

A Message from the County Executive

Dear Fellow Citizens of Howard County:

I am pleased to present the Howard County Department of Corrections' 2017 Annual Report. This report documents the activities of the agency and highlights new and expanded initiatives of the Department of Corrections.

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

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

Sincerely,



Allan H. Kittleman
County Executive

A Letter from the Director

Dear Citizens:

The 2017 annual report is intended to show the many facets of the Department of Corrections operations. The highlight section of this report is of note because it focuses on the new and expanded efforts that were achieved in 2017.

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

I wish to express my appreciation to everyone who has helped us to reach our goals of providing and maintaining a high level of security to protect the community and the inmates housed in our custody. The Department also offers a variety of treatment programs to assist the inmates when they are released back into the community.

Sincerely,

A handwritten signature in black ink, reading "Jack Kavanagh". The signature is written in a cursive, flowing style.

Jack Kavanagh, Director
Department of Corrections

Mission Statement

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 with regard to programs, services, or activities on the basis of 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 to 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.

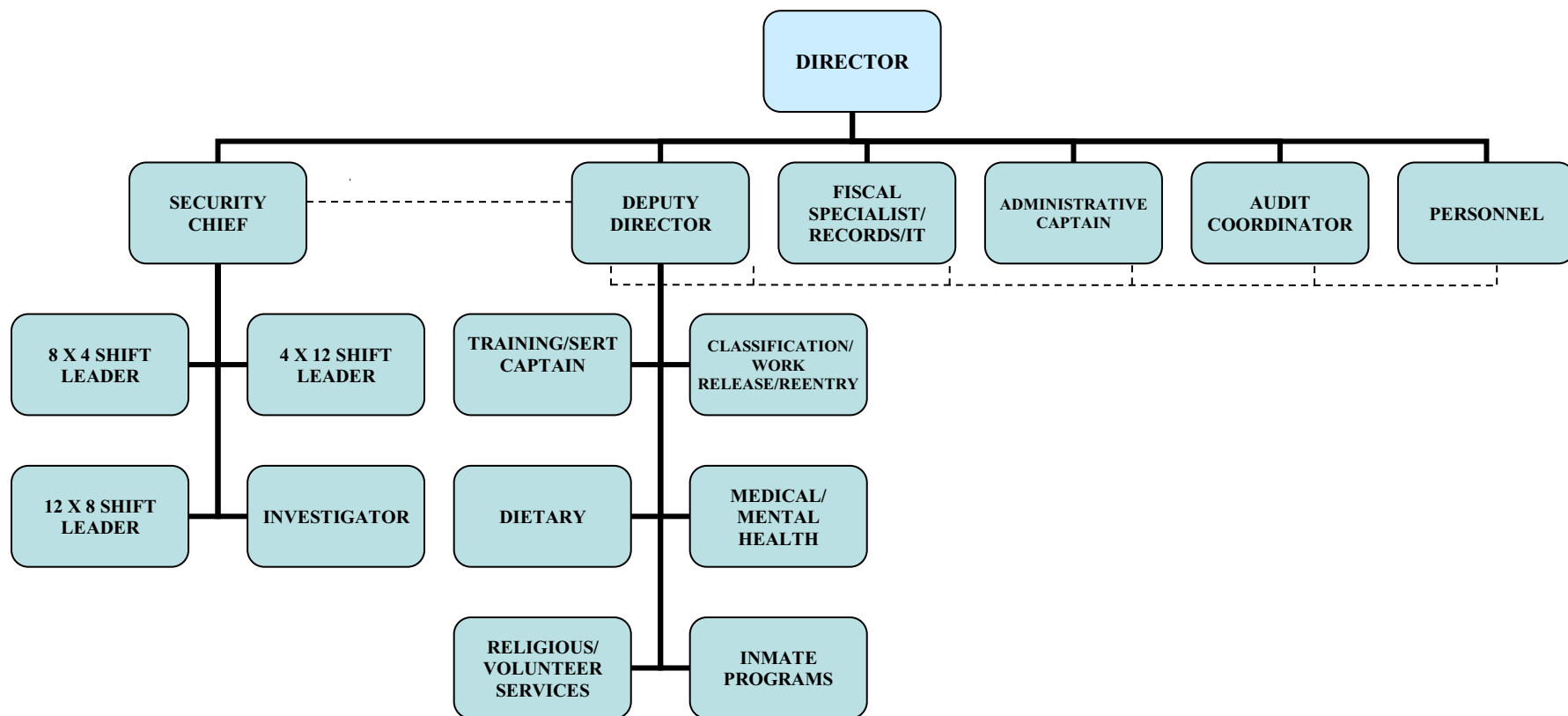
Historical Overview

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

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

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

In 2009, the Department of Corrections assumed management responsibility for the Howard County Community Service Program. The Department contracted with the Serenity Center to operate the program. Approximately 500 individuals participate in community service each year.



2017 Highlights

Getting Ahead Community Support Award – The Department was awarded the Getting Ahead Community Support Award. This award is given to recognize organizations that have demonstrated outstanding support for the Getting Ahead program in Howard County.

SBIRT Program – SBIRT (Screening Brief Intervention and Referral to Treatment) program is grant funded program through DHMH and fills a gap in providing treatment to pretrial and short sentenced inmates. The grant pays the salary for a peer counselor who conducts interventions and treatment referrals.

ICE PREA Audit – The Department was 100% compliant with the mandated federal ICE Prison Rape Elimination Act standards.

ICE Audit – The Department passed its annual ICE audit.

Reentry Programming – The Department continued to expand reentry services by adding Medical Assisted Treatment (MAT) to include methadone, suboxone, and vivitrol to inmates prior to release.

Mental Health First Aid Training was provided to correctional staff in 2017.

Administration

Director



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

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

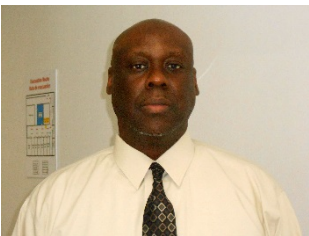
Deputy Director



Patricia Schupple joined the Department of Corrections in June 2004 as Program Supervisor and was appointed Deputy Director in March 2008. Prior to her employment with Howard County, Ms. Schupple worked for the Maryland Division of Correction where she served as a Deputy Commissioner, Assistant Commissioner, and Warden at the Maryland Correctional Institution for Women.

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

Security Chief



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

The Security Chief is responsible for maintaining the overall security and control of the Detention Center and the Booking Facility, ensuring safe and secure facilities for inmates, staff and visitors. His areas of responsibility include security and control,

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

Administrative Office

Audit Compliance and Inmate Grievance Office

The Compliance Management Office is responsible for monitoring compliance with various required federal and state standards, coordinating internal audits and conducting random in-house spot audits.

Audits & Inspections:

Immigration Customs & Enforcement Prison Rape Elimination Act Audit – 100% compliant
Department of Justice Prison Rape Elimination Act Audit – 100% Compliant
Maryland Occupation Safety & Health Inspection – 100% Compliant
Immigration Customs & Enforcement Annual Review – Final Rating of Meets Standards

The Inmate Grievance Program is intended for use by the inmate/detainee population to resolve problems and concerns at the lowest level possible and to ensure that the inmates/detainees have unfettered communication to mid and upper level managers and administrators.

Inmate Grievances:

404 filed, processed and resolved Only 67 found to be meritorious

The Compliance Management Office is also responsible for Policy & Procedures, Operation Statistics (Ops Stat), and Records Retention.

