

Montgomery County Department Of Correction And Rehabilitation

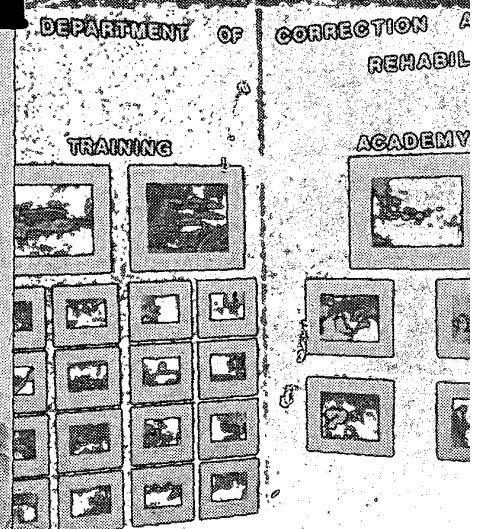
SIX
YEARS

OF

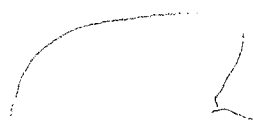
PROGRESS

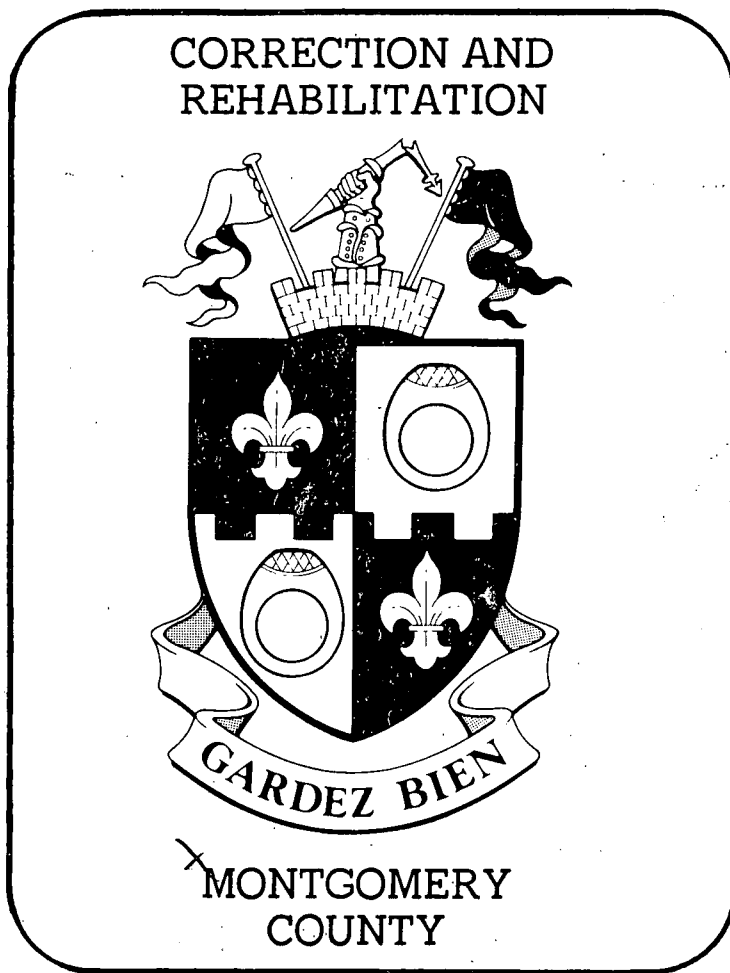
1972 through 1978

Rockville, Maryland



76881





*"The degree of civilization in a society can be
judged by entering its prisons."*

DOSTOYEVSKY

NCJRS

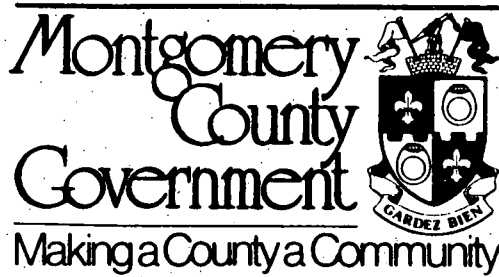
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ACQUISITION

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December 29, 1978

Mr. Charles W. Gilchrist
County Executive
County Office Building
Rockville, Maryland 20850

Dear Mr. Gilchrist:

The reorganization of the County correctional system into a separate department in 1972 has provided me a rare opportunity to plan, develop, and implement numerous programs relevant to the rehabilitation of offenders seldom found in jails throughout the country.

After six years of progress and achievement, the County correctional system is the uncontested leader of local corrections in Maryland and has established the widespread reputation as a national model.

I am grateful for the dedication and competence of a splendid correctional staff which has endured continuous change. The sustained support provided by your predecessor, Mr. James Gleason, and the previous County Council was invaluable and is deeply appreciated.

I am pleased to forward this six year progress report which describes the programs and accomplishments made since 1972.

The correctional goals and mandate of the County Code are being met.

Sincerely,

A handwritten signature in dark ink, appearing to read "Larry E. Sander".

Larry E. Sander, Director
Department of Correction and Rehabilitation

Department of Correction and Rehabilitation

Room 440, 6110 Executive Boulevard, Rockville, Maryland 20852

THE
UNITED STATES
DEPARTMENT OF
THE ARMY
OFFICE OF THE
CHIEF OF STAFF
WASHINGTON, D. C.

MEMORANDUM FOR THE CHIEF OF STAFF

SUBJECT: [Illegible]

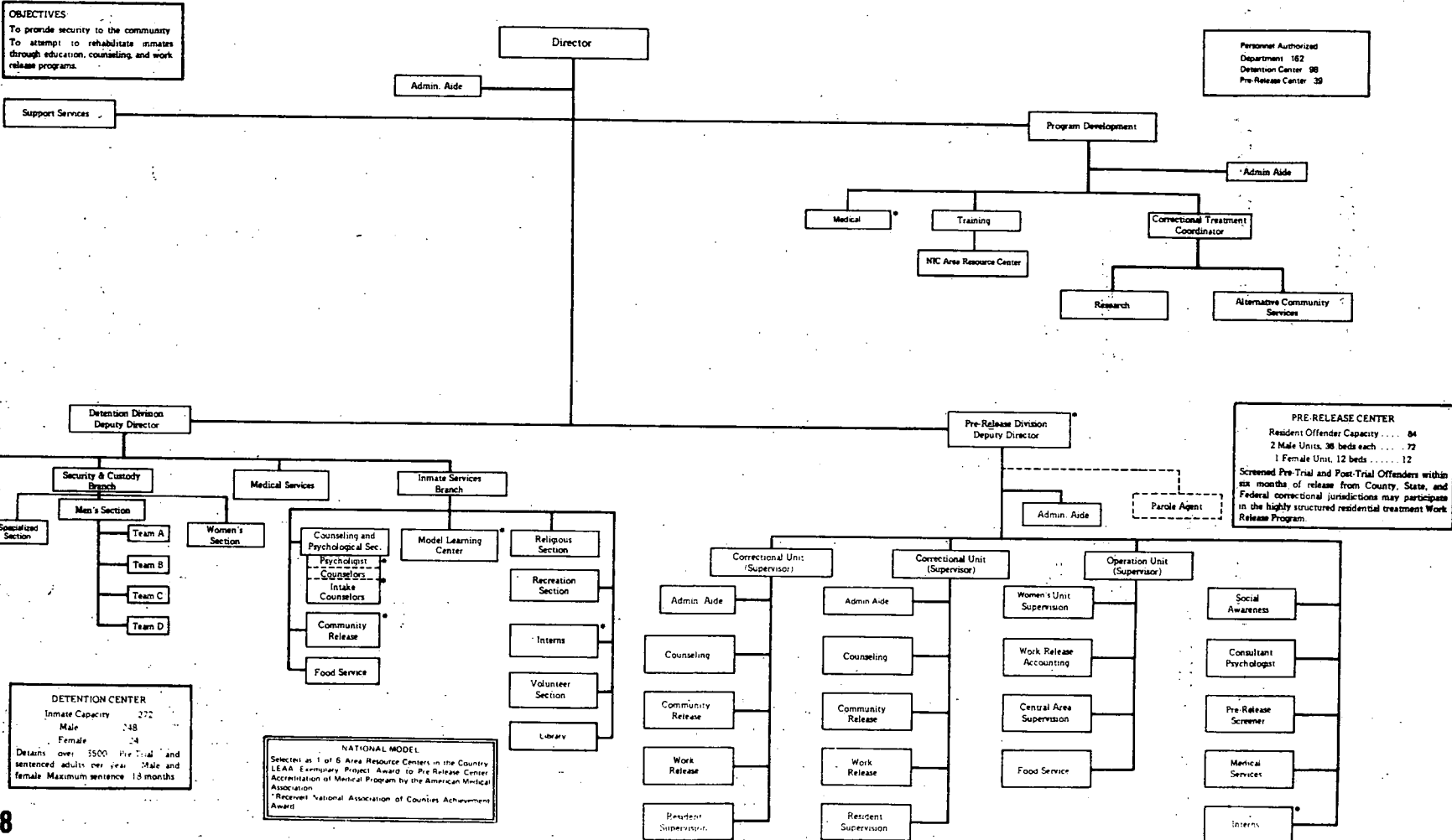
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Very truly yours,
[Illegible Signature]

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Department of Correction and Rehabilitation Montgomery County, Maryland



December 1978

SPECIAL ACKNOWLEDGEMENT

Appreciation for sustained interest and active support is extended to these County organizations:

- . Montgomery County Delegation
- . League of Women Voters
- . Bar Association
- . Unitarian Churches (Rockville and Cedar Lane)
- . Women's Suburban Democratic Club
- . American Association of University Women
- . Rockville Jaycees
- . Bethesda Rotary Club
- . Olney Rotary Club
- . Rockville Lion's Club
- . Rockville Kiwanis Club
- . St. Raphael's Catholic Church
- . Good News Mission
- . Baptist Women
- . Glen Garden Club
- . Christian Businessmen
- . Alcoholics Anonymous

The progress achieved during this six-year period was made possible only through the invaluable contribution made by the County Personnel Office, County Facilities and Services (especially Architectural Services), Budget and Research Office, Community and Economic Development (especially OPCP), the Library Department and the Department of Recreation.

INTRODUCTION

The County correctional system is indeed unique being one of the few throughout the nation organized as a department independent of the Sheriff, and managed by a professional in the correctional field directly accountable to the County Executive.

Since the establishment of a department in 1972, considerable progress has been made toward implementing the modern concepts of community-based corrections. A major construction program was completed in March 1978 to include expansion of the Detention Center to provide new inmate housing areas and adequate program space for 272 inmates, an increase of 88 from the old Center and a new coeducational Pre-Release Center to accommodate 84 residents, more than twice the capacity of the old Center. The number of inmates detained at the Detention Center on an annual basis has doubled since 1972--from 2,000 in FY 72 to almost 4,000 in FY 78.

Numerous innovative treatment programs through Federal LEAA funds have been effectively implemented which provide the inmate an opportunity to change. During the past several years, the courts have developed confidence in and relied heavily on the Pre-Release/Work Release Program as a viable alternative to incarceration which has resulted in the reduction of individuals being sentenced to the State correctional system by sixty percent.

The 1975 Report of the Maryland Commission on the Functions of Government recognizes the Montgomery County correctional system as being the model at the local level in the State of Maryland. The department has

received extensive national recognition for many programs and has earned the reputation for being a national model for local corrections.

The nonviolent less serious offender is a community problem. The department strives to provide this offender with the resources and opportunities to stimulate some meaningful change which will enable the offender to cope more effectively with life's problems and to be a contributing citizen in the community.

The correctional employee protects the community from the dangerous offender, night and day around the clock under hazardous and stressful conditions in an environment which is hostile and often violent. The constant build-up of tension in this atmosphere and working on rotating shifts impacts on the employee and family life.

The correctional staff is charged with the responsibility of insuring that the legitimate human needs of those persons incarcerated are met. The staff must maintain the order and discipline of the inmate population and must react decisively and immediately to emergency conditions--fires, attempted suicides, inmate fights, inmate disturbances, and serious inmate illness. A day in the life of a correctional employee can fluctuate from routine tasks to extreme excitement in the face of a highly volatile situation resulting from violent inmate behavior.

This report is dedicated to the correctional employee--the unsung hero of the public safety work force.

This report covers the highlights of FY 78 to include program description and summarizes the progress made since 1972.



LARRY E. SANDER
First Director
1972 - 1978

B.A., Criminology, University of Maryland, 1960

Masters in Correctional Administration, American University, 1971

MONTGOMERY COUNTY, MARYLAND
DEPARTMENT OF CORRECTION AND REHABILITATION

- . The department is the model local correctional system in Maryland and has received significant recognition as a *National Model*.
- . Pre-Release Center selected as *National Exemplary Project*--1977.
- . Department designated as one of six *National Resource Centers*--1978.
- . *American Medical Association Accreditation* for high standard of medical care provided to inmates--1978.
- . Recipient of seven *National Association of Counties Achievement Awards* for development of innovative programs.

