is to protect the citizens of Howard County by providing a secure facility for persons legally confined in the County. The Department provides for the safety of the inmates/detainees and staff by maintaining a humane respectful living and working environment. It is also the policy of this Department that no inmate/detainee is discriminated against regarding programs, services, or activities based on race, religion, national origin, sex, disability, sexual orientation or political beliefs. It is also the Department’s policy to adhere to all Adult Detention Center standards established by the Maryland Commission on Correctional Standards.

The Administration and staff are dedicated in providing a balanced Correctional program that meets applicable County, State, and Federal standards. The Department will also review and implement, as best practices in the field of corrections. Concerted efforts are made to ensure that the inmate’s human rights and dignity are not violated. The staff will be firm, fair, impartial and above all consistent in dealing with inmates. As appropriate, inmates will be provided programs to assist them in their efforts for reentry into the community.

**REFERENCES:** Maryland Commission on Correctional Standards, Adult Detention Centers (MCCS ADC), Performance Based National Detention Standards 2011, Federal Law S 1435 Prison Rape Elimination Act of 2003 (PREA), Code of Maryland Regulations (COMAR) to include the Maryland Police Correctional Training Center (MPCTC).

**DEFINITIONS:** None

**PROCEDURES:**

I. Goals and Objectives

- A. The department will establish goals and objectives to meet the mission of the department. Strategies will be established to accomplish each objective. See Appendix 1 for the listing of goals, objectives and strategies.
- B. Also, the department will issue a series of policies and procedures which will offer guidance to staff in the daily operation of the Detention Center and the Central Booking Facility.

C. The Administration realizes that the effective daily operation of the Detention Center and the Central Booking Facility is contingent on the staff knowing and understanding the philosophy, goals and policies of the Department. To reach this objective, all staff receives training based on the policies and procedures. Staff shall also receive regular testing on the Department's policies. The Training Captain is responsible for policy testing.

## II. Policy and Procedure Review

To ensure that the Department's philosophy, goals, objectives and policies are appropriate, they will be reviewed by the Director and designated staff at least yearly in accordance with HCDC Policy A-003, Policy and Procedure and Post Order review. Staff are encouraged to participate, to the maximum degree possible, in recommending changes as needed.

The Director has the authority to revise/change a policy or post order as needed to meet the operational demands of the Department. As the changes are initiated, they may be communicated by an email, memoranda or in rare circumstances verbal due to unforeseen situations.

## III. Legal Compliance

Court decisions as well as legislative mandates frequently promulgated and are being made daily which effect the operation of the Department. The Director of Corrections will review, evaluate and implement, when appropriate, all court decisions, legislative mandates which impact directly on the operation of the Department. The goal of the Department is to facilitate compliance with all court orders/decisions.

## IV. Organization

The Director has established an organizational structure to effectively carry out the mission of the Department and to ensure the operations of the Detention Center and the Central Booking Facility comply with established policy and procedure. The official Organizational Chart is attached as Appendix 2 and the SERT Organizational Chart is attached as Appendix 3 to this policy.

**ATTACHMENTS:** Appendix 1, Listing of Goals, Objectives and Strategies.  
Appendix 2, Howard County Department of Corrections Organizational Chart.  
Appendix 3, Howard County Department of Corrections Special Emergency Response Team (SERT) Organizational Chart Function.

**RESCISSIONS:** HCDC Policy A-000 Mission Statement effective November 4, 2018.

I. Goals

Goal 1. To provide for safe and secure housing of offenders under the jurisdiction of the Howard County Department of Corrections.