Ops Stat is the Department's system for documenting shift/unit compliance with submission of records as well as documenting exemplary or unsatisfactory job performance.

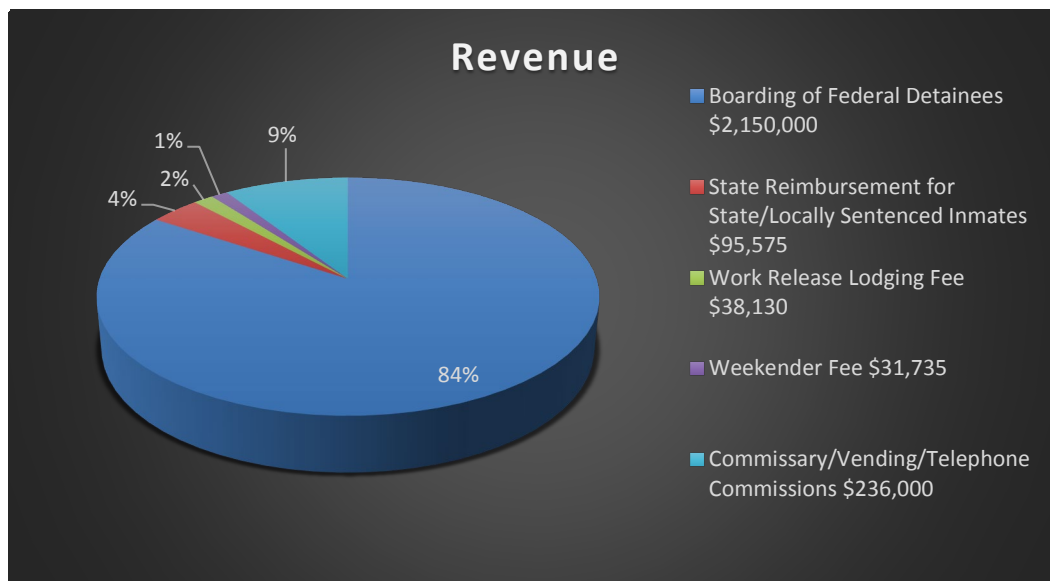
Administrative Records and Budget

The Administrative Records Section provides a wide range of services. Included responsibilities of this section are Budgetary/Fiscal, Records, Inmate Sentence Calculations and Information Systems.

❑ Budgetary/Fiscal

This section prepares the department's operating budget, monitors expenditures, procures and remits payment for all purchases necessary to operate the Detention Center and the Central Booking Center, administers and monitors grant funds, collects revenues, maintains inmate work release accounting, and collects and monitors weekender lodging fees.

FY17 Operating Budget: **\$17,676,089**
Anticipated FY17 Revenues: **\$2,510,575**



❑ Records

Responsibilities in the Records area of this section include calculating the release date for all sentenced inmates ensuring that all eligible confinement and court credits are applied, maintaining inactive inmate base files, conducting court ordered expungements, inspecting inmate mail for contraband, and disseminating information to various law enforcement agencies, courts, attorneys, other correctional facilities, criminal justice agencies, and the general public. The records section also provides technical supervision of the department's commitment office. This includes conducting audits of the Computerized Jail management system (JMS) and base file records to ensure JMS entries are complete and accurate and that base files are in order. JMS is the official site for most inmate related information, most essentially, demographic information, court information, arrest and commitment information, case status, inmate status, etc. information, which is disseminated to other criminal justice agencies, the public, The Victim Notification systems, (VINES) relies on the accuracy of data collected and entered.

❑ Information Systems

Information Systems is responsible for maintaining, supporting and coordinating all computer related operations for the detention center and central booking facility. This includes managing the Jail Management System, systems administration for several databases being utilized by the detention center, maintaining and installing all software and hardware, installs and monitors the performance of network servers located in Corrections, and provides staff with necessary training. The Department of Corrections is currently in the process of upgrading its current Jail Management System. In the upcoming year, it is anticipated that a contract will be signed with

Hexagon Safety & Infrastructure for the Black Creek SallyPort Jail Management System and system design and testing will be conducted. Complete implementation is projected in 2019.



Central Booking Facility

The Central Booking Facility (CBF) is responsible for the processing of all incoming adult arrestees and juvenile arrestees (attachment 1) waived to adult jurisdiction in Howard County from various police agencies to include the Howard County Police Department, The Maryland State Police, The Department of Natural Resources Police Department, the Howard County Sheriff's Department and the Maryland Transportation Authority Police.

Detainees processed at CBF 2,607

Custody and Control

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

Total Detention Center Inmate Admissions 3,445

Total Detention Center Inmates Released 3,407

Drug and Alcohol Testing

The Department continued to conduct extensive testing of the inmate population for drug and alcohol use. Testing is important for security reasons as well as for identifying those in need of medical detoxification services and follow-up treatment. In 2017, 385 inmates went through detoxification treatment at HCDC. The increase in opiate overdose issues resulted in the Department shortening its' time frame for testing new intakes. Testing now occurs on the night of intake rather than after bail review. Attached is the 2017 testing report (attachment 2) indicating the type of tests done; the number of positive tests and the type(s) of drugs that were positive. Marijuana was the drug with the most positive test results followed by cocaine, benzodiazepines, and opiates. The Department also added fentanyl to its test panels in October 2017, noting its use and increase risks for overdose.

Training

In keeping with our Department's motto, **"One Team, One Mission"**, the Training Department

continued to provide creative and innovative training.

‘Pre-service’ as well as ‘in-service’ training is provided in a variety of subjects to include Suicide Prevention/ Mental Health, Use of Force, Emergency / Disaster Plan, Use of Restraints, Prison Rape Elimination Act [PREA], Blood borne Pathogens (MRSA), Firearms, Stun Cuff, and Restraint Chairs. Orientation training is also provided to volunteers and outside agency staff working with the Department to expose them to the culture and climate of the department.

All correctional officers, dietary correctional officers, and correctional support staff are required to receive 18 hours of in-service training annually to retain certification from the Maryland Police and Correctional Training Commissions. Staff received an average of 35 hours of training.

In addition, the Training Captain is also responsible for Background Investigations, Firearms Qualifications, Armory Security, Supervision/Coordination of Honor Guard Details and the Special Emergency Response Team (SERT), and policy & procedure updates. Our Instructor of the Year for 2017 was Corporal Jain Mathew.

❑ Honor Guard

Members of the Honor Guard are Sgt. Michael Barnes, Sgt. Phyllis Delaney Corporal. Jeffery Ennals, Corporal Bernard Freeman, Officer Hope McClellan, Officer Rosa Savage and Officer Lorenza Williams. The Honor Guard consistently performs with diligence, precision and poise, so we say, “Thank You” to them for a job well done.



❑ Special Emergency Response Team (SERT)

The Special Emergency Response Team (SERT) is comprised of volunteer members selected from each of the three shifts. They train to remain prepared to deal with a variety of emergencies (i.e. fire and smoke, medical, riot, cell extractions of unruly inmates etc.) Training for SERT members includes eight hours of orientation, as well as additional training in specialized areas including, but not limited to, defensive tactics, cell extractions, evacuations, etc. Thank you to the TEAM for All of your hard work and dedication.



❑ Firearms

Members are required to qualify on an annual basis. Firearms instructors provided firearms training that included a “reduced-light” course of fire. Department security staff utilized special goggles that simulate low-light (night) conditions during range practice.