For these achievements leading to the recognition of the department as a *National Model*, the Director was presented the *1978 National Award* for making an outstanding contribution to criminal justice by the American Society for Public Administration.

- . Chairman, Region IV Planning Board, Governor's Commission on Law Enforcement and Administration of Justice - 1975.
- . Executive Member, American Correctional Association.
- . Executive Director, National Jail Association - 1973.

Public Service Objectives

The public service objectives of the department are as follows:

- . To protect the citizens of Montgomery County through effective and realistic correctional services.
- . To insure the safekeeping, care, treatment, and custody of inmates lawfully committed to the Detention Center.
- . To provide an alternative to either probation supervision or maximum security incarceration by operating a highly-structured, treatment-oriented Pre-Release Center for offenders.
- . To satisfy the full range of human physical and psychological needs through medical, education, training, counseling, recreational, religious, and work release programs.
- . To provide opportunities for selected offenders to engage in voluntary public service employment as a means for restitution to avoid further involvement with the criminal justice system.

Legal Basis

The administration and operation of the department are governed by Article 27, Annotated Code of Maryland and Chapter 13, Montgomery County Code.

Correctional Standards

The department endeavors to meet the following recently developed National Correctional Standards:

Manual of Standards for Adult Local Detention Facilities, Commission on Accreditation for Corrections, American Correctional Association, December 1977.

Manual of Standards for Adult Community Residential Services, Commission on Accreditation for Corrections, American Correctional Association, April 1977.

Federal Standards for Corrections, United States Department of Justice, June 1978.

Standards for the Accreditation of Medical Care and Health Services in Jails, American Medical Association, 1978.



ROBERT F. TANSEY
Program Development Officer; U.S. Military Academy, 1945; Catholic University, MSW, 1969



NEIL E. DORSEY
Correctional Treatment Coordinator; E. Carolina University, B.S., History, 1965; E. Carolina University, M.A., History, 1966; American University, M.S. Correctional Administration, 1970



DOROTHY K. BUTT
Chief, Supporting Services Section; Fresno State University, B.A., Psychology, 1949

DIRECTOR'S OFFICE

6110 Executive Boulevard
Room 440
Rockville, Maryland 20852
Telephone: 468-4150

Director's staff has the capability to:

Plan.

Prepare budget.

Develop, implement and evaluate programs.

Develop staff through effective training programs.

Prepare studies.

Prepare pertinent correctional legislation.

Conduct research.

Conduct Public Relations Program.

Mobilize community support.

Director's office has been directly involved in the following areas in close coordination with the two correctional centers:

NIC AREA RESOURCE CENTER

Correctional Training Academy
10025 Darnestown Road
Room 140
Rockville, Maryland 20850
Telephone: 279-1029



CLAIRE E. GUNSTER
Director, NIC Area Resource Center; University of Maryland, B.A., Sociology, 1973

The department has been designated in 1978 by the National Institute of Corrections to be one of six Area Resource Centers in the country. This selection recognizes the department as a national model and is based on the numerous innovative programs seldom found in jails and the modern correctional facilities. The department will provide assistance to other local correctional systems in nine states to develop new programs and improve existing ones. The department has received a 100% Federally funded grant of \$49,166 to implement the program which includes hosting visitors from other local jurisdictions and sponsoring conferences. A Project Director, an Administrative Aide and printing costs will be funded by this grant. The program became operational on November 27, 1978.

Capital Improvement Program

A major construction program of two new correctional centers was completed in March 1978. Through enactment of two bond bills by the Maryland General Assembly in 1974 and 1975, the State provided approximately 50% funding for the construction of the centers.

Total cost of construction and funding sources were:

	<u>State</u>	<u>County</u>	<u>Total Cost</u>
Detention Center:	1.90	2.95	4.85
Pre-Release Center:	<u>1.25</u>	<u>1.35</u>	<u>2.60</u>
Aggregate: (in millions)	3.15	4.30	7.45

The 1978 Maryland General Assembly has provided County 50% matching funds in the amount of 265 thousand dollars for the construction of an indoor gymnasium at the Detention Center. Construction is scheduled to begin in September 1979 and to be completed in late 1980.

Career Development Plan

A career plan was prepared by the Director's office for implementation in FY 80. The plan is designed to improve morale, staff retention, and employee job satisfaction and to make the correctional field more attractive as a career by enhancing the opportunities for upward and lateral mobility. During six years of departmental growth, numerous programs were developed and implemented through Federal funds (LEAA Grants) on a piecemeal basis which has resulted in the creation of a variety of class specifications of varying grades. This has severely curbed lateral

mobility. The number of class specifications must be reduced to provide flexibility in lateral mobility. The significant expansion of staff, inmate population, and program space in the two new correctional centers made it imperative to develop a career plan which will provide additional promotional opportunities, recognize additional responsibilities, and better meet employee and departmental needs. Employees currently can be locked into the same position for years which increases the phenomenon of "burnout", particularly in dealing with tough and multi-problem clients--resulting in frustration, complacency and lower performance. Development of generic class specifications will provide the employee the opportunity for job rotation within, to and from the correctional centers.

College Intern Program--Received NACo Achievement Award

The success and effectiveness of the college intern program as a recruiting resource was recognized when the department received the Employer of the Year Award for 1977 from the National Capital Association for Co-operative Education. Of 50 students from seven colleges/universities participating in the program since 1975, 15 interns have been subsequently employed by the department.

The program was initiated in 1975 and sustained through an LEAA Federal grant for three years. The program was designed to:

- . Provide students an opportunity to put theory into practical application.
- . Assist the student in the selection of a career.
- . Supplement the correctional staff at reduced cost.

- . Improve recruitment capabilities.
- . Meet affirmative action goals for employment.
- . Provide improved and extended services to the offender.
- . Establish closer relationships with colleges/universities.

Selection of students is highly competitive and with rare exceptions, the interns have demonstrated motivation and competence. The internship is for a six-month period on a full-time paid forty hour per week basis. Interns are exposed to the total correctional process through the assignment of a variety of duties. The Federal grant authorized eight intern positions--one for research in the Director's office, four at the Detention Center, and three at the Pre-Release Center. Upon termination of the grant in early 1978, and retention of the program in the departmental budget, the program experienced a set-back by being reduced from seven to four positions. Two interns are now assigned to each correctional center.

Most interns have stated that the six months internship has been the most meaningful experience in their lives.

Efforts are currently being made to expand the program. Room and board at the Pre-Release Center is available at no cost and without pay to college students needing correctional experience for academic credit or to enhance employment opportunities. One student is currently living at the Center. Beginning in the 1978 academic year, the Catholic University School of Social Work furnished two graduate students to the Pre-Release Center as their field placement for two full days a week at no cost.

Volunteer college students on a nonpaid basis are utilized and needed on an ongoing basis to assist the Psychologist and Community Release

Coordinator at the Detention Center. Academic credit is usually awarded for this field work.

This program has won staff acceptance and is making a valuable contribution to the department.

Community Support

Community organizations and groups have indicated an interest in the County correctional system and have actively assisted the department to meet its goals. The County Bar Association, the League of Women Voters, and the Women's Suburban Democratic Club deserve special appreciation for their role in testifying in favor of several correctional bills prepared by the department before committees of the Maryland General Assembly which were enacted into law.

Approval of the site for the new Pre-Release Center is a result of the assistance of the following community groups:

League of Women Voters	Rockville Jaycees
County Bar Association	Bethesda Society of Friends
Women's Suburban Democratic Club	Bethesda Rotary Club
American Association of University Women	Community Ministry of Montgomery County
Men's Republican Club of Montgomery County	Colesville Council of Community Congregations
NAACP	County YWCA
Rockville Methodist Church	Cedar Lane Unitarian Church

The Cedar Lane Unitarian Church has been most generous in providing space for group counseling sessions of residents from the Pre-Release Center.

Appreciation is expressed to the American Association of University Women for its role in sponsoring the Annual Inmate Art Show.

The Olney Rotary Club and Rockville Lion's Club have recently pledged to assist the Detention Center in any way they can.

Particular gratitude is expressed to the Montgomery County Bar Association which has actively assisted the department in several projects during the past six years through its Correctional Reform Committee.

The Bar Association obtained an ABA Grant to provide General Motors Mechanic training to residents of the Pre-Release Center, has materially assisted in correctional legislation, sponsors a Street Law Course at the Detention Center, and actively assists offenders to regain driver's licenses which have been suspended. Through his sustained interest and contribution to the department, Louis D. Harrington, Attorney, was recognized by the County Executive as one of the top three volunteers in the County in 1975 and received the National Citation Award in 1977 from the National Center of Voluntary Action.

The League of Women Voters has displayed great interest in corrections for years and published the first comprehensive study of the County corrections system in 1971 which has been most useful. This report is actually an update of this study.

Relationships with the media have been excellent. The news media has for the most part reflected the department in a favorable light.

Medical Assistance

Up to 1978, the U.S. Department of Health, Education and Welfare (HEW) has maintained that a person once incarcerated, whether in a pre-trial or

sentenced status, may not receive medical assistance through Medicaid even though otherwise eligible. The HEW Director has been questioned on this position by the Montgomery County Executive, Senator Javits of New York, and the American Correctional Association. In this country's system of justice, a person in a pre-trial status, whether in jail or out, is presumed innocent until proven guilty. It would appear to be unconstitutional to deny a pre-trial person medical assistance under Medicaid if the person is otherwise eligible.

In April 1978, HEW changed its interpretation of the law. HEW's current policy provides that: "If an individual has been determined eligible for medical assistance under Medicaid prior to or even after entering a public institution (jail), said individual would remain eligible throughout the month in which individual entered the facility provided the State elects to provide such coverage. A Medicaid card could be provided after a person enters the institution if the person meets the conditions of eligibility.

State has not yet elected to provide such coverage.

Retirement for Correctional Staff

The County Government has recognized the hazardous nature of correctional work by amending the County Retirement Law effective July 1, 1978, which provides parity in retirement benefits for the correctional employee with the Police and Fire and Rescue Services. This change will impact favorably on morale and may make the correctional field more attractive as a career. The correctional employee is now recognized as a member of the first team on the public safety work force.

Research

In January 1975, the department developed a research capability designed to evaluate the effectiveness of correctional programs, the first such program at the County level in Maryland. Through a Federal LEAA funded grant, a Research Analyst was employed and assigned to the Director's office. In 1976, a full-time paid college intern position requiring an academic background in research at the graduate level was also assigned to the Research Unit. Prior to 1975, research projects of some value to the department were carried out on a piecemeal basis by college students for academic credit.

The first major undertaking of the Research Unit was to conduct a Review and Performance Evaluation of the Work Release/Pre-Release Program for the period August 1972 through August 1975. The results of this evaluation reflected most favorably on this program and was a factor in the designation of the Pre-Release Center as an LEAA Exemplary Project.

In 1978, a computerized inmate records system was developed. The weekly inmate statistical reports for both correctional centers are prepared by computer.

Twenty-seven CULPRIT programs (data processing by computer) have been developed and three are planned.

In February 1978, the National Institute of Corrections provided to the department a 100% Federally funded grant of \$44,590 to evaluate the Pre-Release Center Selection Screening Process. A Public Administration Intern with a graduate degree in criminology and research experience was employed for a one year period to initiate this project.

Several types of data are being collected and prepared for computer analysis on those Pre-Release Center residents who have entered the program since 1976.

In June and July 1978, two students from the University of Maryland, 100% Federally funded for eight weeks through an LEAA Intern Grant, worked on a research project at the Pre-Release Center to determine the relationship between the behavior ratings residents receive on the 18 item behavioral scale, the change in these items over a period of time, and the relationship of these ratings to program outcomes.

A five year evaluation of the effectiveness of the Work Release/Pre-Release Program during the period July 1973 to June 1977 is in progress and will be completed by December 1978.

An ongoing evaluation of correctional programs is essential for management decision and improvement of programs.

LEGISLATION

County

Major revision of Chapter 13 of the County Code pertaining to the correctional system was enacted into law in December 1975. Further revisions were enacted during the 1977 legislative session.