**Objective1.1: To ensure the public’s safety through the secure confinement of committed offenders with the result of no escapes from custody or community programs in CY 2019.**

**Strategies:**

- Use biometric identification for all releases.
- Effective processing of all detainees/offenders entering the Central Booking Facility (CBF)/Howard County Detention Center (HCDC).
- Continuous training and exercises as well as supervisor and weekly security inspections. The Department recently added additional supervisor rounds.
- Continuous review of classification procedures to ensure that inmates/detainees are being assigned to the proper security level.
- Continuous job checks, surveillance, and itinerary checks on inmates who work in the community.
- Continue offering Immigration and Custom Enforcement (ICE) and US Marshals safe and secure housing for their detainees in proximity to necessary operations.
- Continue monthly case reviews of ICE detainees with ICE.
- Routine monitoring of security procedures on the video surveillance system by custody supervisors.
- Continue use of GPS tracking on selected work release participants.
- Continue annual security audits using the National Institute of Corrections Security Audit Process.
- Increased use of video technology to monitor inmate activity. We now have 267 cameras. We have added video cameras for our transport van. Body scanner obtained to detect contraband hidden within body cavities or swallowed. Full body scanner has been purchased and is operational as of July 1, 2017.

**Objective1.2: To establish a clear baseline of the level of inmate violence in CY 2019, including: inmate-on-inmate assaults; inmate on staff assaults; and contraband possession, in order to determine appropriate measure for reduction.**

**Strategies:**

- Continue use of Operational Statistics (Ops Stat) system of review of operations, policy and procedure compliance, inmate behavior and trends.
- Utilize “Ops Stat” system to quickly identify and correct problem areas.
- Continue zero tolerance for gang activity and actively participate in gang intelligence meetings (MAGLOCLLEN, MARGIN, KAISAN and HCPD gang unit). The Department has also begun attending the Department of Public Safety monthly gang meetings.

- Continue aggressive searches of housing, dayrooms, and activity areas and continue periodic drug-dog searches using Howard County Police Department (HCPD) or State Department of Corrections (DOC) resources.
- Use video surveillance and phone monitoring to investigate or to monitor inmate activities.
- Where appropriate cooperate with other jurisdictions to transfer, and accept transfer of, inmates utilizing State-County Memorandum of Understandings (MOU's) or agreements.
- Utilize inmate adjustments and incident reports to capture numbers of assaults and contraband discoveries.
- Continue annual security team audit utilizing newly developed security audit manual.
- Criminally charge and prosecute inmates who commit serious assault/destroy property.
- Share monthly drug testing reports with HCPD and Howard County Health Department (HCHD).

**Objective 1.3: To maintain safe and humane living conditions for inmates, with no deaths in custody in CY 2019.**

**Strategies:**

- Annual training on mental health, Health Insurance Portability and Accountability Act (HIPAA) and suicide prevention.
- Annual or periodic review of medical and mental health at admission screening.
- Monthly management review of medical and mental health services delivery and effectiveness.
- Multi-disciplinary wellness checks weekly, as well as mental health checks for inmates on locked units.
- Continue practice of crushing all psychotropic/controlled medications to prevent hoarding/overdosing.
- Continue double celling of inmates released from suicide watch.
- Continue working collaboratively with the County State's Attorney and Public Defender's Office and the Courts to fast track those with serious mental illness to facilities in the Department of Health and Mental Hygiene.
- Initiate Crisis Intervention Team (CIT) and Mental Health First Aid training for staff in 2019.
- Video visitation was implemented in 2018 to improve visiting options for inmates/detainees.

**Objective 1.4: To provide basic human services in compliance with Maryland Commission on Correctional Standards (MCCS) and Health Department standards, as measured by zero non-compliance on the respective audits and inspections for 2019.**

**Strategies:**

- Continuous in-house reviews and audits of standards, through audit compliance officer, with assistance from other units.

- Continuous cleaning and sanitizing program with emphasis on communicable diseases such as Methicillin-Resistant Staphylococcus Aureus (MRSA), in compliance with policies and procedures.
- Semi-annual and spot check inspections by the County Health Department of kitchen.
- Continue annual use of outside auditors for spot auditing of MCCS standards.
- Continue quarterly in-house audits of State standards and mid-cycle self audits.