❑ Armory

The armory is maintained and controlled by the Training Captain, and is comprised of long arms and side arms, weapons. Each month, the armory's inventory and environment are inspected for accuracy and safe storage of all equipment. Additionally, ammunition and weapons are rotated between the armory and Main Control (bi-annually) to ensure safety and effectiveness of all weapons.

❑ Background Investigations

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

19 background investigations were completed for 2017

Classification

The Classification Department responsibilities consist of interviewing and screening newly incarcerated inmates for appropriate housing assignments; conducting inmate orientation' assigning inmates to institutional jobs' conducting inmate disciplinary hearings' assisting inmates with special needs and or problems; and evaluating and referring inmates for special program placements as well as providing Case Management Services to an assigned population.

The Classification Department has expanded in new areas such as on-site state certification of GED testing. Ms. Lewis has completed the certification to be a tester for the GED test, and gracefully took over the implication and scheduling of the GED testing system for the detention center. One counselor facilitates Thinking 4 a Change class is a cognitive behavior class which helps the inmate to possibly make better choices before making the decision that would get him/her in trouble with the law. The Classification Department also has expanded the numbers of inmates coming for other jurisdictions. Classification counselors determine their housing units and make sure the inmates obtain writs from the court for transportation to their original jurisdiction.

Classification staff is a major contributor to the overall security of the institution by properly screening and housing newly incarcerated inmates according to risk, determining job assignments, program assignments and addressing concerns of pretrial and sentenced inmates. Factors considered in housing and other assignments include current charges at HCDC or in other jurisdictions, escape risk, mental and physical limitations and past adjustment at the Detention Center.

Inmates are also evaluated for substance abuse disorder. Additionally, inmates who are assigned to special management units, disciplinary or administrative segregation are reviewed periodically by the classification counselor along with a mental health professional. As needed, the staffs assist inmates in locating transitional programs while working in conjunction with other

programs staff.

In addition to the above, the classification section is involved with a number of other Detention Center programs, operations, and functions to include:

- Acting as Victim / Witness and Child Sex Offender liaisons.
- Acting as Parole Commission and Parole and Probation liaisons.
- Coordinating Inter and Intra State Detainer agreements
- Coordinating, Scheduling and Monitoring our Case Management Review System
- In partnership with the Howard County Health Department for referrals and placement for the Bureau of Addictions programs.
- In partnership with the Howard County Community College; referral and placements into the LEEP and GED programs, and Orientation therein.
- Maintaining a homeless Referral network.
- Providing Custodian of Records functions for our Circuit and District Courts.

	Initial Classifications	Email Communications	Adjustment Hearings	CMR	LSIR's
First Quarter 2017	395	2,143	181	62	58
Second Quarter 2017	430	2,275	217	58	40
Third Quarter 2017	339	1,688	190	57	38
Fourth Quarter 2017	363	1,322	220	57	36
2017 Totals	1,527	7,467	808	234	172
2016 Totals	1,314	8,681	663	232	158
Rate of Change	7.8 % Increase	2.7 % Decrease	14 % Increase	-----	14% increase

Community Programs

The Work Release Program and the Reentry Program are both under our Community Programs department at the Detention Center.

❑ Work Release

The Work Release Program assists sentenced inmates with their transition back into the workforce and community by allowing them to gain employment while still incarcerated. Work release participants are closely monitored by staff to include frequent on-site job checks and GPS monitoring on selected participants.

85 inmates were placed on the work release program

On average, 15 inmates per month were employed on the work release program

\$26,654 was paid to victims for restitution

There were no escapes or walk-offs in 2017.

On average, 15 inmates per month were assisting the County with various off-site work details to include: landfill, cleaning the County bus stops, and working with the Department of Recreation and Parks.

❑ Reentry

The Reentry Program assists pre-and post-release offenders with their needs for essentials such as housing, food, clothing, crisis management, transportation, securing identification documents, and employment goals. The Reentry department provides vital services and support while linking clients with our **120+ community partners**. This collaboration with community partnerships aims to break the cycle of recidivism by providing a better outcome for successful community reintegration. A reentry plan is devised with each individual when needed prior to their release, to assist in a smooth transition back into society. A community Reentry ID card, which also serves as a 60-day bus pass is offered to the individual at the time of release. There are additional office hours in the community to provide services to released offenders at The Multiservice Center in Laurel.

Reentry orientation sessions are held at the Detention Center in six week cycles, relating important information through different topics each week. Some of the topics of these reentry sessions include the following: overcoming barriers of transitioning home, acquiring reentry identification documents, community resources, health and wellness needs, understanding the requirements of parole and probation supervision, and Workforce Development Employment Services. In 2017, we added information on the expungement process and resources to assist clients meet this need.

Detention Center Reentry participation was as follows:

Total of 7 cycles comprised of 46 sessions

137 individuals that had attended sessions

65 Participants completed the six-week program sessions and were awarded certificates

Community Reentry Participation was as follows:

A total of 3,597 referrals and services were provided in the community:

2,029 individual counseling sessions including crisis intervention and ongoing support

179 referrals to Addiction Services

61 referrals to Mental Health services/Mental Health medications

168 referrals to Housing/Homeless Assistance

239 Employment Services provided

241 clients applied for Health Insurance

34 clients received Social Security Cards

41 clients received birth certificates

82 clients were assisted with MVA services (ID/license issues)

217 referrals to Community Support Agencies

140 consultations with Probation Agents

28 referrals to medical services

138 linkages to transportation alternatives

Dietary

Inmate food service is provided by a total of six correctional dietary officers, which includes one supervisor and five dietary correctional officers. The staff is responsible for preparing three meals a day for inmates and for providing one meal for staff. Ordering of food supplies, maintaining sanitation, and preparing special diets as directed by the medical department while complying with all Health Department inspections are also part of the daily routine of Food Service staff. A Registered Dietician approves menus annually.

Total Meals Served in FY17-360,742
\$5.67 per day in meal costs

Medical Services

The Detention Center provides medical, dental, and mental health care from the time of admission, throughout the period of incarceration, until release (attachment 3). The medical department is managed by a professional healthcare contractor. Skilled medical staff provide on-site quality care and services including: initial intake medical screenings, physical exams, mental health screening and counseling, routine sick call, 24-hour emergency services, radiology services, dental exams, ophthalmology services, and chronic care clinics. Inmates are charged a \$4.00 co-pay fee for sick call services in accordance with Correctional Services, Section 11-203(c) of the Annotated Code of Maryland. The intent of this co-pay is not so much to generate revenue but to deter frivolous requests for sick call. Sick call services are provided to all inmates who request service, regardless of their ability to pay.

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

An important component of the medical services is continuity of care. Inmates who are released or transferred to other jurisdictions receive medical information and referrals to promote continued care. In addition, inmates leaving the facility are provided a limited supply of medication. **Those inmates who have psychiatric prescriptions and have been incarcerated for at least 60 days receive a 30-day supply/prescription script combination to bridge their ability to be seen by a psychiatric provider.**

Collaborative and Community Inmate Programs

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

❑ GED/Adult Education Services

Howard Community College (HCC) in a partnership with the Howard County Department of Corrections (HCDC) provided classroom instruction for both male and female inmates who indicated that they did not have a high school diploma. Instruction was also provided for some who have diplomas but demonstrated that they would benefit from basic skills instruction. The Detention Center provided classroom space, computers, and student supplies. Secure tablets preloaded with GED materials are used by students in their housing units to follow up on the lesson studied in class.