State

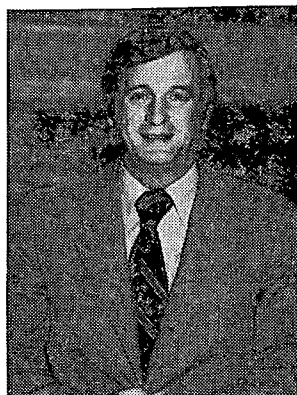
Since January 1973, the department has prepared and had enacted by the Maryland General Assembly three bond bills amounting to 3.415 million dollars toward the construction of the two new correctional facilities and

an indoor gymnasium and three other pieces of correctional legislation which improved the Pre-Release Center program. Screened pre-trial persons committed to the Detention Center and screened County residents sentenced to the custody of the Maryland Division of Correction are now authorized to participate in the program. The department and the Maryland Division of Correction are now required by law to negotiate a contract each year providing for State reimbursement on a per diem basis for operational costs to Montgomery County for the participation of State sentenced offenders in the Pre-Release Center program. If a program participant violates the conditions or terms of the program and is revoked, based on the Deputy Director's for Pre-Release recommendation, the judge of the committing court may redesignate the Maryland Division of Correction as the agency of custody for the remaining term of the inmate's confinement. Federal and State parolees and Federal probationers who are County residents may participate in the program on a reimbursable basis.

The department was very successful in initiating and having several amendments made to the State-wide legislation on Community Adult Rehabilitation Centers which was enacted into law on July 1, 1976.

ALTERNATIVE COMMUNITY SERVICES PROGRAM

6400 Democracy Boulevard
Bethesda, Maryland 20034
Telephone: 468-4455



MAURICE S. WARD
Program Director, Alternative Community Services Program; University of Maryland, B.A., Public Administration, 1972; Coppin College, M.A., Criminal Justice, 1976

100 PARTICIPANTS MONTHLY
50 AGENCIES ACCEPT VOLUNTARY WORK
26,000 HOURS COMMUNITY WORK ANNUALLY

In 1977, the Montgomery County Criminal Justice Coordinating Commission identified a priority need to develop a program which would divert the less serious offender from the criminal justice system. The County Executive directed that this program be operated by this department because of its successful implementation of effective correctional programs. The program became operational in August 1977. The program provides the opportunity to adults and juveniles charged with minor offenses to perform voluntary work to the community as an

alternative to a trial or formal hearing. Successful participation enables the offender to have the arrest record expunged and effectively diverts the individual from the criminal justice system. Court costs are saved and a productive and meaningful work contribution is made to public and private agencies. Referrals are made by the State's Attorney, Juvenile Services Administration, Juvenile Court and the Police Juvenile Division.

During the initial implementation phase, several private human services agencies, the Juvenile Court, and a few citizens voiced strenuous objections to the philosophical concept of having juveniles participate in a program operated by an adult corrections agency. To allay those concerns, the County Executive established a Community Advisory Board to observe and monitor the program.

The Board is pleased with the program after one year's operation. Initial concerns over the juvenile issue have subsided. The program is purposely not identified with this department and operates from office space totally separate from the correctional facilities.

Over fifty public and private agencies endorse the program and enthusiastically accept participants to perform voluntary work. Many agencies have reported satisfaction over the quality of work performed.

The ACS Director is included in the department's budget and the program staff of seven is funded by CETA.

The program concept is an extension of community-based corrections wherein the County takes responsibility for effectively handling its wrongdoers through an innovative program requiring the individual to accept responsibility through a modified type of restitution.

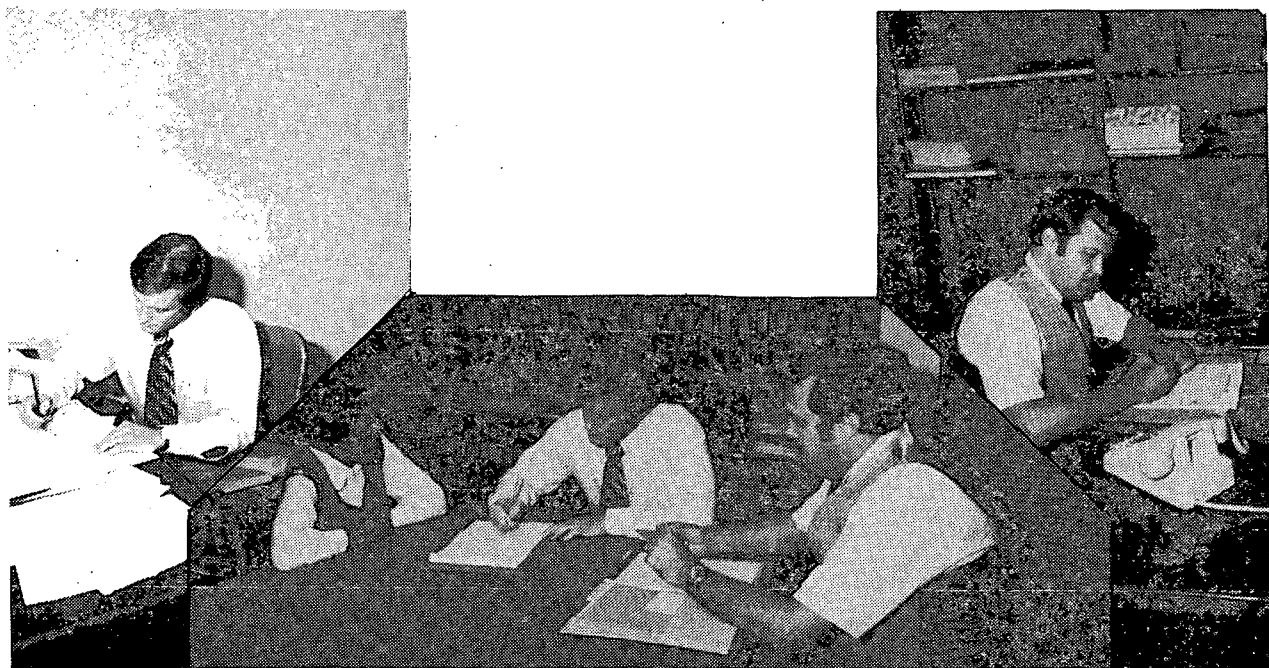
The less exposure an individual has to the criminal justice system the better are the chances of staying away from the system.

A total of 885 individuals (577 adults and 308 juveniles) participated in the program during its first ten months of operation and rendered over 26,000 hours of voluntary work to the community.

There were 239 female and 646 male participants; 143 were black, 681 were caucasian and 48 were hispanic.

Most common offenses were shoplifting (406), simple assault (80), larceny under \$100 (75), simple possession (CDS) (73), destruction of property (64), and disorderly conduct (50).

The savings involved to the courts and the actual value of the work to the agencies resulting from this diversionary effort more than offsets the cost of this program on a County-wide basis.



CORRECTIONAL TRAINING ACADEMY

10025 Darnestown Road
Room 117
Rockville, Maryland 20850
Telephone: 279-1482



JEFFREY R. PASKOW
Training Officer;
University of Maryland,
B.S., Law Enforcement
and Psychology, 1974;
George Washington Univer-
sity, M.S., Criminal Jus-
tice, 1977

Prior to 1973, when the County correctional system was comprised only of the Detention Center, the training opportunities existing at the Center, as at most jails across the country today, were restricted to the fifteen minute period available to the correctional staff prior to shift change. Efforts were made periodically to utilize this limited time for training; however, for the most part, this period was used to pass on relevant information on the status of the Center to the next shift.

When the department became operational in January 1973, training was identified as a high priority need and a Training Officer position

was created. The training function was relocated to the County's new Public Service Training Academy where classrooms and office space were provided. Training could now be conducted in an educational environment without interruptions and removed from the noise and confusion of the Detention Center.

Initially, the Training Officer was loaned on a part-time basis to the State of Maryland Correctional Training Academy to assist in the conduct of the new State mandated training program. Now the Assistant Training Officer fills this role. Every new Correctional Officer in the State must complete this training within the first year of employment. At the department's invitation, the State Correctional Training Academy conducted one class for Correctional Officers from all over the State at the County's training facility.

Training needs have been identified and 80 hours of in-service training annually for Correctional Officers has been developed and improved on a continuing basis.

Separate entrance level training programs exceeding the State-mandated requirement for the Detention Center and Pre-Release Center have been developed and conducted at the County Correctional Training Academy. Twenty-one new Correctional Officers required for the new Detention Center completed this training in May 1977 and twenty-three new employees to staff the new Pre-Release Center completed this training in February 1978.

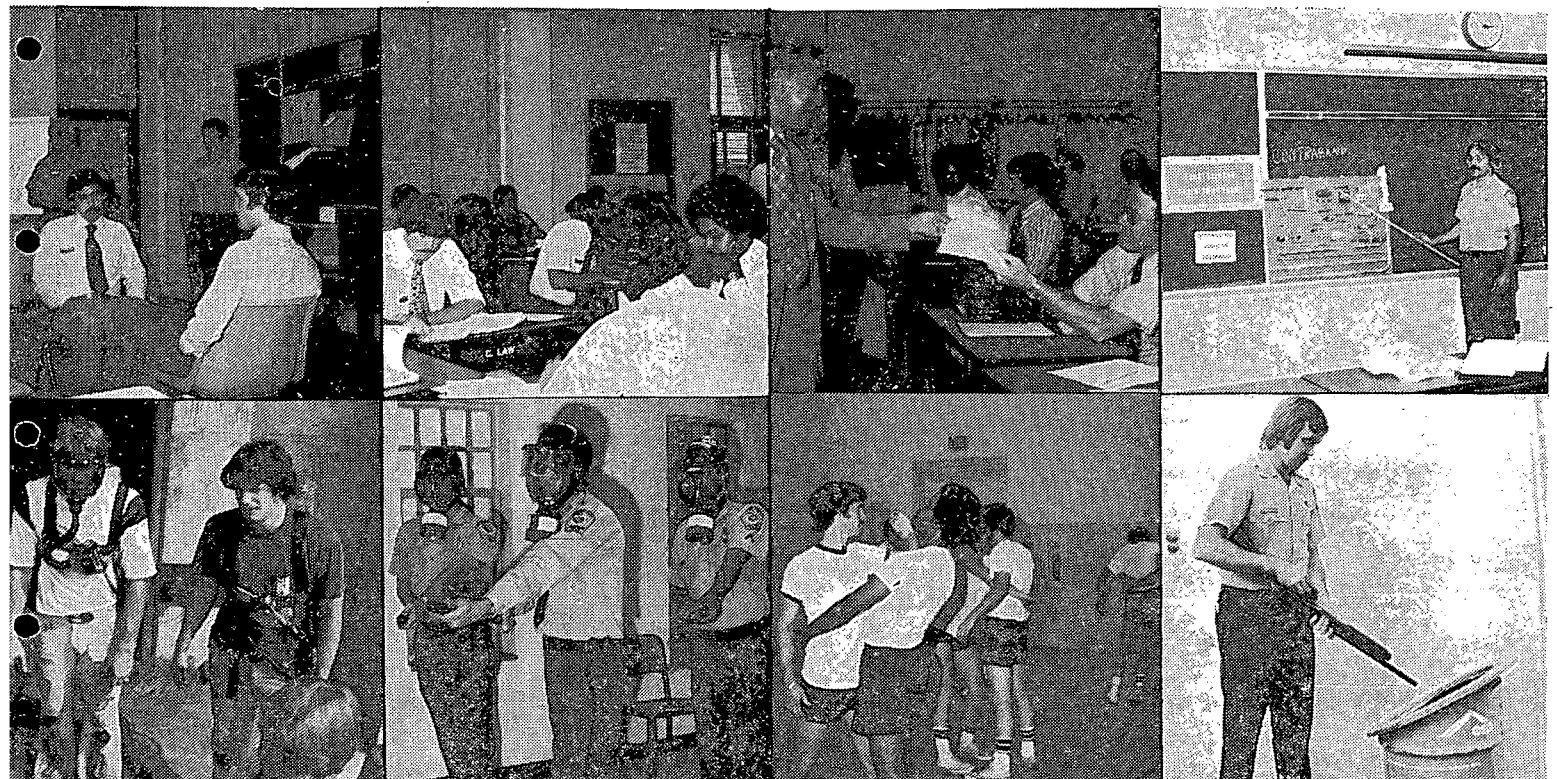
At least annual refresher training is conducted in CPR, first aid, and shotgun familiarization and firing, and use of emergency equipment.

Training opportunities conducted through the auspices of LEAA and other sources on a cost-free basis are vigorously pursued. Staff members have participated in a variety of programs--Reality Therapy, Transactional Analysis, Strategic Management in Corrections, Management for Jail Administrators, etc.

The training staff prepares training aids to support the training--transparencies, charts, slides, and video tapes.

Effective and ongoing training is essential to the smooth and orderly daily operation of the correctional centers and is unquestionably a deterrent against inmate unrest and disorder.

During FY 78, over 15,000 man-hours of training were provided to staff by the County Correctional Training Academy. In addition, over 650 man-hours of training were provided to other County agencies. Finally, over 1,000 man-hours of training were obtained for department staff from outside sources.