**Objective 1.5: To provide a workplace that is safe and compliant with all related standards and safety regulations, especially MOSH.**

**Strategies:**

- Continue and promote the Safety committee and its work.
- Monitor and react to On the Job Injuries (OJI) reports and make changes, institute changes as necessary to promote employee safety.
- Monitor and react to any Risk Management Incidents, in consultation with Risk Management Office.
- Promote the County Wellness Works program and support in any way possible for staff to participate.
- Continue offering acupuncture therapy to staff.
- Continue quarterly Labor (Local 3080) Management Meetings.

Goal 2. To maintain the public's safety by providing opportunities in the Detention Center for offenders to utilize their time constructively, address issues that may affect their ability to successfully live in the community, and are necessary for compliance with court orders.

**Objective 2.1: To establish benchmark objectives for inmate participation in an array of inmate program opportunities to address identified offender needs, many in partnership with other County-based agencies, with an emphasis on filling all classes to capacity.**

**Strategies:**

- Utilize the classification process and effective marketing to sign on participants. Target higher risk (based on proxy score) offenders and needs assessments LS/CMI – Level of Service/Case Management Inventory (LSCMI) to place inmates in the following programs:
- Addictions (Health Dept.).
- GED-Adult Basic Education Howard Community College (HCC).
- LEEP-Lifeskills, Education and Employment Program (HCC).
- MCCJTP- Maryland Community Criminal Justice Treatment Program (Mental Health Authority).
- Parenting - Guiding Good Choices (Health Dept.).
- Survivor's Group (trauma treatment).
- Religious Education classes and services.
- Narcotics Anonymous (NA) / Alcoholic Anonymous (AA) Meetings.
- Financial Literacy.
- Reentry Mediation (HCC).
- Serve-Safe Food Handling Program.

- Reentry Orientation.
- Thinking for a Change Cognitive Skills Program.
- Strengthening Families Program.
- Job Search Lab – Accessing the Maryland Workforce Exchange site.
- Getting Ahead Program.
- Empower One Self Development Program.
- Landscaping Apprenticeship.
- Individual literacy tutoring.
- Screening Brief Intervention and Referral to Treatment (SBIRT) protocols implemented in 2018.
- Medication Assisted Treatment (MAT).

Goal 3. To enhance the public safety by providing targeted reentry services to inmates returning to the community, whether it is information for those being released very quickly or specific reentry preparation for those who are expected to be released on a more long-term basis, such as those who are sentenced. Research has shown that pre-release planning has an impact on successful transition to the community.

**Objective 3.1: Engage additional community providers in understanding the work of the Detention Center and the possibility of accessing clients while incarcerated, in preparation for release.**

**Strategies:**

- Meet bimonthly with the Reentry Coordinating Council.
- Identify gaps in services and collectively address with providers.
- Continue to invite our reentry partners to the Detention Center to meet with groups of inmates who are leaving soon as well as to meet with their previously known clients, prior to release. We now have eight outside agencies providing services to inmates.
- Continue to provide community service information to offender prior to release.
- Continue orientation sessions to provide resource information to inmates preparing for release.
- Implemented “Reentry Express” short term program in May 2014.
- Engage potential employers to promote hiring of ex-offenders. Belair Produce and Coastal Sunbelt have become a recent partner hiring a number of inmates. They offer progressive wages and benefits.

**Objective 3.2: Provide information to inmates who are being released.**

**Strategies:**

- Through assistance of State reentry personnel and the County Departments of Social Services, Community Action Council and Citizen Services, provide packets of information on services for Howard County areas as well as other surrounding jurisdictions.
- Distribute and use the MD Community Services Locator system to assist inmates leaving as well as their families with information. Place brochures from agencies in our lobby and our library for inmate and inmate family information.