The Adult Basic Education Class provided instruction for students who demonstrated a wide range of skill levels. Each student at the time of registration completed assessments approved by the Maryland State Department of Labor, Licensing, and Regulation and teacher-designed inventories to enable the instructor to plan not only teacher-directed whole class lessons but also individualized lessons corresponding to the skill levels of each student in the areas of reading, writing, and math. Student progress is monitored through periodic administration of pre- and post-tests. In addition to traditional classroom instruction, students also have access to I-pathways, an online curriculum resource. HCDC is an approved GED testing site.

45 inmates were enrolled in GED

6 inmates took the GED test and 2 received their GED

❑ Literacy Tutoring Program

The Literacy One-on-one Tutoring Program is designed to assist intermediate and low-level students in reading and math. More than 60 percent of all prison inmates are functionally illiterate. Illiteracy and crime are closely related. The Department of Justice states, "The link between academic failure and delinquency, violence, and crime is *welded to reading failure*."

Education has repeatedly been shown to be one of the most effective ways to decrease both crime and the financial and societal costs of incarceration. Researchers at UCLA's Department of Policy Studies found that while \$1 million spent on corrections prevents 350 crimes, the same amount spent on education in prisons prevents 600 crimes. A recent study by the RAND Corporation determined that those who participated in correctional education programs were 43% less likely to return to prison than those who did not. Beyond reducing recidivism, education also positions people to successfully re-enter society and make positive impacts on their families and communities. (Petey Greene Program).

Howard County Detention Center has taken a proactive role in providing an educational platform that addresses the issue of illiteracy among the persons in our custody.

Teaching methods used are: Essay Writing, Sentence Structure, Phonics/Neurological Impress Method (NIM), Subject Verb Agreement, and Vocabulary Work Bank.

The purpose of the Petey Green Program is to recruit, train and coordinate volunteers, typically

undergraduates and graduate students, to tutor at the educational programs located within prisons and jails. The tutors volunteer their time approximately 2 to 3 months which is equivalent to a semester and each semester new tutors volunteer. On the intermediate level, Howard County tutors provide individualized assistance and model helpful study habits. When these techniques are integrated into existing programs, this supplement service significantly improve learning outcomes.

During the year of 2017, twelve (12) volunteer tutors participated in Howard County Detention Center's Intermediate Tutoring Program. As a result, students that began on third and fifth grade reading and math levels could increase their comprehension levels up to fifth and seventh grades levels – an increase of two full grade levels.

HCDC participants also included those working in the Literacy Program, those in the GED class who received supplemental tutoring, and those who were not in GED and needed one-on-one tutoring.

20 inmate students were served through the program

❑ Project LEEP (Life skills Education Employment Program)

Project LEEP (Life skills Education Employment Program) provides participating inmates the necessary tools to seek and gain employment upon their release. During each six-week course, inmates learn to identify what skills and qualifications they already possess, organize personal information and references, complete a job application, use a computer to complete a resume and cover letter, and practice interviewing techniques.

During each session, students participate in activities to identify what skills (life and work related) and qualifications they already possess. Each student completes employability assessment testing.

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

Five (5) LEEP classes were convened during the year. Each class meets daily for 3 hours from Monday through Thursday afternoon for six weeks, offering 74 hours of instruction each session. A total of 59 students enrolled. Of those enrolled, seven (7) were removed due to disciplinary reasons, two (2) were transferred to other institutions, four (4) were released into the community before graduation from the program, eleven (11) left the program for various reasons, and 35 successfully completed the six-week program.

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

❑ Resource Center

Inmates are encouraged to avail themselves of the wide variety of legal and other reference materials, books, newspapers, magazines and other periodicals. Inmates have weekly access to the library. Library materials and books are furnished by the Howard County Library.

❑ Religious Services

Religious services (attachment 4) for inmates are provided through volunteers and volunteer faith-based organizations.

Christian Jail Ministry (CJM), a non-profit religious organization, has provided spiritual and pastoral services for inmates at HCDC since July 1979 as volunteers to the Detention Center. CJM programs at the Detention Center include various worship services, counter-addiction programs based upon the Celebrate Recovery model, religious education (Bible classes in English and Spanish, Christian videos, etc.) and Bible correspondence courses, pastoral counseling, individual discipleship training, personal help, and Christian literature (in English and Spanish). Articles in the American Correctional Association's professional publication, *Corrections Today*, and the publication of the American Jail Association, *American Jails*, have described CJM's ministry as "a model jail program." CJM provides one full-time chaplain and a part-time chaplain in its ministry at the Detention Center. It also utilizes the services of two local pastors, who serve as associate chaplains on a volunteer basis to minister at the Detention Center mainly in pastoral counseling and leading worship services.

Approximately 240 volunteers from several dozen area churches participated in Christian religious activities at the Detention Center during 2017.

Muslim faith education and Jumar Services are offered at the Detention Center through the volunteer services of the Dar Al-Taqwa congregation in Howard County.

Catholic services are offered weekly at the Detention Center and are coordinated by volunteer Deacon Services operating under the auspices of St. Lawrence Parish in Jessup. In addition, an outreach program from St. Matthews Church in Baltimore provides services to immigration detainees.

❑ Addictions Services Program

The Howard County Health Department offers a variety of treatment and education programs, targeting the needs of the inmate population of the Howard County Detention Center. The Substance Abuse Services Program has two funding sources; state and county. In order to be supervised under this program, the judges of the Howard County District and Circuit Court sentence offenders to the program. The program also accepts voluntary participants that have been screened by HCDC staff. The Health Department also conducts court ordered evaluations (ex. 8-505), In-Depth Drug/Alcohol Evaluations per court order, and provides recommendations for treatment for the Howard County Circuit/District Courts and Drug/DUI Court participants who are sanctioned to the Howard County

Detention Center to receive treatment services based on their need.

The Substance Abuse Services program has two phases. In Phase I, clients participate in intensive treatment services that last for a minimum of three months. Participants also attend institutional self-help meetings (Alcoholics Anonymous) weekly and bi-weekly (Narcotics Anonymous). In Phase II, the emphasis is on relapse prevention, work release (if eligible) and continuation of care planning that can last an additional three months at minimum. Prior to release from the Howard County Detention Center, the inmates are referred to community providers for continued treatment based upon the level of care needed. The substance abuse services team is in the process of updating our program requirements.

A total of 160 inmates participated in the substance abuse services program, which is an increase of 10 clients from the previous year. Various studies indicate that a client who is released from incarceration with a job already in place has a 50% reduction in recidivism. Most are eligible for work release if they successfully comply with institutional rules and curriculum content.

In addition to these formal programs, referrals are provided to other inpatient drug treatment facilities when instructed by the Courts to do so. Resources and handouts on substance abuse services are available to all inmates in the Howard County Detention Center, and Acupuncture continues to be funded by the Howard County Detention Center and offered as one of our weekly therapeutic groups through the Maryland University of Integrative Health.

Continued in 2017 was offering Opioid Overdose Response Trainings within the Detention Center for inmates and staff. At these trainings, participants are trained to Naloxone. Naloxone is used to revive someone who is currently overdosing. Upon their release from the Detention Center, clients are given a kit with 2 doses of Naloxone (an \$85.00 value), which is placed in their property and given to them upon release. By placing the Naloxone in the inmate's property, this removed the barrier of having them go to the pharmacy to pick it up. This training is in response to a dramatic increase in opiate overdose deaths in the State of Maryland and Howard County. In addition to this training, the Bureau of Substance Abuse Services utilized the services of Ms. Claudia Saloman, Howard County State Care Coordinator.