Educational Salary Differential (ESD)

In February 1977, the Public Safety Directors and the Personnel Director recommended to the County Chief Administrative Officer jointly and unanimously that the ESD policy for Public Safety employees be phased out. The consensus was that the policy of paying Public Safety personnel had achieved its initial purpose of providing incentives for such personnel to obtain educational levels in excess of minimum requirements of the job. It was felt that the cost of this program was no longer justified.

Effective June 30, 1977, new Public Safety employees are not eligible to receive ESD. Employees receiving ESD prior to June 30, 1977, continue to receive this benefit and may continue their degree requirement until completed.

Public Safety employees may participate in course work to upgrade their skills in academic courses on the same basis as other County employees through the ETAP program paid by the County.

In five years, discontinuance of ESD will save the department an estimated \$60,000.

Affirmative Action

The department has met or exceeded the norms for equal employment and has been the leader in minority and female employment among the County's Public Safety agencies.

The department's utilization analysis shows the success of active recruitment and selection. The paid college intern has been a highly

successful recruiting tool. Fifteen interns--seven (7) women, two being black and eight (8) males--two being black, and one being Asiatic-American have been hired as full-time employees.

The role of women in the County correctional system has significantly increased in the past six years. Women are considered on a competitive basis for all treatment positions, all supervisory positions at the Pre-Release Center, and all positions on the Director's staff.

State Sentenced Inmates Held at Detention Center

The State of Maryland continues into the third year to face a serious problem of prison overcrowding with little optimism for an early solution. This has caused a large back-up of State sentenced offenders and overcrowding in local jails. This is a national trend.

The Detention Center has held an average of 50 State sentenced inmates per day during FY 78. This situation is undesirable and impacts adversely on the inmate population by limiting participation in programs. Overcrowding produces an increase in the tension level of the inmates and staff as well and increases the chances for violence.

Sustained efforts have been directed during FY 78 to the State of Maryland to accept its prisoners and to reimburse County on a per diem basis equivalent to the actual cost for holding a State inmate.

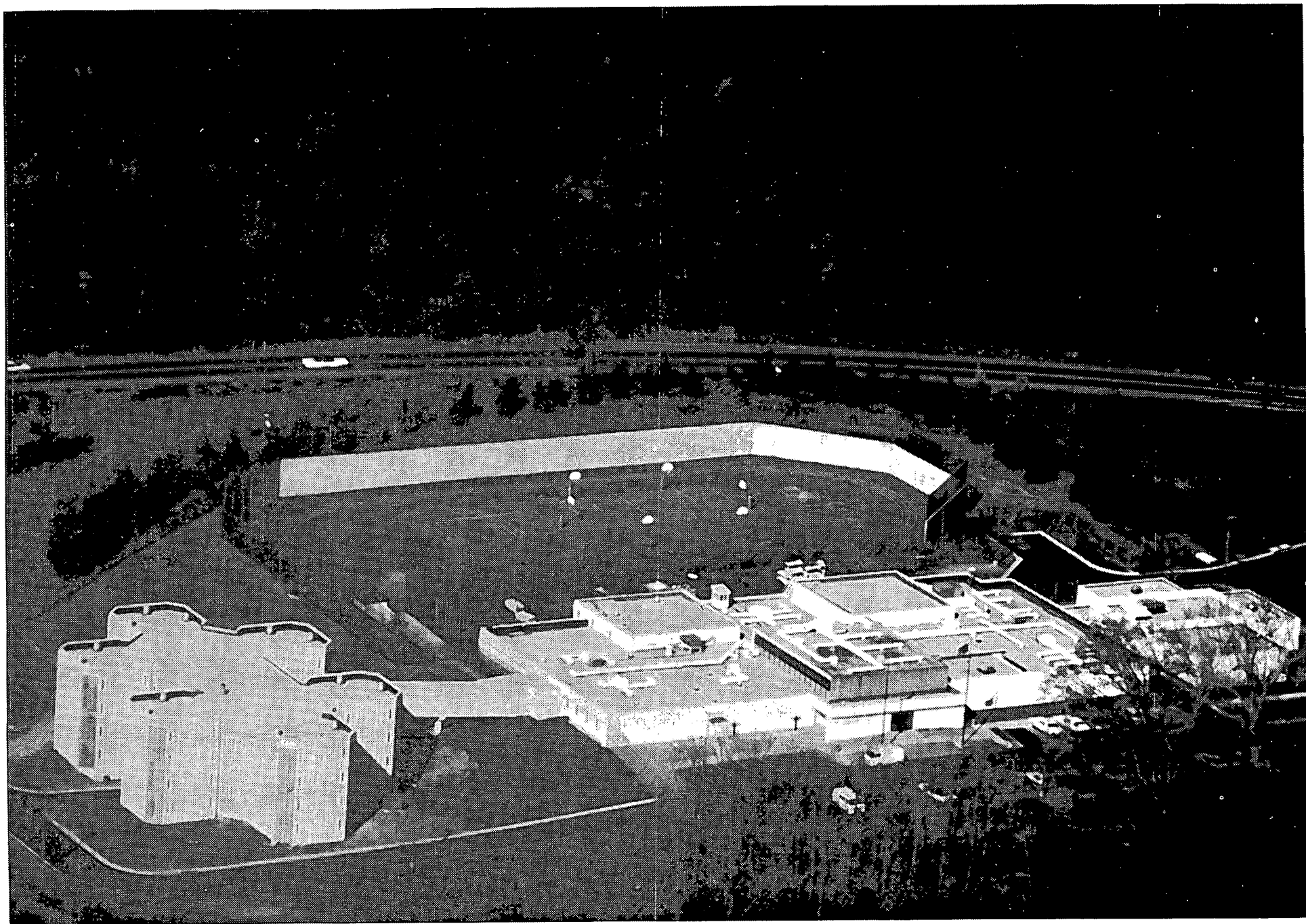
State has reimbursed County at a per diem rate of \$7 per State inmate for FY 76, FY 77, and FY 78. Reimbursement in FY 78 was \$78,360.

Through continuous negotiations State has agreed to reimburse County for FY 76 and FY 77 at actual costs.

When this happens, State will in all probability accept State inmates being held in the Detention Center because it can't afford the cost. The dual problem will then be resolved.

"The mood and temper of the public with regard to the treatment of crime and criminals is one of the unfailing tests of the civilization of any country."

Winston Churchill



MONTGOMERY COUNTY DETENTION CENTER

DETENTION CENTER

1307 Seven Locks Road
Rockville, Maryland 20854
Telephone: 279-1084



GARY R. BLAKE

Director

1973 - 1978

Frostburg State Col-
lege, B.S., 1967;
Shippensburg State Col-
lege, M.S., Counseling
and Personnel, 1969

OPERATIONAL BED CAPACITY:	<u>272</u>
MALE:	<u>248</u>
FEMALE:	<u>24</u>

New inmate housing areas and renovation of the existing Detention Center were completed in March 1978. Provides privacy and protection for the inmates.

Detains approximately 4,000 pre-trial and sentenced adults annually.
Maximum sentence is 18 months.

The State of Maryland provided 1.9 million dollars of the total cost of 4.8 million dollars for the construction of the new Center.

Program space includes:

Modern Infirmary

Model Learning Center

Counseling Center

Library

Canteen

Courtroom

Professional and Family Visiting Area

Outdoor Recreation Area

Indoor Gymnasium by late 1980

Staff Locker and Shower Rooms

Staff Assembly Room

The new housing unit for the male inmates has a unique design comprising of two split levels with two wings on each level. Each of the four wings has three pods. A pod has two separate living areas of six cells adjoined by a common day room area used for recreation and as a dining room. The living areas provide individual cells for most male and female inmates unless there is overcrowding and double occupancy of a cell is necessary. The cells are equipped with a toilet, wash basin, a mirror, a desk, a bed, and a window without bars. Each cell has a light switch which can be controlled by the inmate. These living arrangements assure more privacy and protection for the inmate. This is in sharp

contrast to the obsolete dormitories for up to twenty inmates in the old Center. Counselor's offices are located on each level in close proximity to the living areas.

Closed circuit television is strategically located to monitor the activities of the inmates to insure control, security, discipline, and the protection of the staff and inmates. The Center is equipped with a smoke ejector system in the event of fire and with smoke detectors throughout the facility. A metal detector system is used to enhance security. Correctional Officers carry pocket radios on the same frequency with the radio in main control so that reaction to an emergency is immediate.

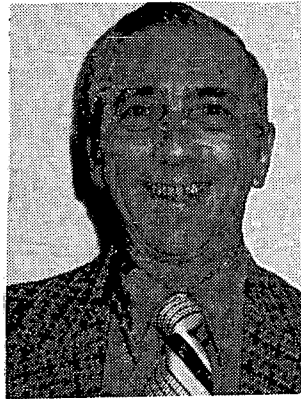
Food is served by hot cart to the separate dining areas. Food is served in the portions desired to reduce waste and to give the inmate a choice.

American Correctional Association, Commission on Accreditation for Corrections

In 1977, the Detention Center participated in field testing the Standards for Adult Local Detention Facilities by the Commission and many recommendations for change made by the Center staff were incorporated in the final standards. The Director's office has evaluated the Detention Center and determined that a high percentage of these final standards are being met. Ongoing action is being taken to meet those standards which do not meet the test.

When funds become available, action will be initiated to receive formal accreditation for the Detention Center from the ACA Commission. This entails an on-site inspection and evaluation.

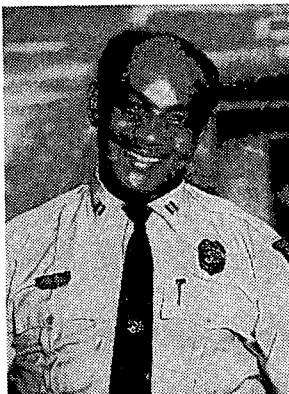
ADMINISTRATIVE SERVICES BRANCH



ROBERT R. CRAWFORD
Chief, Administrative Ser-
vices Branch; University of
Maryland, A.A., Law Enforce-
ment, 1973

The responsibilities of this branch include budget preparation, property maintenance and accountability, administration, and court liaison.

SECURITY AND CUSTODY BRANCH



SAMUEL F. SAXTON
Chief, Security and Custody Branch; University of Maryland, B.S., Law Enforcement, 1978

This branch of approximately 72 Correctional Officers has as its public service objective the responsibility for the safekeeping and custody of inmates lawfully committed to the Detention Center.

The Men's Section of the Center has four teams of sixteen officers each.

The Women's Section has eight female officers.

The teams are on shift work and rotate shifts every two weeks.

Intercommunications skills is an essential part of the training program and the skills learned are used to reduce the tension level of the inmate population. The Correctional Officer performs a secondary role as a Counselor.

This branch is quasi-military. Uniforms are worn and there is a military grade structure from Private to Captain. The branch must have

discipline as the officers must respond immediately to crisis situations. Uniforms are worn to insure that the staff is easily identifiable in the event of an inmate disorder and can operate as a unit.



INMATE SERVICES BRANCH

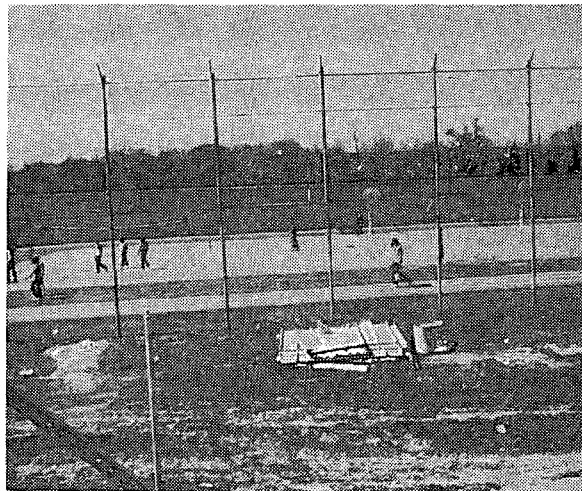


HERBERT HUNTER
Chief, Inmate Services
Branch; American Univer-
sity, B.S., Marketing,
1969

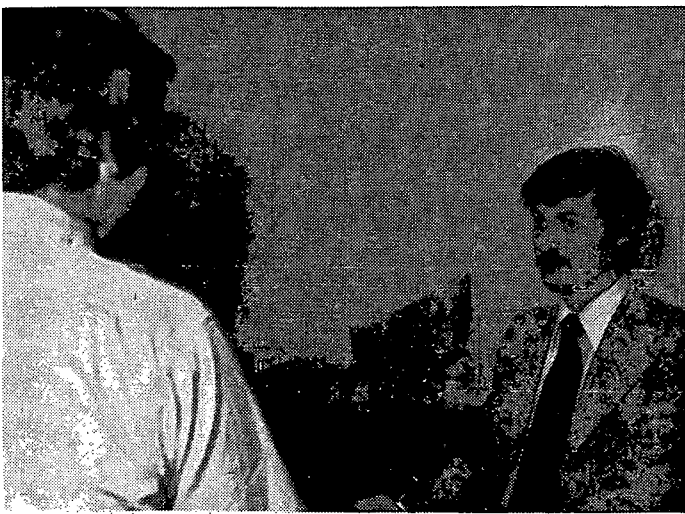
The objective of this branch is to satisfy the full range of human physical and psychological needs through medical, education, counseling, recreational, and religious programs.