**Objective 3.4: Provide inmate referrals to community programs such as housing, in-patient treatment, outpatient treatment, etc.**

**Strategies:**

- Collaborate among treatment and volunteer staff to discuss and coordinate inmate programs here and referrals to programs in the community. Monthly program staff meetings are now scheduled.
- Continue monthly meetings of the Howard County Reentry Coordinating Council.

**Objective 3.5: Identify obstacles to successful re-entry and address these obstacles in collaboration with community and governmental agencies.**

**Strategies:**

- Identify obstacles, such as lack of proper identification, transportation, housing, employment skills, etc.
- Develop solutions, in collaboration with our re-entry partners.
- Annually complete at least two "Getting Ahead" program geared to ex-offenders.
- Open the Guilford Transition House in January 2019.

Goal 4. To maintain preparedness to effectively execute HCDC emergency plans and to effectively carry out our emergency support function (#11-Food and Emergency Supplies) as part of the County's Emergency Operation Plan.

**Objective 4.1: To mitigate the impact of emergency situations or conditions through timely and appropriate response.**

**Strategies:**

- Conduct regular emergency exercises, review emergency/continuity of operations plans annually, conduct specific drills each month.
- Continue to actively participate in county emergency planning and exercising. Continue membership as part of CERN.
- Continue to train staff on emergency plans and the incident command policies.
- Conduct annual review of every emergency policy and procedure and do semi-annual reviews of the Continuity of Operations Plan (COOP).

Goal 5. To ensure that Howard County Detention Center physical plant is well maintained and of sufficient capacity to manage the offender population, while being environmentally and energy conscious.

**Objective 5.1: To continually review the physical plant including building and systems, security features and grounds in order to identify maintenance and upgrade projects that protect and extend the lifespan of the physical plant.**

**Strategies:**

- Submit annual capital project proposals.

**Objective 5.2: To cooperate with Facilities Maintenance to complete identified projects.**

**Strategies:**

- Meet periodically with Facilities Maintenance to plan for projects and to collaborate on logistical and security requirements.

**Objective 5.3: To plan effectively for the future of the Detention Center in line County growth and compliance with State and Federal Mandates.**