Two Opioid Overdose Response Trainings were conducted in the Howard County Detention Center, with a total of 44 participants

Also continued in 2017 was offering Sexual Health in Recovery (SHIR) Groups for inmates in the substance abuse program. SHIR consists of 14 group sessions. Additionally, two peer recovery support specialists co-facilitated groups with the counselors within the Detention Center.

Three SHIR curriculums were conducted in 2017, serving 50 inmates

In addition, 2017 saw the continuation of the Vivitrol program within the Howard County Detention Center. Vivitrol is a once a month injection used to treat opioid and alcohol use disorders. Eligible inmates receive the injection prior to their release, then continue with treatment in the community.

46 inmates have received injections prior to their release, which triples the number of individuals receiving Vivitrol last year

New in 2017 was the Health Department's funding of suboxone for individuals who are either not medically eligible for Vivitrol, or would like to be started on a different medication-assisted treatment. Research shows that individuals who are placed on medication-assisted treatment (ie: Vivitrol, suboxone, or methadone) have higher rates of treatment success. In addition, the Health Department has helped start the SBIRT (Screening, Brief Intervention, Intervention, and Referral to Treatment) program within the Howard County Detention Center with the use of our peer recovery support specialists. This program is designed to help individuals who may not get into treatment while in the detention center, but will need treatment in community once released.

We have helped place 4 individuals on suboxone prior to release or work release

Goals for 2018 include continuing to offer Opioid Overdose Response Trainings to staff and inmates, implementing SBIRT jail-wide, expanding medication-assisted treatment to more individuals, developing better continuation of care options in the community, and evaluating how best to serve all inmates (sentenced and pre-trial) at the Howard County Detention Center.

❑ Maryland Community Criminal Justice Treatment Program

The mission of MCCJTP is to reduce the recidivism rate of mentally ill inmates to detention and mental health institutions through improving linkages to community resources, supports and health services. The MCCJTP mental health clinician establishes a therapeutic relationship with the inmate assessing their needs with special attention to the psychiatric issues contributing to their incarceration. As the inmate nears their release date, the mental health clinician develops a community reintegration plan that includes developing a support system of resources and services designed to enhance successful return to the community. Finally the mental health clinician partners with the ex-offender through their transition back to the community ensuring linkage to the designated supports while addressing any issues that could interfere with successful reintegration.

Other services include crisis intervention to inmates and working closely with all staff and other treatment providers to ensure proper care of clients who engage in high risk behaviors. In addition, this program offers the correctional officers annual training on suicide awareness for identifying and understanding the mentally ill population. Another featured topic of the training is teaching correctional officers the signs and symptoms of suicidal ideation and mental illness and managing these specific crisis and conditions for people recently incarcerated.

Mental Health first aid training was introduced to the correctional staff this year as well. Approximately three hundred and fifty (350) correctional, police, and public safety staff received the training this year. The clinician also participates as an instructor and facilitator in the CIT training program for Howard County Police Department.

Two Hundred and twenty-one (221) individuals with a primary diagnosis of a Serious and Persistent Mental Illness were served through the MCCJTP. One-Thousand one hundred and seventy-five hours (1,175) of case management services were provided,

sixty-five (65) hours of group facilitation, along with two-hundred and forty hours (240) of individual therapy.

The greatest challenge for the MCCJTP mental health clinician is finding treatment and housing for individuals suffering from a mental illness and a co-occurring substance abuse problem. This dual diagnosis group, within the mentally ill population, uses illicit substances to cope and mask symptoms of mental illness; therefore, compounding their problems. The MCCJTP mental health clinician works closely with the Howard County Health Department Bureau of Addictions to properly serve each individual presenting with mental health and addictions concerns.

❑ Reentry Mediation

The Department partnered with the Mediation and Conflict Resolution Center (MCRC) at Howard Community College to conduct reentry mediation. Mediation sessions allowed the inmate and the outside participant to discuss family and or other reentry issues in a neutral setting. Some of the follow-up mediation sessions extended into the next year. The reentry mediation program is an important component to successful reintegration into the community. A 2014 study completed regarding state returning offenders showed that those completing mediation were 13% less likely to re-offend.

81 participated in reentry mediation

❑ Safe Food Handling Training Certification

In partnership with Howard Community College “ServeSafe” food handling safety program is recognized nationally and thus provides the inmates with a strong tool for job hunting in the food-related industry. All inmates who successfully complete the program receive certification from The National Restaurant Association.

❑ Strengthening Families

The Strengthening Families Program (SFP) is a nationally and internationally recognized family and parenting program that assists families with building lasting family ties. The program can be catered to any family, but seeks to target high risk families. The children of incarcerated parents are at a higher risk for falling into the cycle of generational incarceration. SFP is an evidence-based family skills training program found to significantly improve behavior as well as reduce delinquency, alcohol and drug abuse in children. The 12-week program has also been found to improve social competencies and school performance. The program meets once a week and builds upon concepts with each class.

The program focuses on concepts such as successful communication, holding family meetings, rewarding your child and setting limits. All the models guide parents and caregivers into developing a parenting style that works best for their family.

Two sessions with 12 participants and 8 completed the program

❑ Thinking for a Change

Thinking for a Change (T4C) is an integrated, cognitive behavioral change program for offenders that include cognitive restructuring, social skills development, and development of problem solving skills. Thinking for a Change has been determined to be an evidence based program. The Department targets individuals who are at medium to high risk to re-offend and requires that these individuals complete the T4C program as part of their progress to minimum security.

69 inmates participated the program with 24 completing the program

❑ Getting Ahead

The Department continued to develop the Getting Ahead program by identifying and training staff to be lead investigators in a new Getting Ahead program geared specifically to incarcerated persons, Getting Ahead While Getting Out (GAWGO). Groups in Howard County are an outgrowth of the Bridges out of Poverty initiative of the Board to Promote Self-Sufficiency. The initiative is a two part model that can change the culture of poverty in a community. Bridges out of Poverty provides a framework for service providers to examine how they view and treat those in poverty, while Getting Ahead groups enable people in poverty to investigate the effects of poverty on their personal resources and what it takes to improve those resources.

28 participated and 11 completed the program

❑ Visual Communications Workshop

In 2017 the Department piloted The Visual Communications Workshop (VCW), using grant funds from the Governor's Commission on Crime Control and Prevention. VCW is a 6-week course for a class of 6 students designed to provide students with a workforce development opportunity. The class covers graphics, video, photography and animation. The structure of the class includes course content, syllabus and course outcome taught with business standard software and equipment. The class operates with an educational platform, but also incorporates an internship introduction. Professionals from the business community who not only participate in the class curriculum but also confirm that the education of which the students are learning are industry standard practices. Furthermore, these professionals also provide the students with projects that are real world business experiences. Businesses supporting the program in 2017 were Vanessa Bright (BeeHavin, LLC), Kevin Fulmer (Screen Designs, LLC), Lisa Whittington, (Costal Companies Inc.), Elaine Carroll, (JARC, LLC) and (Jack Weber, Uptown Press, Inc.).

In 2017 Visual Communications Workshop (VCW) completed two graduating classes with a total of 6 students.

The Department is currently re-evaluating the program to broaden the participation and completion rates, while maintaining a high quality, effective training program. In addition, as a transitional component to the class, VCW will look to offer an Aftercare Program, which in

conjunction with the Reentry Program, and the Getting Ahead Program, which would assist the returning citizens through a support group concept by providing help during the period between release and employment.

- ❑ Landscapes for Life

The Detention Center in partnership with Howard EcoWorks held a sustainable gardening training for inmates that consisted of 5 days of classroom training and 1 day of a hands-on practical. This program used the Landscapes for Life curriculum which provided basic education on successful soil, water, and plant practices. They also learned about design strategies, soil texture, water, and plants within the context of sustainable gardening.