Employees in this branch are referred to as treatment personnel and include Nurses, Paramedics, Educators, Librarian, Recreation Specialist, Psychologist, Counselors, Chaplain, and Community Release Coordinators.

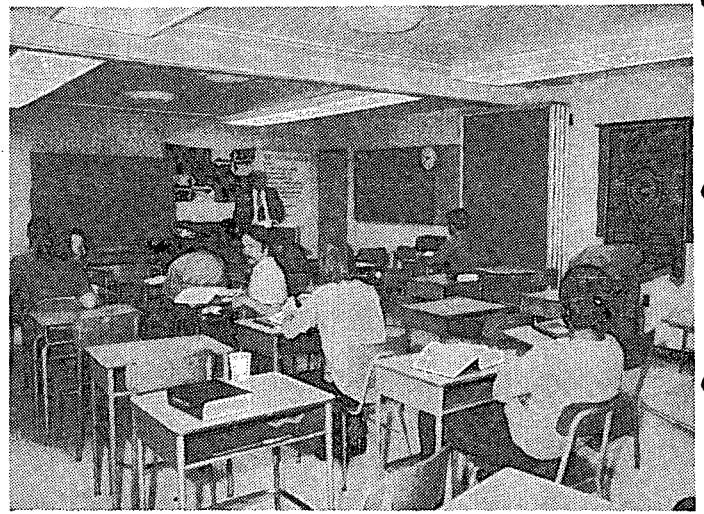
Medical personnel wear uniforms and the other treatment staff wear civilian clothing.



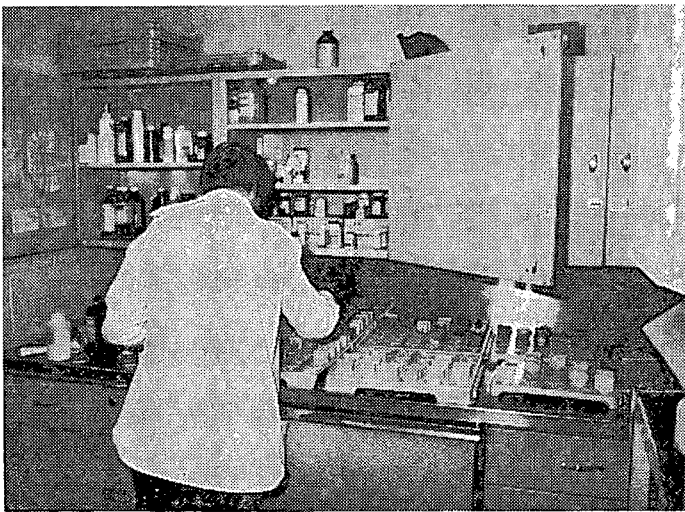
Recreation
Yard.



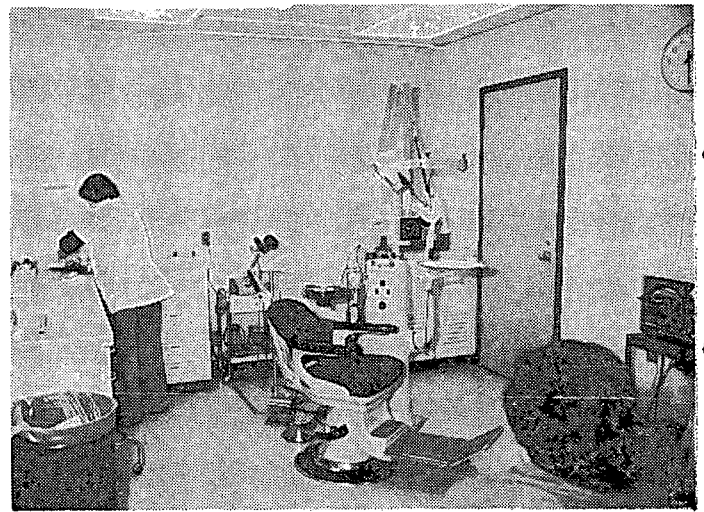
Counseling.



Education.



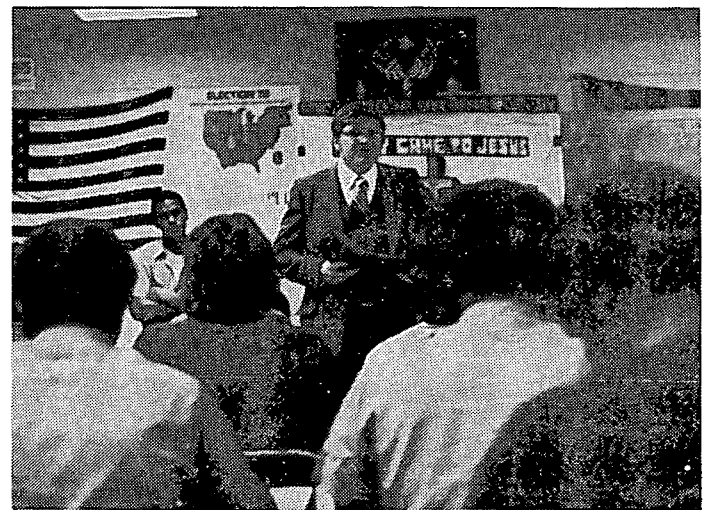
Medical Services.



Dental Services.



Visiting.



Religious Services.

MEDICAL PROGRAM--Received NACo Achievement Award



JOAN E. KAUTZ
Administrative Nurse;
George Washington Uni-
versity, B.S., Health
Science and Nurse Prac-
titioner, 1978

The Montgomery County Code mandates the standard of medical care to be provided to the inmates. Medical coverage by medical staff is assured twenty-four hours a day, seven days a week.

The infirmary includes: an examining room, a treatment room, a three bed ward, two isolation rooms, a dental clinic, a waiting room, a Nurse's station, and a pharmacy.

Medical services to inmates are provided as follows:

- . Medical examination by a physician within 24 hours after admission.
- . Serology and tuberculin tests.
- . Laboratory and other tests may be ordered at a physician's discretion.
- . Daily sick call.

- . Emergency dental care.
- . Immediate response to medical emergencies.
- . Emergency evacuation to hospitals.
- . Consultations with specialists in the community as required.
- . Methadone detoxification as necessary.
- . Treatment of diseases through community health agencies.
- . Psychiatric evaluation as needed.

The Detention Center actively assisted the American Medical Association in 1977 in developing the first medical standards for jails in the history of the American correctional system. The standard of medical care in the nation's jails has been and continues to be a national disgrace. For the first time, AMA has meticulously examined jails in the country to meet these standards. In August 1977, the Detention Center Medical Program was one of the first to receive AMA accreditation for one year. The Medical Program was formally reaccredited by AMA in May 1978 for two years--the only one so recognized in the State of Maryland and one of sixteen of over 4,000 programs in the United States.

The incidence of venereal disease and tuberculosis among those individuals being committed to the Detention Center has been of sufficient frequency to initiate serology and tuberculin testing which commenced in the Spring of 1978. A venereal disease education program for the inmates during their initial orientation has recently been implemented.

Medical care is now provided at the medical room of the new Pre-Release Center beginning on July 1, 1978.

Intake Unit--Received NACo. Achievement Award

Supervisor: Charles E. Onley

An obvious and compelling need to assess the inmate's assets, liabilities, and problems within hours of commitment to the institution exists in jails across the country. Inmates often need immediate assistance to resolve urgent problems existing in the community. As one example, a father was distraught as two young sons were living alone at home and were unaware that he was locked up. The father needed to know that his children would receive appropriate care. The correctional system has a responsibility to respond to these needs. A prolonged jail experience often can have a devastating and negative impact on an individual and may even influence the individual to pursue further criminal activity. The sooner a pre-trial offender can leave the Detention Center the better--for the person, the family, the community, and the Detention Center. The person can continue employment, dependents will not have to resort to welfare, and the County can save the costs for incarceration.

To meet this high priority need, an intake unit of four counselors became operational in 1976 through an LEAA Federal grant. The counselors provide coverage seven days a week. Within hours of an inmate's commitment to the Center, a Counselor makes an assessment of the inmate's needs, problems, employment and family status, home ownership, other assets and liabilities. The Intake Counselor verifies this information and so informs the judge at the preliminary hearing held in the courtroom at the Detention Center to assist the judge in determining the immediate disposition and amount of bond of the offender.

During the period April 1976 through June 1978, the Intake Unit influenced the reduction of 1,698 bonds, the release of 494 offenders to family, the transfer of 258 persons to State mental facilities, and the transfer of 162 persons to human service residential agencies in the community.

These early releases effected insure continued employment for the offender and help to keep the family intact.

This program is essential to meet the department's public service objectives.

Counseling Services

Two staff Counselors and two paid College Interns provide counseling services. Counselors are also responsible for inmate classification. The County Health Department offers drug and alcohol counseling. Two additional staff Counselors will be authorized in the near future through an LEAA grant.

Diagnostic Unit--Received NACo Achievement Award

A staff Psychologist, assisted by a paid College Intern and volunteer College Interns pursuing a major in psychology, provides individual and group therapy, psychological testing, diagnostic evaluations when appropriate, and psychodrama.

Community Release Program--Received NACo Achievement Award

Two Community Release Coordinators assist the inmate in the transition from the Detention Center to the community by job development and placement, locating housing, and making appropriate social service referrals to community agencies. Example: Veterans are identified and assisted in obtaining VA benefits to include medical care as may be required. This program is designed to provide services to the individuals departing directly from the Detention Center to the community and not scheduled to participate in the Pre-Release Center.

Courtroom

A courtroom is physically located at the Detention Center. Preliminary and bond hearings presided by a judge are held in the courtroom. The Intake Counselor provides pertinent verified information to the judge to assist in the disposition decision. This eliminates a variety of problems and hassle with the inmates. Inmates can sleep later, do not need to be processed in and out of the Center, do not need to be transported to court by the Sheriff, and feeding arrangements outside the Center do not have to be made.

Religious Program

Reverend Dennis Hayslett from the Good News Mission is available to meet the religious needs of the inmates. The Good News Mission conducted a fund raising drive from churches in Montgomery County in 1977 and collected

approximately \$20,000 to support the program for one year. Funds will continue to be raised annually.

Father Joseph Rychlec from St. Raphael's Catholic Church was designated by the Archdiocese of Washington and is available on a weekly basis to say Mass and to provide spiritual counseling. A Minister from other faiths will be contacted by the Chaplain if requested by the inmate.

If a member of an inmate's family has a need or is in the hospital, a Chaplain will be available for family visiting.

On Sunday, Protestant Services are conducted in the morning and Bible studies are held in the afternoon.

Throughout the week, screened volunteer religious workers conduct fellowship meetings, worship services, prayer groups, and individual discipleship courses for developing Christian maturity. Attendance at all services is voluntary.

Correspondence Bible courses are offered on books of the Bible and certificates are awarded for successful completion of the lessons. Film may be provided by religious organizations. A free loan library is maintained by the Chaplain.

The Chaplain has an inmate assistant who is carefully selected and has Christian convictions.

Inmate Canteen

Manager: Michael D. Blankenship

A well-stocked canteen is available to the inmates. The canteen stocks those items and brands requested by the majority of the inmate population, usually recommended by the Inmate Advisory Committee.

New inmates without funds may obtain a toothbrush, toothpaste, and writing sets during their first week of incarceration. Inmates without funds for one week will be eligible to receive \$2.00 weekly for canteen purchases. These issues will be reimbursed by the inmates if they receive money into their accounts.

The net canteen income for FY 78 was \$13,700. \$2,000 was used to provide health care items to indigent inmates. Also purchased from this income were six replacement televisions for the inmate day room areas, a copy machine for the library, and seventeen daily Washington Post newspaper subscriptions for the inmates.

The Inmate Advisory Council recommends the disposition for this income.



Canteen.

MODEL LEARNING CENTER--Received NACo Achievement Award



WILBUR N. BAUGHMAN
Director, Model Learning
Center; University of Pen-
sylvania, B.S., Business
Administration, 1926;
George Washington University,
L.L.B., 1929; George Washing-
ton University, Master of Law,
1930; Georgetown University,
Doctorate of Law, 1932

A most welcome change in the educational environment took place in 1978. Education has moved from the inmate living areas to the new Learning Center which has four classrooms and staff offices. Male and female inmates now participate together in the classroom and other activities of the Learning Center which improves the climate for learning.

The education program has had a positive impact internally within the Detention Center. It has reduced idleness which is so common to most jails and has productively occupied those inmates involved in worthwhile endeavors.