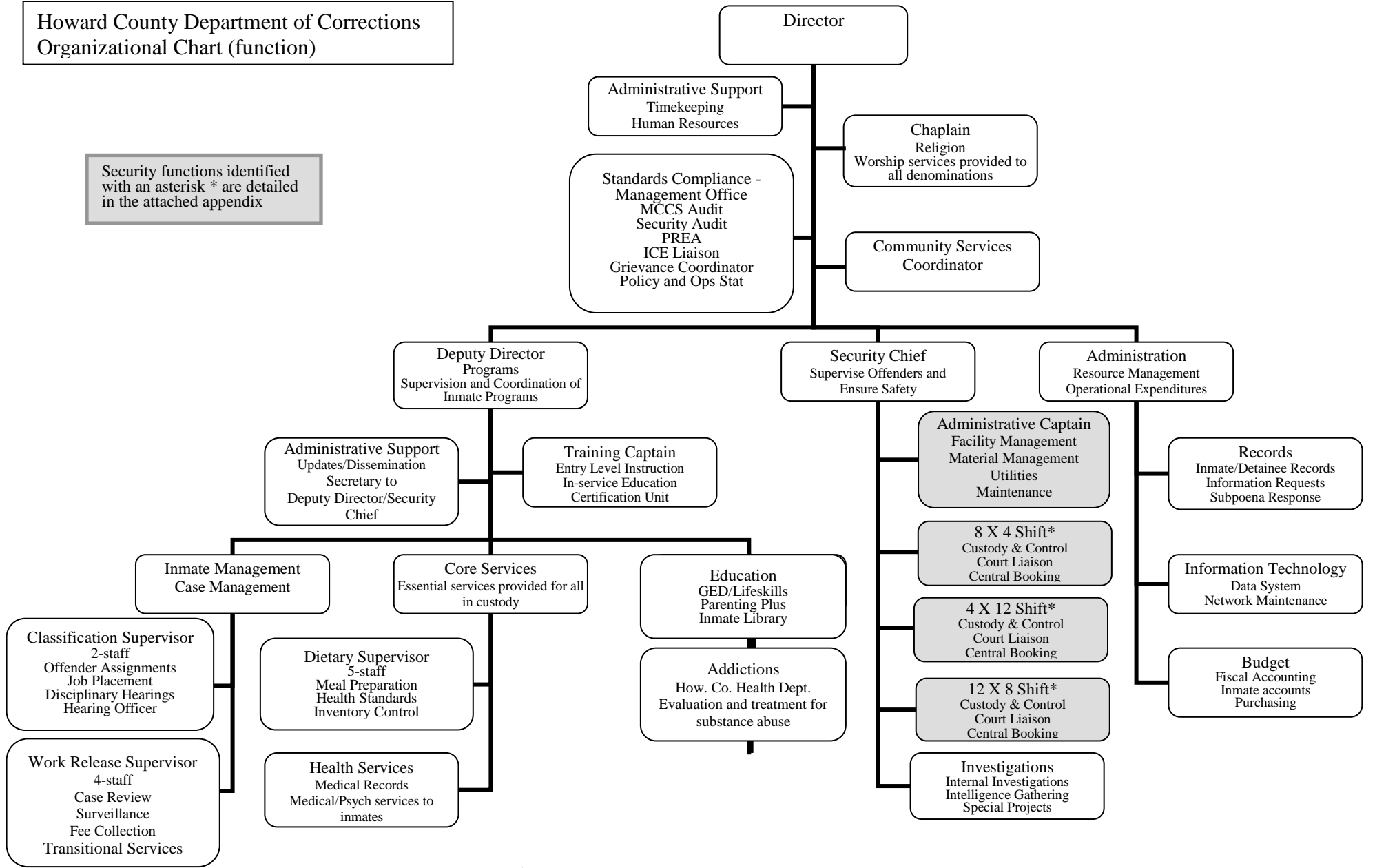
**Strategies:**

- Track and monitor the population of the Detention Center to detect any growth trends.
- Further analyze the impact of emerging issues to include mental health problems, substance use disorders, youthful offenders, etc. On the physical plant, modification/renovations have been made or are pending to assist in managing these issues.