9 inmates received certificates of completion from Howard EcoWorks

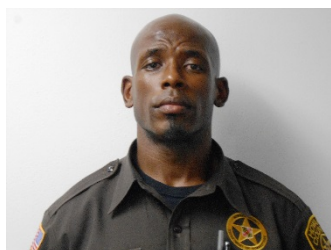
- ❑ Your Job & Your Money

The Detention Center held a 4-day financial literacy and job preparation class. This course was taught by two volunteers from MakingChange Financial Wellness Programs. Inmates learned the importance of setting short and long term realistic goals and how to strategize and be prepared for future employment, the importance of budgeting and saving money for the future, understanding credit scores, establishing credit and how to repair bad credit.

11 inmates received certificates of completion from MakingChange.

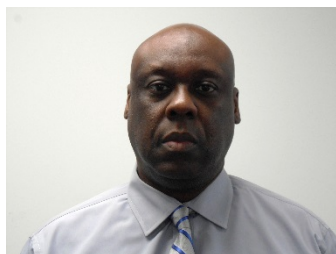
Staff Recognition

Correctional Employee of the Year



Lorenzo Williams began his career with the Howard County Department of Corrections on August 12, 2013. Officer Williams has quickly shown his willingness to go above and beyond his required duties. He is a member of the Department's Special Emergency Response Team (SERT), Honor Guard and a weapons instructor. In 2015, he completed the week long Specialized Operations Group (SOG) training which entailed high level training for specialized responses. Officer Williams has also facilitated teaching the Strengthening Families Program which teach parenting skills to incarcerated parents.

Civilian Employee of the Year



Edward Scott began his career with the Howard County Department of Corrections on September 12, 1994. Over his twenty-two-year career, Chief Scott was promoted five (5) times most recently to Chief of Security on February 4, 2013. Also, during his career Chief Scott earned a Bachelor of Science degree from the University of Maryland.

As part of his current duties, Chief Scott conducts numerous investigations into inmate activity at the Detention Center. Often his investigations lead to criminal cases and prosecutions. In a recent matter, Chief Scott discovered an elaborate scheme to traffic drugs in the Detention Center. The investigation is now in the hands of Howard County narcotics detectives and has led to multiple other individuals involved in drug dealing. Also, the Howard County Police Department has acknowledged Chief Scott as one of the primary contributors of gang intelligence. Chief Scott maintains a detailed record of all gang members and associates. His gang management at the Detention Center has been a significant contribution for the overall security of the facility.

Correctional Employee of

the Month

- ❑ January
Officer Zinna Sims



- ❑ February
Officer Sharon Washington

- ❑ March
Sergeant Perry Young
Officers Maurice Bolden,
Kevin Brown, James Hinnah



- ❑ April
Dorothy McClellan



- ❑ May
Corporal Jain Mathew



- ❑ June
Andre McInnis



- ❑ July
Officer Annette Jernigan



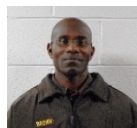
- ❑ September
Peter Wanderi



- ❑ October
Sergeant David Skoglund



- ❑ December
Officer Anthony Brown

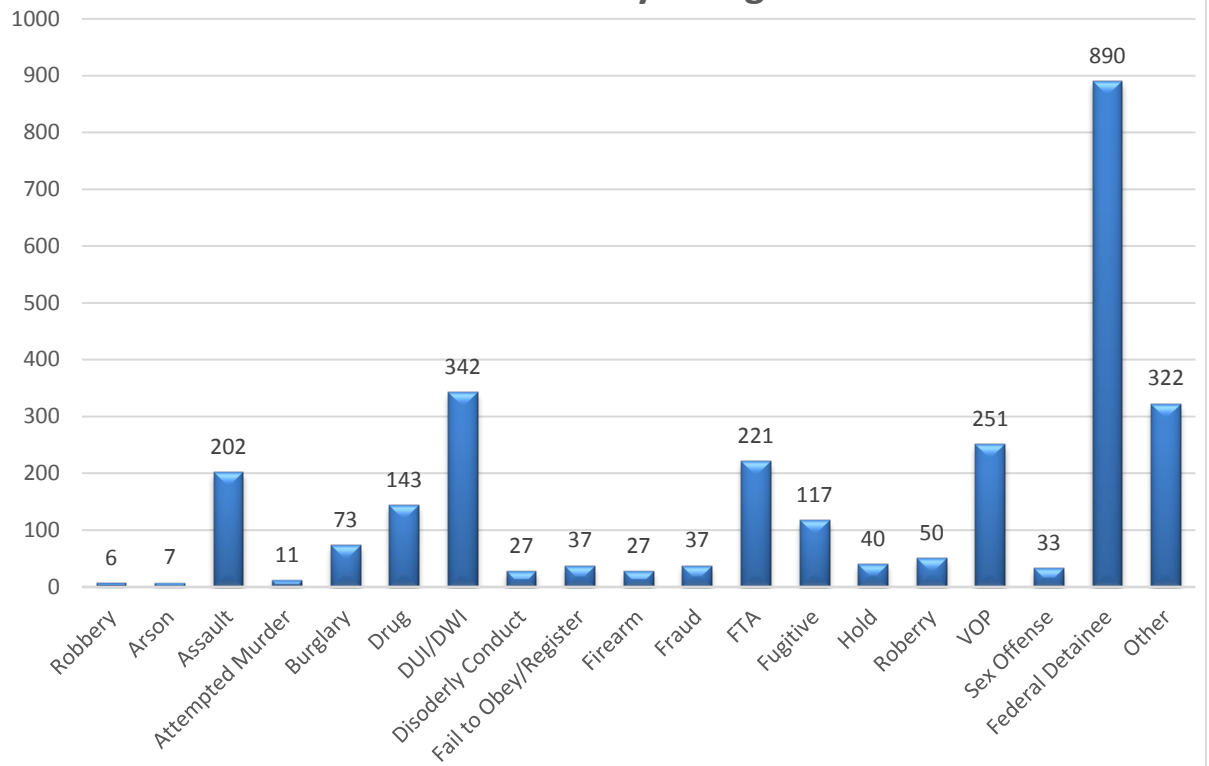


Staff Community Service

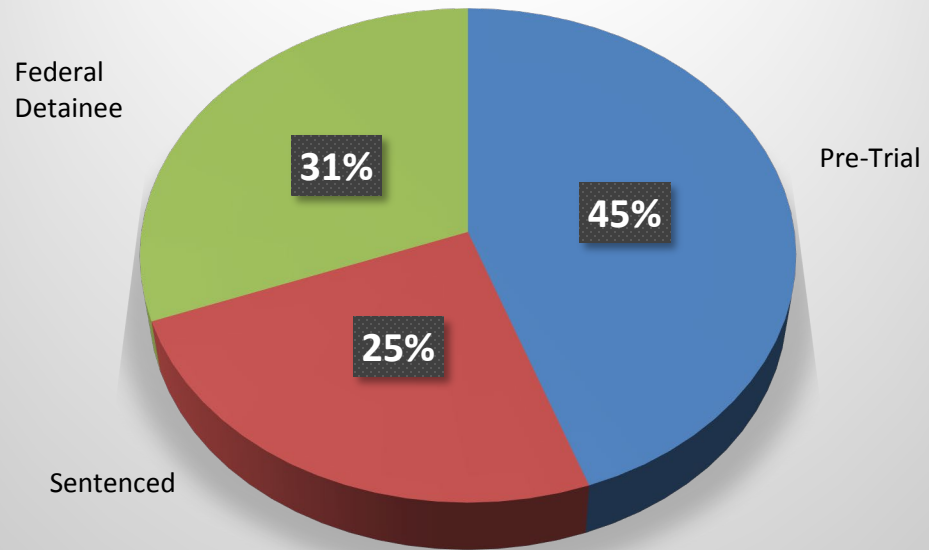
Throughout 2017, Department staff volunteered their time and efforts participating in several charitable events.