The program is a joint effort between the Board of Education and the department.

The attainment of a high school diploma or its equivalent is often a key to self-renewal and a gateway to employment and future advancement. The initial and primary thrust of the program is to enable inmates to obtain their high school equivalency while behind bars. Individual tutoring is provided. Significant program expansion has taken place. Nineteen college courses to include sociology, criminology, psychology, American government, U.S. history, business law, and english grammar have been taught by Montgomery College at the Center since 1975. One hundred and seventy students have passed these courses and only three have failed. Correctional employees often attend these classes with the inmates.

Many innovative activities have developed through the past few years. An inmate newspaper, a weekly radio program on WINX, and an annual inmate art show in the community are sponsored by the Center. The art work is sold and the money is turned over to the inmate artists. The American Association of University Women has sponsored this annual event. The County Bar Association conducts a course in Street Law. A Jaycee Chapter, a Toastmaster's Club, and a Gavel Club are active.

Outside speakers--leaders of government and business--stimulate the student inmates on a weekly basis exposing them to new and positive areas.

In 1978, inmates have been involved in art work by painting 4' x 8' panels depicting the history of Rockville. Panels now serve as a fence around the construction site of the new County Government building.

This is a unique educational program rarely to be found in jails across the country.

The Senate of the 1978 Maryland General Assembly cited the Learning Center for its many outstanding activities.

This program has served as an effective deterrent against inmate disturbances and disorders.

The program is vital to the accomplishment of the department's public service objectives.



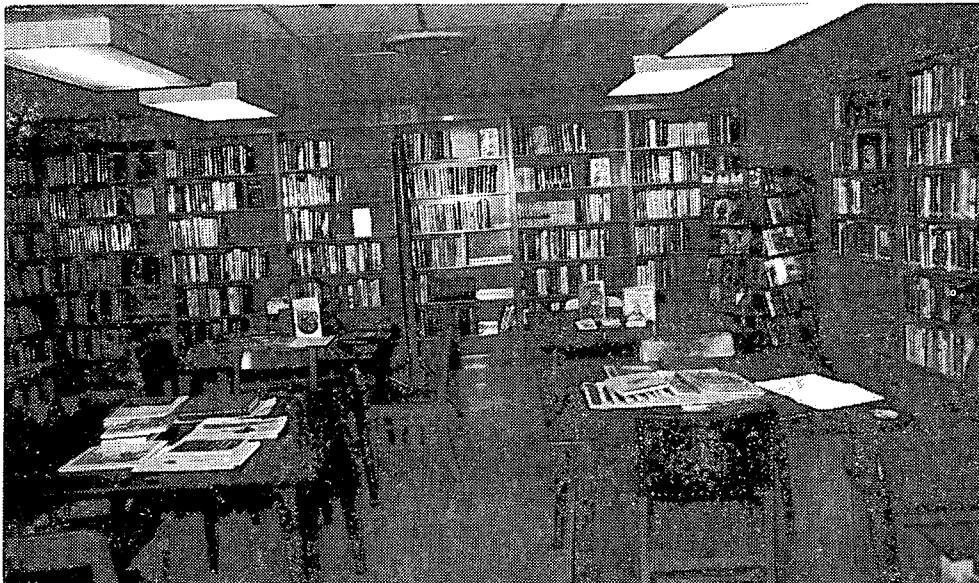
HELPING US BREAK THE CHAIN

Library

Librarian: Joyce A. Alibrando (Library Department)

A new library operated by the County Library Department and staffed by a full-time librarian is located at the Center and offers a wide selection of books. Inmates serve as assistant librarians. A collection of law books to meet the recommendations of the American Correctional Association is available.

The Inmate Council approved the purchase of a copy machine costing \$1,350 from the Canteen Fund to enable inmates to reproduce legal material. Films are shown in the library. Each inmate may visit the library one hour a week. Interested inmates with legal problems meet in the library twice a week to learn how to find material in the law books.



Recreation

Program Director: John Dill (Recreation Department)

Recreation can help immeasurably to relieve inmate anxiety and tension which are two inevitable by-products of incarceration. The nonviolent release of aggression into positive outlets through physical exercise and other recreational activities is essential to the peace and well-being of the inmate population.

In March 1974, a splendid outdoor recreation area opened which offers an asphalt 220 yard track, two basketball courts, an all purpose court for tennis, volleyball, badminton, and paddleball, and several benches. Inmates have the opportunity to use the area for one hour daily. Weightlifting, flag football, frisbee, and instruction in boxing are available.

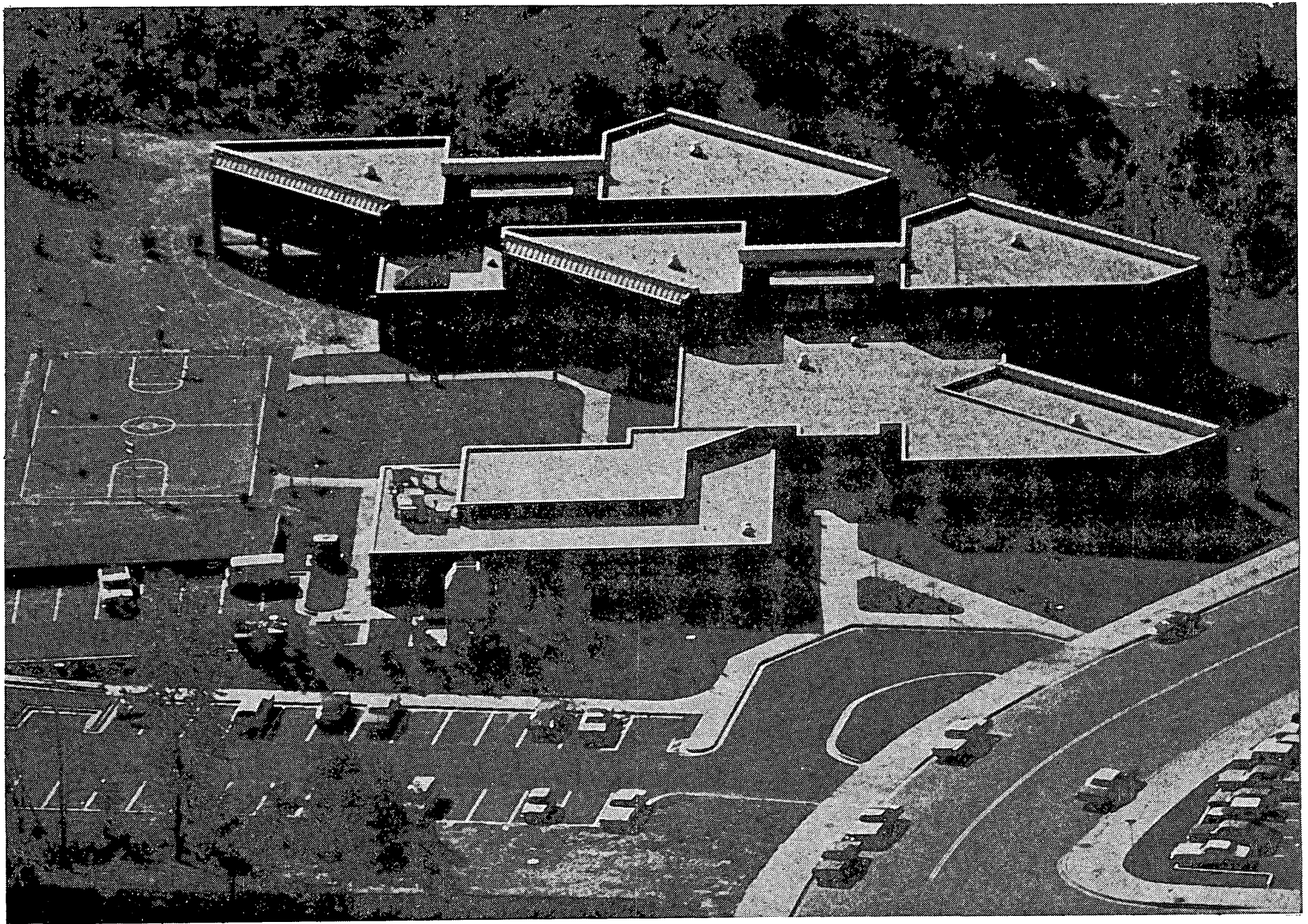
Special outdoor events highlight the program such as the superstars competition, participation in the Presidential Fitness Awards Program, personal appearances by local professional and college athletes and entertainers, rock concerts, inmate athletic competition with staff and community organizations, and an annual bike marathon to raise funds by the inmates for the retarded.

Each inmate common living area has a television, ping pong table, chess and cards. Card and chess tournaments are scheduled periodically. An annual Christmas show brings entertainment to the inmates.

An indoor gymnasium will be completed by 1980. The State of Maryland will pay \$265,000 or 50% of the costs of construction through a bond bill approved by the 1978 General Assembly.

*"What is noteworthy about the Montgomery County Work Release/
Pre-Release Program is the array of services it offers its
clients, the carefully structured design of the program,
and the conscientious application of its rules and standards."*

*ABT Associates, Inc.
(Evaluated Program for LEAA)*



MONTGOMERY COUNTY PRE-RELEASE CENTER

PRE-RELEASE CENTER--Received NACo Achievement Award

11651 Nebel Street
Rockville, Maryland 20852
Telephone: 468-4200



KENT W. MASON
Director
1973 - 1978

Southern Illinois Uni-
versity, B.A., Sociology
and Psychology, 1964;
Southern Illinois Uni-
versity, M.S., Administra-
tion of Justice, 1979

OPERATIONAL BED CAPACITY: 84
MALE: 72
FEMALE: 12

The construction of the new Pre-Release Center was completed in February 1978, and the Center became fully operational in April 1978. Detains approximately 300 residents per year.

The original leased facility designed for 22 residents and expanded to 40 residents was closed when the move to the new Center was completed.

The new brick facility has three residential units (two 36 bed male units and one 12 bed female unit). Each unit has its staff treatment team and contains bedrooms, a game/television room, visiting area, laundry room, telephone and vending machine area, control desk, counseling rooms, staff offices, supply room and records room. The central services area includes dining room, kitchen, lobby, infirmary, library, classrooms, audio-visual room, and administrative office space. A patio picnic area, a basketball court, and a parking lot are outside the building. The Center is located in the heart of the County in a commercial area and is close to public transportation.

The State of Maryland provided 1.25 million dollars of the total cost of 2.6 million dollars for the new facility.

Essentially this is a work and educational release program which provides a variety of services to the resident participant--job development and placement, counseling, psychological assessment, social awareness training, tutoring, and assistance in locating suitable housing upon release. Maximum use of community resources is made. Heavy reliance is placed on reality therapy and the central theme is "Freedom Through Responsibility".

Need for Work Release/Pre-Release Program

The local jail across the country is the intake point for the criminal justice system where most offenders have their first experience with

imprisonment. Rarely are the problems underlying the deviant behavior resolved in jail, rather the individual's negative self-concepts are reinforced in a confinement setting as are the expectations of failures. This is not to say that jails are not needed for they serve constructive purposes; however, eventually the vast majority will be released into communities without a decent job, a suitable place to live, enough money to support themselves--much less the necessary skills vocationally or socially to make it. This increases the likelihood that the ex-offenders will revert to their previous life-style, continue to commit crimes, and return again to confinement. This is the "revolving door" that occurs at high levels (60% plus) in most jurisdictions. Montgomery County chose not to continue to program "failure" but took the more progressive approach of implementing a program which encourages and reinforces responsible behavior and legitimate life-styles. The Pre-Release Center provides County offender residents, who are nearing release, with appropriate opportunities to change themselves and their life situation.



The question is, how do we release offenders back into our community--prepared or unprepared to function as a responsible citizen?

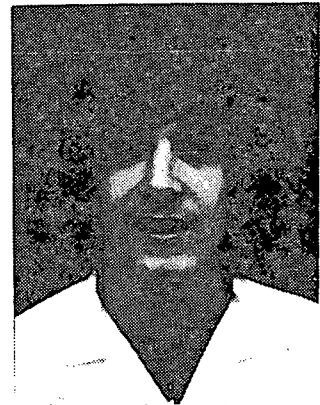
Principles of Work Release/Pre-Release Program

- . All offenders, at some point in time, will be released back into our community and citizens expect that offenders be prepared for the responsibility of community life prior to release.
- . Offenders generally need the opportunity to learn the workable strategies of handling their life roles (work, family, leisure) prior to release.
- . Each individual is accountable for his or her own behavior; responsible behavior is required for freedom and learning experience reinforcing this value is needed prior to release.
- . Offenders should pay for a portion of the cost of their confinement.
- . The court or parole commission, whichever is appropriate, needs an accurate behavioral assessment of the offender's preparedness for release prior to the final decision concerning release into the community.
- . County resident offenders must be returned to the community with appropriate employment, cash savings and suitable housing at the time of release.