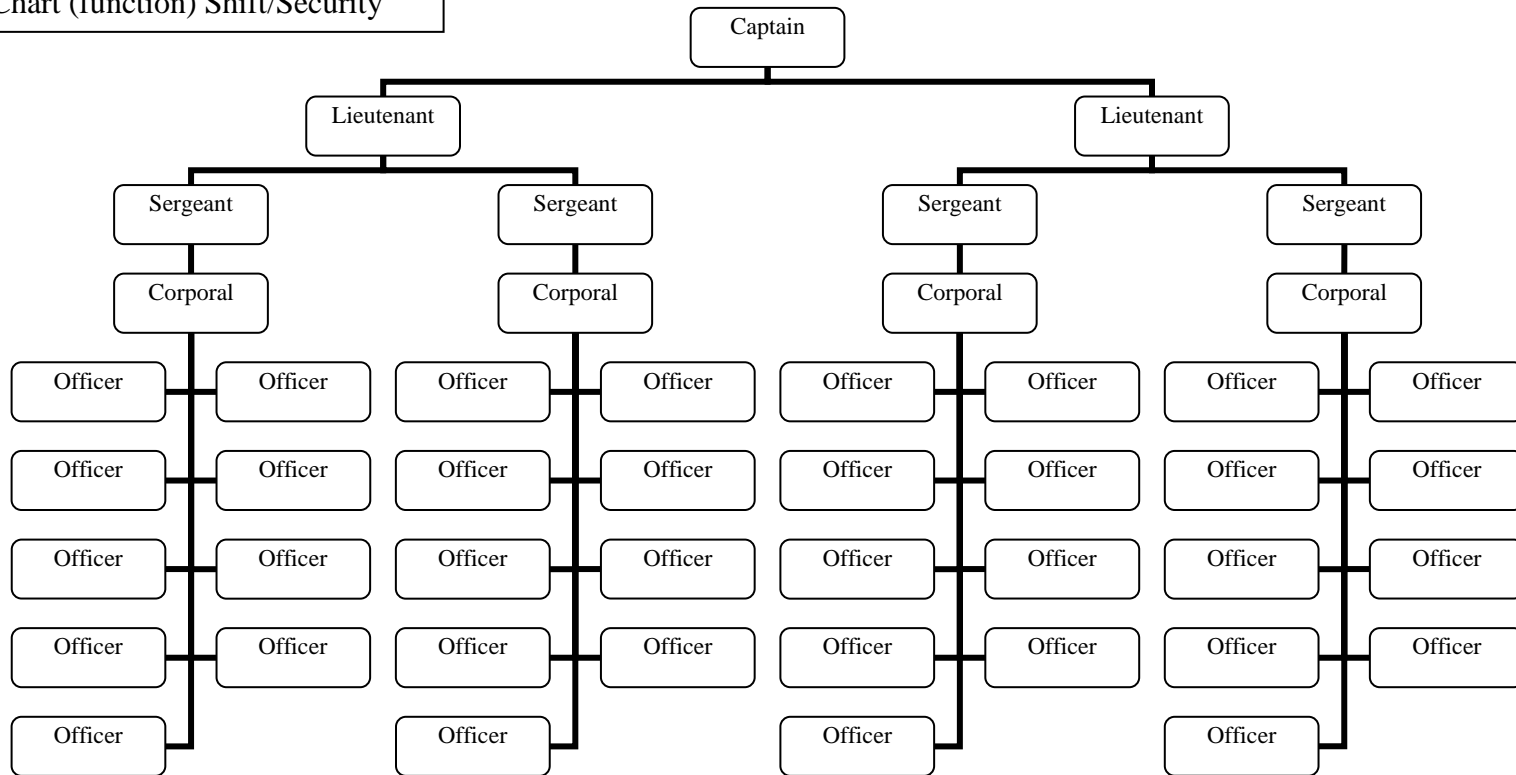
Howard County Department of Corrections  
Organizational Chart (function)

Security functions identified with an asterisk \* are detailed in the attached appendix



**Note:**  
The Deputy Director is second in command of the Department. The Deputy Director has primary responsibility for Programs, but also has authority over all operational areas.

Howard County Department of Corrections  
Organizational Chart (function) Shift/Security