- ❑ Law Enforcement Torch Run to benefit Special Olympics
- ❑ United Way of Central Maryland
- ❑ American Cancer Society's Relay for Life

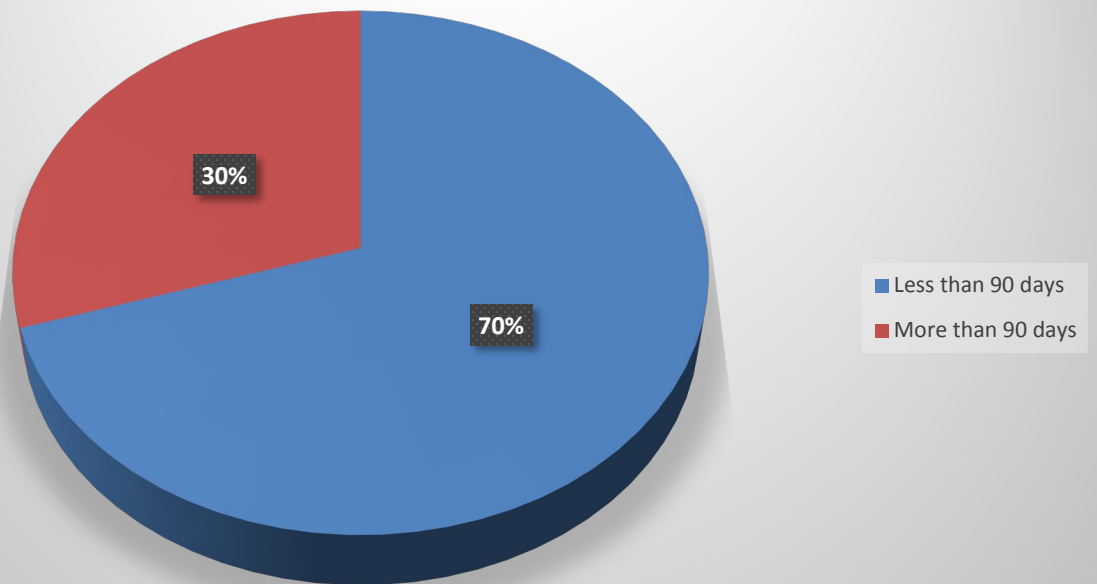
Total Intake by Charge

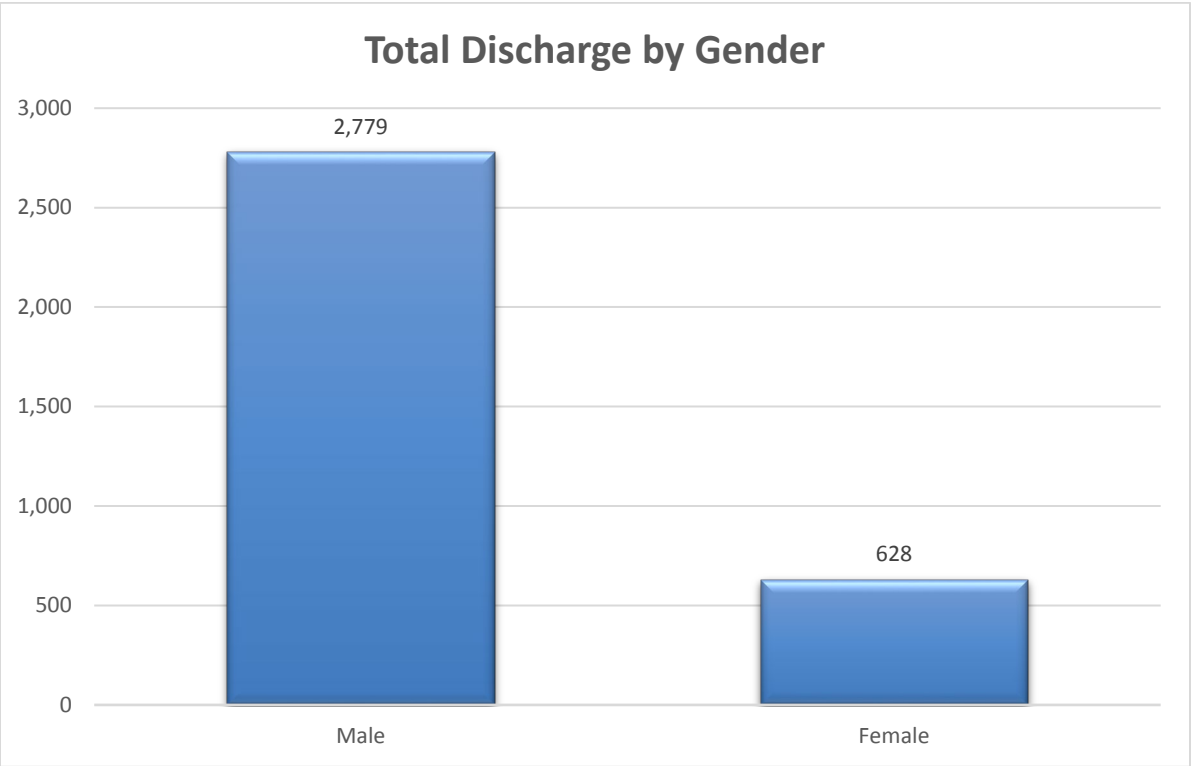
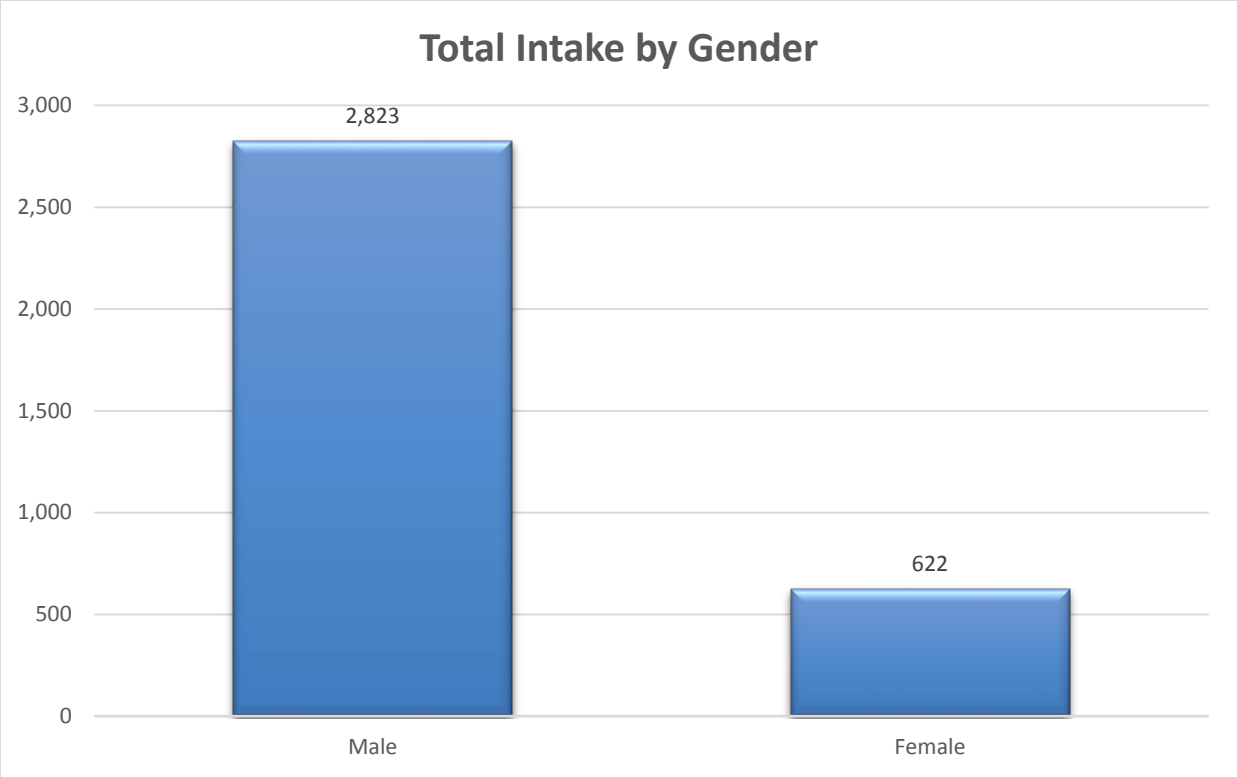