Key Features of Program

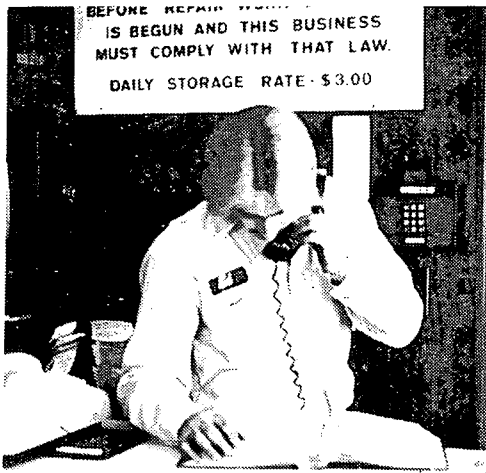
The program provides a sentencing alternative to offenders whose crimes are deemed too serious for probation alone, but do not warrant long-term incarceration in a large State correctional institution. Offenders entering the program must be within six months of release. The type of offenders entering the program cannot be stereotyped since they

come from all walks of life and have committed all types of crimes. The most typical resident is young (18 to 24 years old), immature, a white male, a high school dropout without a vocational skill, an alcohol or drug abuser, and a recidivist for a property crime. Some come from affluent backgrounds and some from poverty environments. Approximately 10% are women, 35% are black, and 12% are over 40.

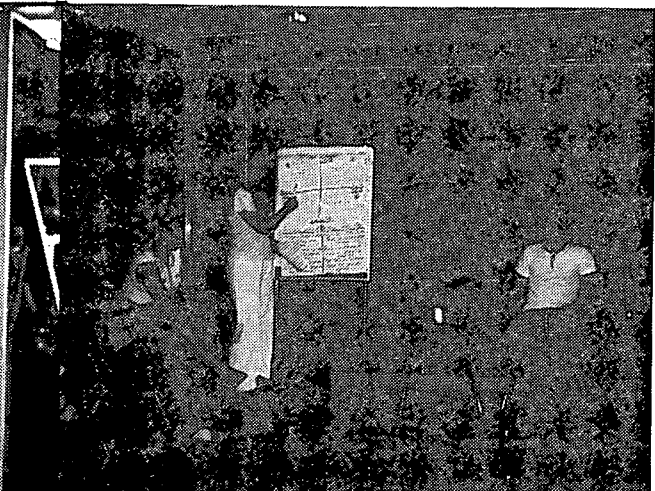


County citizens who get into trouble cannot be stereotyped.

Residents assigned to the program spend their days either working on the job (work-release), or in an academic or vocational training program (educational release) in the community. Resident evening activities include twice weekly Social Awareness seminars, involvement in either individual, group or family counseling, academic adult education evening college classes, drug and alcohol programs, individual tutoring, and supervised recreational pursuits.



Working during the day.



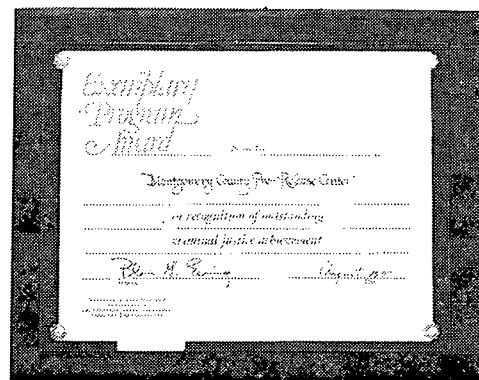
In treatment programs at night.

The residents' participation in all program activities is closely monitored. As the resident progresses through the program and demonstrates responsibility (evaluation based on 18 item performance scale--employment, punctuality, daily problem solving, etc.), the resident becomes eligible for home visitation passes with his or her family. Through a phasing out process the individual earns more passes and eventually parole or release at court, which normally occurs between two and five months after entering the program. After release, the residents are under intensive parole supervision by a State parole and probation agent who is assigned to the Pre-Release Center. The program helps direct the focus of correctional efforts from temporary imprisonment to carefully devised combinations of control and treatment.

By June 30, 1978, the resident population had reached 67. During the last quarter of FY 78, selected pre-trial persons participated in the program for the first time and this strategy of third party release to the program is successful so far. Over 1,400 persons have participated in the program since it began in 1968. It is anticipated that over 300 persons annually will participate at the new Center.

LEAA Exemplary Project--A Major Achievement

In August 1977, the Pre-Release Program gained recognition as a national model by being designated an Exemplary Project by the Law Enforcement Assistance Administration. The Center was praised for providing a wide



range of rehabilitation services. Counseling, education, job development and placement, a low walk-off rate, and community support were cited as particularly outstanding features. The "Exemplary Project" designation identifies outstanding criminal justice programs that employ advanced criminal justice practices. Since 1973, only twenty-five projects across the country have been selected as exemplary, only three of which have been corrections programs. To achieve this award, the Pre-Release Center had to demonstrate overall effectiveness in reducing crime or improving criminal justice, cost effectiveness, a program which could be adapted to other jurisdictions, and objective evidence of achievement. An independent professional evaluation of the program was made by ABT Associates.

National Publications on Program

LEAA has prepared and distributed to criminal justice agencies throughout the country a 16 page brochure and a manual on the Pre-Release Center program to serve as a guide for correctional administrators interested in implementing or improving pre-release programs in their communities based on the Montgomery County experience. Tours of the new Pre-Release Center by correctional professionals from other jurisdictions have become a weekly occurrence.

Copies of these publications may be obtained at a cost from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, and are identified as follows:

Montgomery County Work Release/Pre-Release Program

An Exemplary Project

Brochure--Stock No. 027-000-00635-3

Manual--Stock No. 027-000-00673-6

Recruitment of Staff for New Center

A major recruiting effort was conducted in mid-1977 for the increased staff needed for the new Pre-Release Center and after screening of applications and extensive interviewing, 23 well-qualified applicants were selected and employed on November 28, 1978.

Staff Development

Heavy emphasis and reliance on developing an effective staff is one of the key elements in the program's success. The new staff attended a ten week comprehensive pre-service training program designed and implemented by departmental resources. Effective on-the-job training through use of the treatment team meeting process and weekly training sessions with a consultant clinical psychologist provide invaluable learning experiences. Opportunities for staff training in reality therapy are made available. Good training helps to develop a positive work environment and makes the work more meaningful.

Cost Benefits

The program generates revenues which in effect substantially reduce the cost to the County for incarcerating offenders. Residents are required to pay the County 20% of their earnings for room and board.

The projected income to be generated by the new Pre-Release Center in FY 80 is as follows:

Resident room and board payments.	\$100,000
State reimbursement for services.	194,000
Federal reimbursement for services.	24,000
CETA contract for work release coordinators	52,000
LEAA Federal grant.	<u>165,000</u>

Total Revenues: \$535,000

Additional economic advantages to the County accrue. Offenders become taxpayers, support their families (avoiding welfare), pay fines, restitution, and debts.

A financial summary for the program is provided:

	<u>CY 1977</u>	<u>01/01/78- 10/30/78</u>	<u>10/69-10/78</u>
A. Releasees' gross earnings:	205,067	241,252	1,394,207
B. Taxes (Federal, State, FICA):	39,874	50,788	246,183
C. Other (Union dues, etc.):	3,241	4,907	28,515
D. Distribution of other earnings:			
1. Room and Board	40,856	49,751	242,183
2. Support: Family, home, etc.	49,835	54,877	301,235
3. Travel and incidentals	24,475	25,454	179,517
4. Fine payments	665	1,139	6,588
5. Restitution and attorney	4,125	1,951	10,927
6. Miscellaneous	13,266	13,017	77,376
7. Savings	19,836	18,659	260,595
E. Minimum resident hourly wage earned: \$2.20			
Maximum resident hourly wage earned: \$14.50			
F. State payment to Montgomery County for Pre-Release Services (1977): \$66,931.42			
Federal payment to Montgomery County for Pre-Release Services (1977): \$7,660.21			

Clients Served

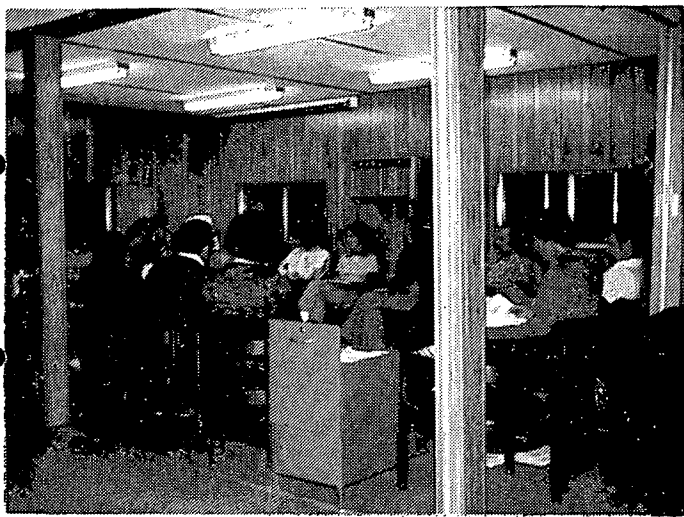
The program primarily serves offenders who are County residents. Individuals sentenced to the County, the State, or the Federal correctional system may participate. Individuals must meet established criteria to participate, may be direct commitments from the courts, or are in the process of being released after a long-term incarceration from institutions in Maryland or elsewhere. Appropriate pre-trial offenders being detained may participate. The responsiveness of the program to the variety of offender populations increases the flexibility and effectiveness of corrections and provides the offender the opportunity for a successful reintegration into the community.

Program Design and Implementation

Three hundred residents a year go through the process of behavioral contracting at the Detention Center, which involves stating specifically what residents will do and accomplish in the program prior to being transferred to the Pre-Release Center.

Thorough individual assessment is carried out by a staff treatment team which provides the service delivery system.

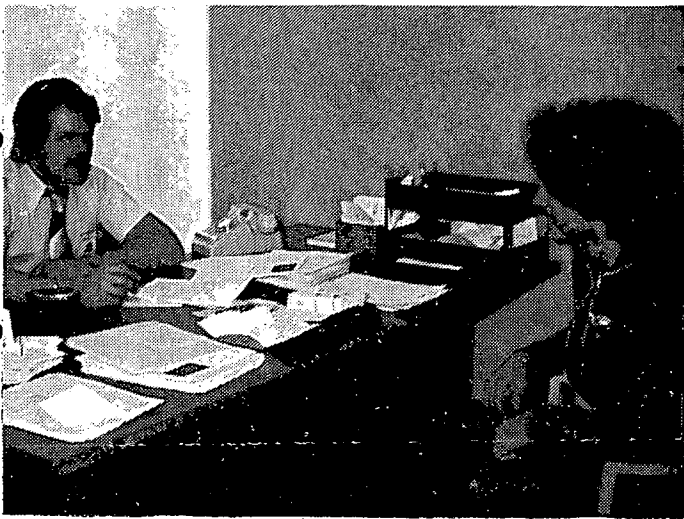
In the area of employment; vocational aptitude testing, intensive employment counseling and job placement services are provided. In over 90% of the cases the residents are employed within three weeks, with the majority having jobs at semi-skilled or skilled levels, with upward mobility potential. An average hourly wage during a six-month period in 1978 was \$4.31. Vocational training is provided in appropriate cases.



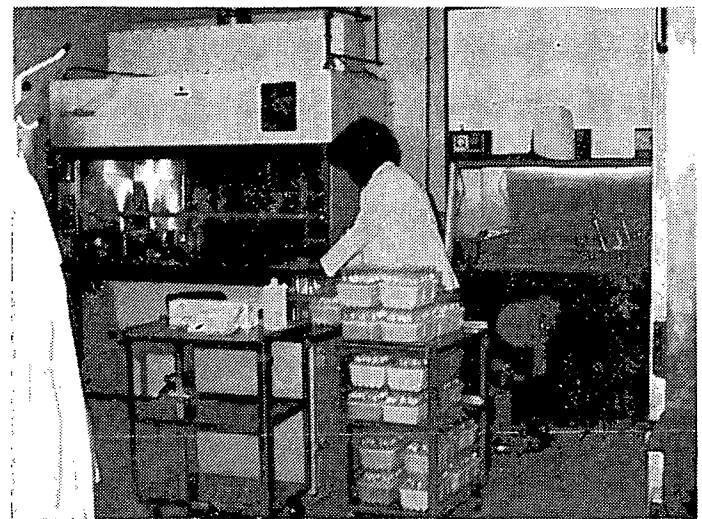
Team meeting.