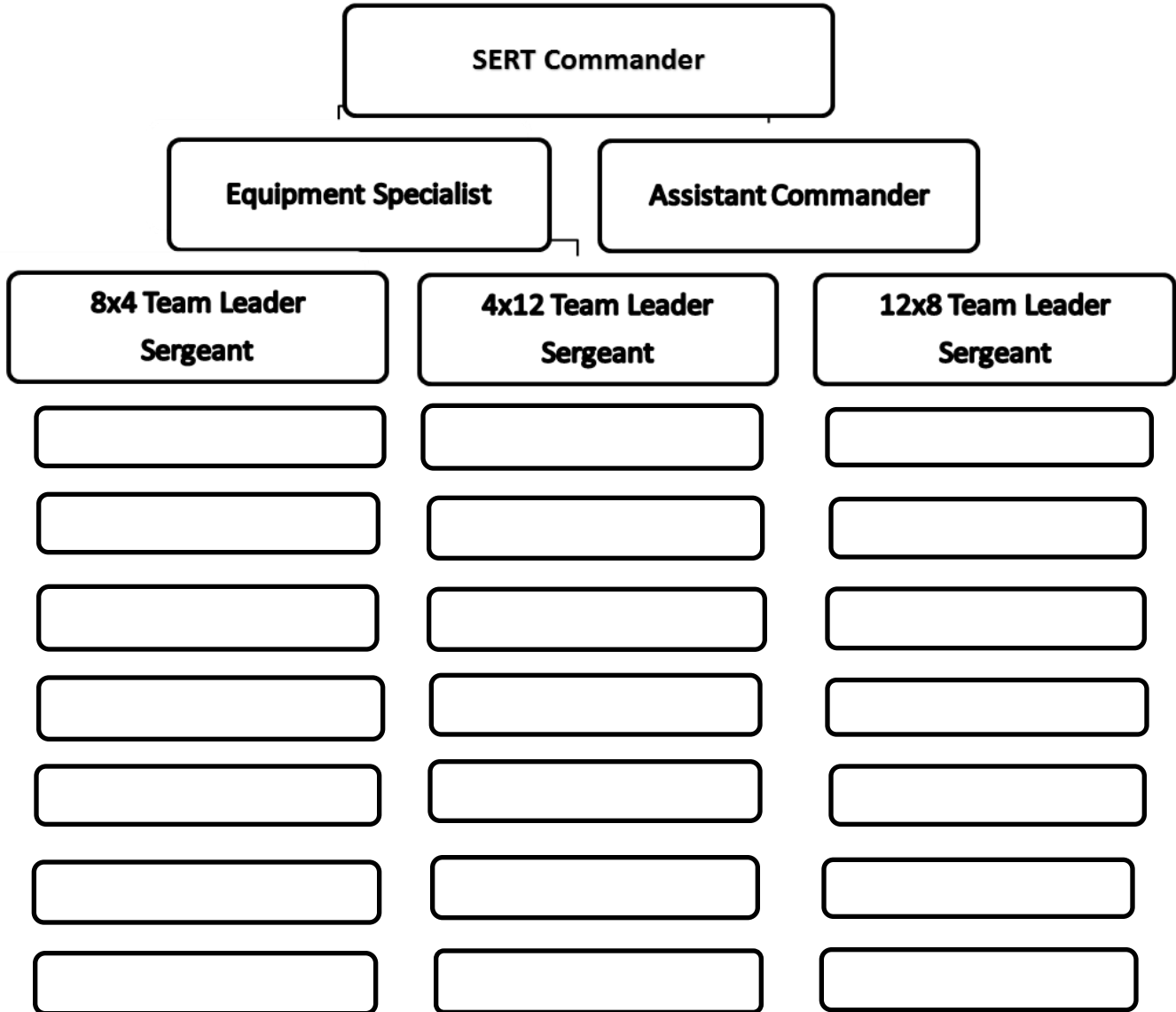


**Security Staffing**

- Shift is supervised by captain or lieutenant
- Security staff are broken into three squads (2 on duty / 1 off duty / Tuesdays reserved for training – all report)
- Staff are assigned into work teams according to the following schedule:
  - 1 Assistant Shift Leader (lieutenant or sergeant)
  - Housing Posts (8): 7 officers / 1 roaming supervisor (corporal or sergeant)
  - Central Booking (3): 1 supervisor (sergeant or corporal); 2 booking officers
  - Intake Post (4\*): 1 officer in charge (sergeant or corporal); 1 commitment officer (corporal); 1 officer (inmate accounts)  
1 officer to conduct security rounds on F section of jail\*
  - Control Rooms: Main Control = 1 officer; Upper Control = 1 officer
  - Traffic (inmate movement): 2 officers (1 main jail / 1 west sections)
  - Upper Level Security: 1 officer
  - \* Recreation: 2 officers (1 main jail / 1 west sections)
  - \* Medical Area: 1 officer

\* denotes positions staffed only on 8 X 4 shift

**Howard County Department of Corrections  
SERT Organizational Chart Function**



Note:

The Assistant Commander is second in command of the SERT. The SERT Commander has primary responsibility for the SERT, but also has authority over all operational areas and equipment.

\*Team Leader's primary responsibility will be to ensure the team member is in compliance with policy.