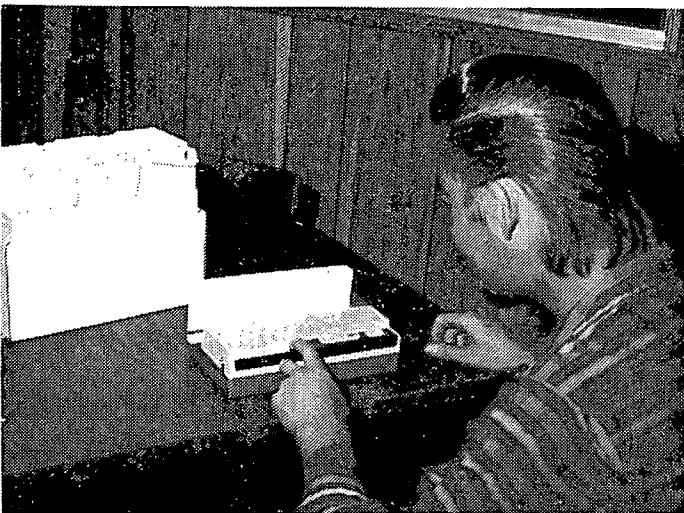
Job interview skill training.



Interview.



Working.



Special education.



Life skills training.

In the area of education, opportunities at all levels are provided. Illiterate residents participate in individual tutoring provided by community volunteers. GED opportunity is provided. College level education is available through the Montgomery Community College.

In the area of social skills development, a variety of strategies are used. Each resident is assigned a staff primary counselor who provides intensive individual counseling utilizing the reality therapy techniques. Residents become involved in community "special focus" treatment services (e.g., drug, alcohol and family counseling) as their needs may dictate. The Center provides a comprehensive Social Awareness training program two evenings each week. This consists of 18 two-hour seminars on topics such as work adjustment, value clarification, problem solving, communication skills, leisure time, drug/alcohol, family involvement, etc.

Responsible behavior is reinforced and irresponsible behavior is punished. The staff utilizes an 18 item behavioral rating scale and each resident is accountable for his/her actions. Those demonstrating responsibility receive increased freedom, furloughs, and eventual release. Those who demonstrate irresponsible behavior experience decreased freedom and eventual reincarceration. The staff works closely with the resident's family resolving problems that may be confronted by the family unit.

Financial guidance is provided as well as housing relocation services, which is often needed.



Counseling.

The Center assesses residents' preparedness for release and presents this information to the Parole Commission or the court.

Services do not necessarily stop upon release. Post-release follow-up is provided through intensive parole and probation

supervision by an agent assigned to the Pre-Release Center. As necessary, the Center assists the releasees.



Locating suitable housing.

Program Refinement

Staff evaluation followed up by improvement of the program is made on an ongoing basis. Recent refinements have been: expansion and refinement of the Social Awareness training classes, development of an alternative leisure activity program, development of a more effective adjustment procedure, refinement of employment follow-up interview process, improvement of the community sign-out process, and incorporation of the life plan in the programming contract process. To stimulate program improvement, heavy emphasis is placed on data collection and research to determine where the Center is being most or least successful and to modify the program where weaknesses are indicated.

Program Outcomes

Over 70% of the incoming residents successfully complete the program and are released to the community with employment, housing, cash savings and increased social problem-solving skills.

Over 75% of those participants who complete the program were arrest-free one year after discharge (both local and FBI follow ups). Only 11.6% were found guilty and only 5.5% were reincarcerated. (State reincarceration figures run better than 40%.)

For the 25% of the participants who behaved irresponsibly, reconfine-ment was the result (e.g., unauthorized absences, use of alcohol or drugs). Of the 25%, only 2% were revoked for walking off and less than 1% arrested for a crime while on the program (all property crimes to date).

Of the 7,524 alcolyser and urinalysis tests taken over a three-year period, only 3% were positive.

Program Impact on the Community and the Local Criminal Justice System

It Works--The majority of the offenders take the opportunity to change their life situation and prepare for release. Study after study shows that most re-arrests occur within the first six months after discharge. PRC participants generally are not arrested within the first year after discharge; and, in fact, eight out of ten have had no contact with the criminal justice system and only 5.5% are reincarcerated.

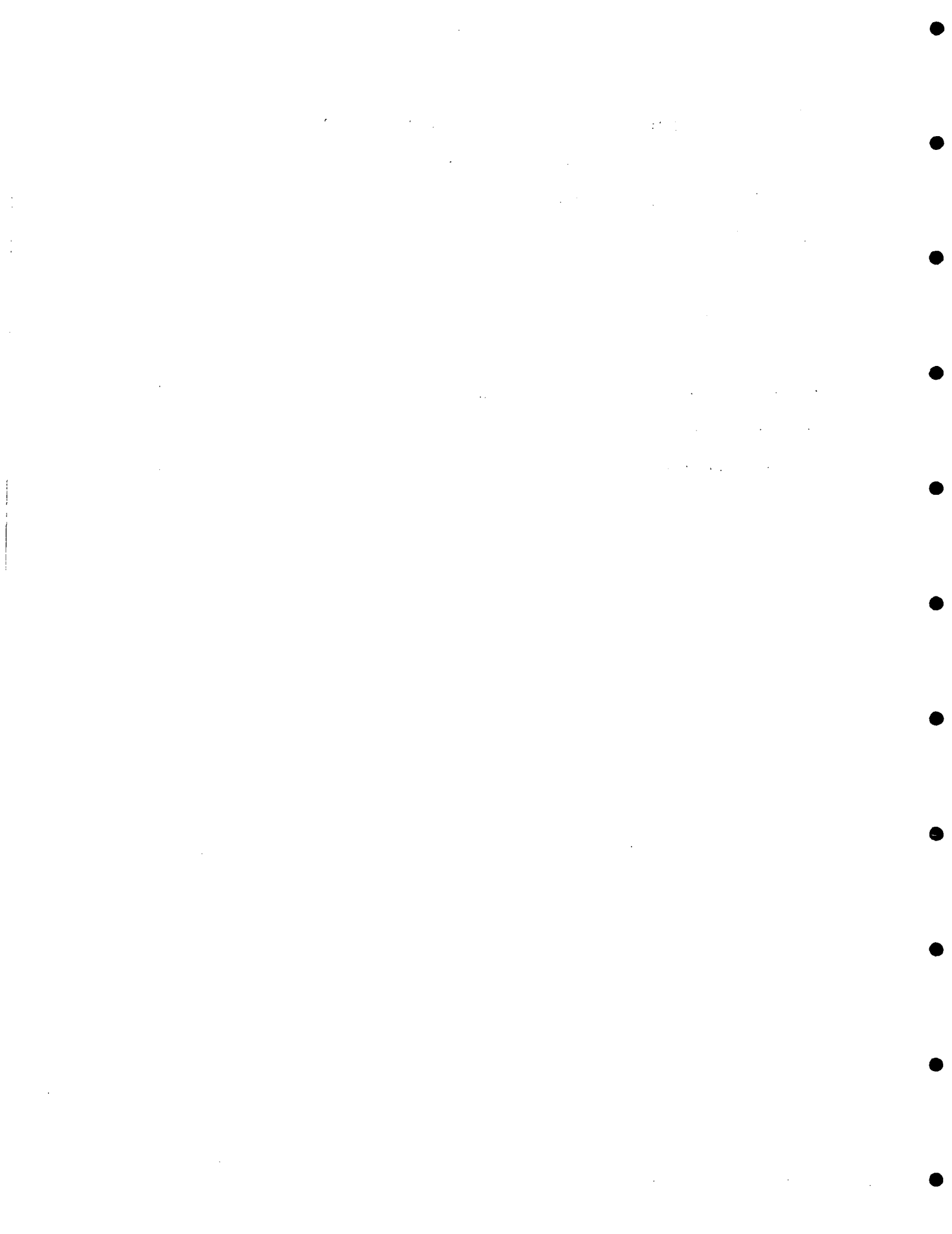
It's Community Protection--Offenders were assessed as to their preparedness for release (risk taking as compared to responsible behavior) and those who could not handle the responsibility were reconfined.

It's Good Community Mental Health--Offenders are members of family systems and, as such, affect parents, wives, children, etc. As offenders mature, resolve personal problems, and develop more effective interpersonal skills, the family life and community health also improve.

It's Cost Effective--Because PRC services tend to increase the flow of offenders through the system, the number of an offender's mandays is reduced, thus decreasing the system cost per case. Also, since participants pay room and board (20% of their gross income up to \$300 per month), the cost per day of confinement is also reduced.

It Reduces Jail Overcrowding--The Pre-Release Center helps ease overcrowding in other correctional facilities.

It's Constructive--Over 1,400 participants have earned better than 1.3 million dollars and have resolved many personal and social problems.



C O N C L U S I O N

FY 78 in essence represents the culmination of several years of planning and intense and cohesive staff effort. The dedication and competence of a splendid correctional staff which has endured continuous change and adjustment through a long construction period are recognized and acclaimed.

The sustained support and commitment of the County Government to develop a progressive and effective local correctional system which has achieved national leadership has been indispensable.

The introduction by the Montgomery County Delegation of several pieces of correctional legislation to the Maryland General Assembly during the past six years has assisted the department in the accomplishment of its mission and is deeply appreciated.

Programs have been developed, staffed, and refined to enable the department to meet its public service objectives. The new correctional centers were designed specifically to support the program needs.

The department is healthy and has almost reached its planned growth. It is unquestionably a national model for a local correctional system; and, consequently, has established a national leadership role.

Progress made by the department since 1973 is indicated on the next page.

SPEAKER'S BUREAU

To arrange for a talk on the County correctional system, telephone: 468-4150.

SIX YEARS OF PROGRESS--1973 THROUGH 1978

- * Organization of a separate correctional department in 1972, becoming fully operational in January 1973.
- * Construction of the outdoor recreation area at the Detention Center in 1973.
- * State funding through the Maryland General Assembly, legislation of 1.9 million dollars out of a total cost of 4.887 million dollars for construction of a new Detention Center complex.
- * State funding through the Maryland General Assembly, legislation of 1.250 million dollars out of a total cost of 2.693 million dollars for construction of a new Pre-Release Center.
- * One of three local systems in the country selected by the American Correctional Association in 1974 to implement a Federally funded Model Inmate Employment Program.
- * Complete revision of the County Code on the correctional system.
- * Recognition by the 1975 Maryland Governor's Commission Report as being a model local correctional system in the State and nation.
- * Three additional pieces of correctional legislation enacted by the Maryland General Assembly impacting on the local system.
- * Sustained community support is appreciated from the local League of Women Voters, Bar Association, Unitarian Church, Women's Suburban Democratic Club, American Association of University Women, and the Rockville Jaycees.
- * Development of strategy for site selection and approval of site for the new Pre-Release Center.

- * Development and implementation of a variety of treatment programs through Federal funds.
- * Achievement Awards from National Association of Counties for seven programs--Medical, Pre-Release, Psychological Diagnostic Unit, Intern, Model Learning Center, Community Release and Intake Unit.
- * Citations from the Senate and House of the Maryland General Assembly for the outstanding Model Learning Program.
- * 1978 accreditation and 1979-81 reaccreditation of the Medical Program by the American Medical Association--one of 16 of over 4,000 jail medical programs in the country to meet AMA Standards.
- * 1978 Exemplary Project designation of the Pre-Release Center by the National Institute of Law Enforcement and Criminal Justice recognizing the program as a national model.
- * Development of a research capability,
 - Three-year evaluation of Pre-Release Program.
 - Computerized inmate records system.
- * Development of a training capability unique to local corrections.
 - Correctional Academy at Public Service Training Academy.
 - Pre-service and in-service training.
- * Recipient of 1977 Employer Recognition Award from the National Capital Association for Cooperative Education recognizing the department's College Intern Program.
- * Completion of a Career Development Plan in 1977 to provide for increased opportunities for lateral and upward mobility.

- * Implementation of the Alternative Community Services Program in 1977 providing opportunities, to adults and juveniles charged with minor offenses, to perform voluntary work to the community as an alternative to a trial or formal hearing.
- * Completion of the new Detention Center complex in the Spring of 1978 providing substantial increase in program space.
- * Completion of the new Pre-Release Center in February 1978.
- * 50% State funding through 1978 Maryland General Assembly, legislation of 265 thousand dollars for the construction of an indoor gymnasium.
- * Recognition by Council in 1978 Retirement Law of the hazardous nature of correctional work by providing retirement benefits to correctional employees on a parity with the County police.
- * Field-tested the 1978 draft Standards for Adult Local Detention Facilities of the American Correctional Association's Commission on Accreditation for Corrections.
- * Attainment and maintenance of Affirmative Action goals.
- * Department selected in early July 1978 by the National Institute of Corrections as one of six Area Resource Centers in the country encompassing a nine state area.
- * Presentation of a National Award to the Director for Outstanding Contributions to the Advancement of Criminal Justice Administration and Management by the American Society for Public Administration in April 1978, giving further recognition to the County correctional system as a national model.