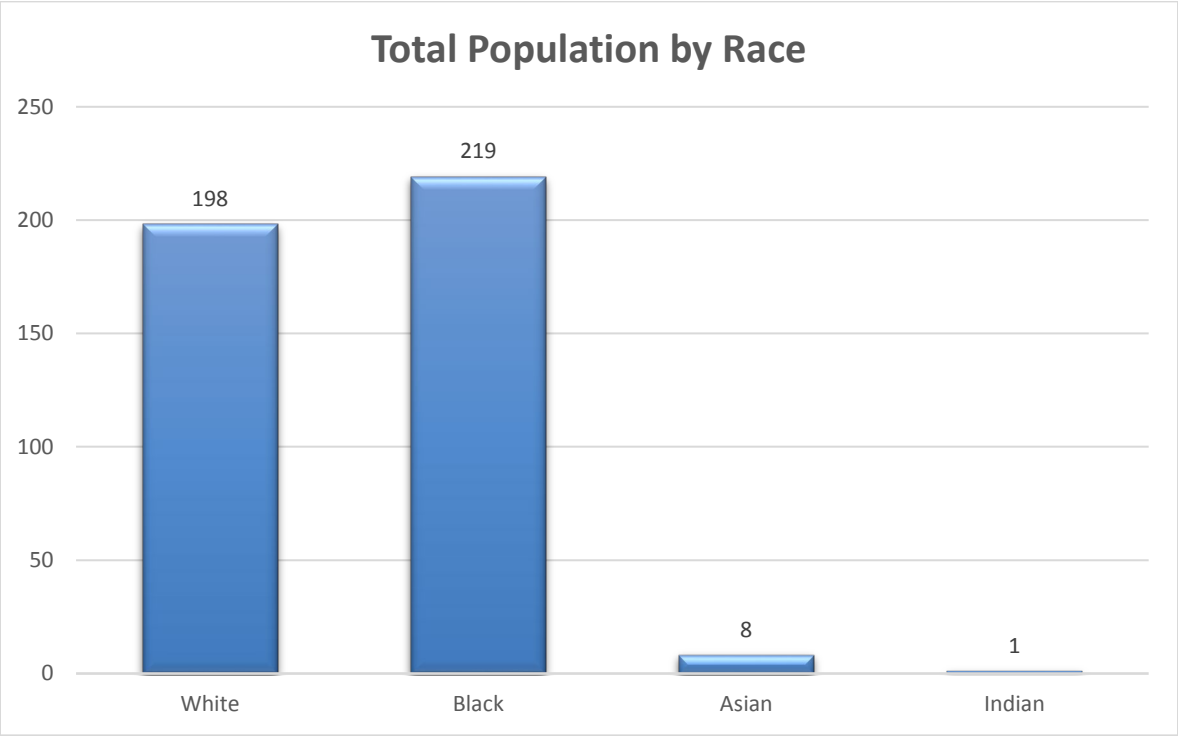
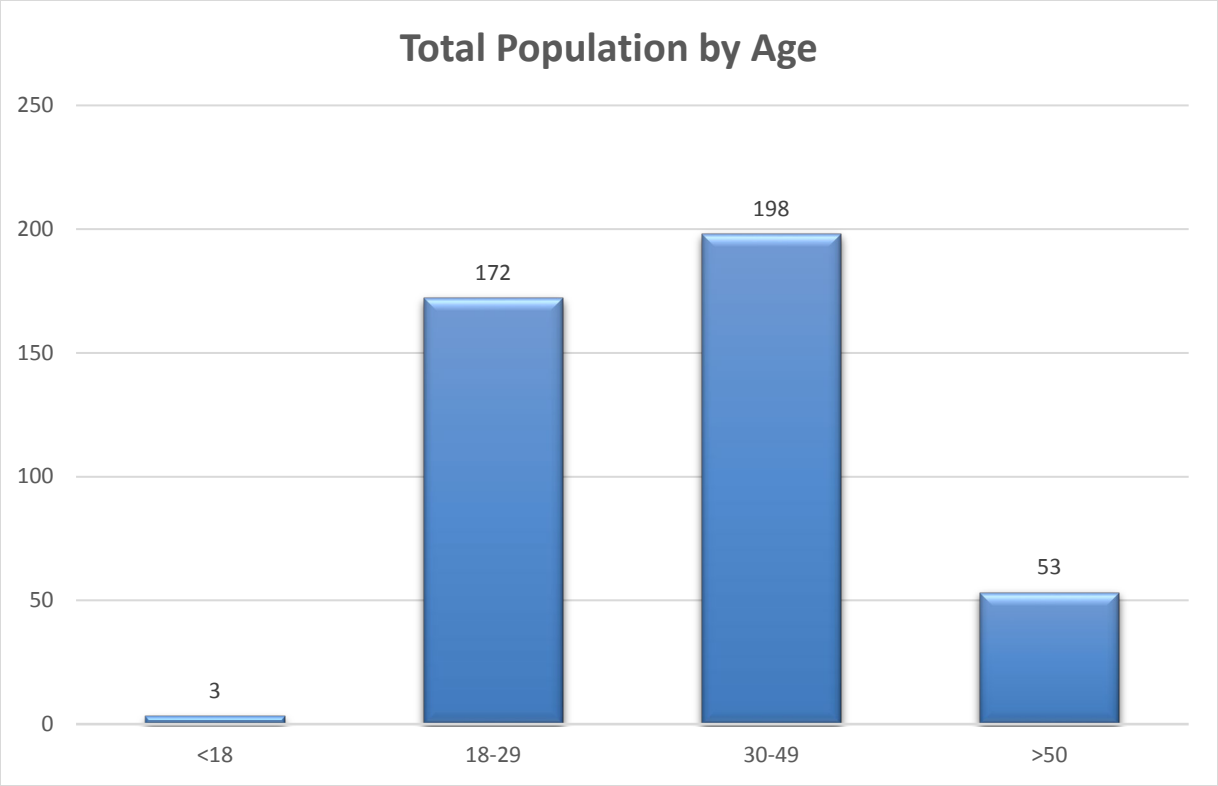
Intake by Status

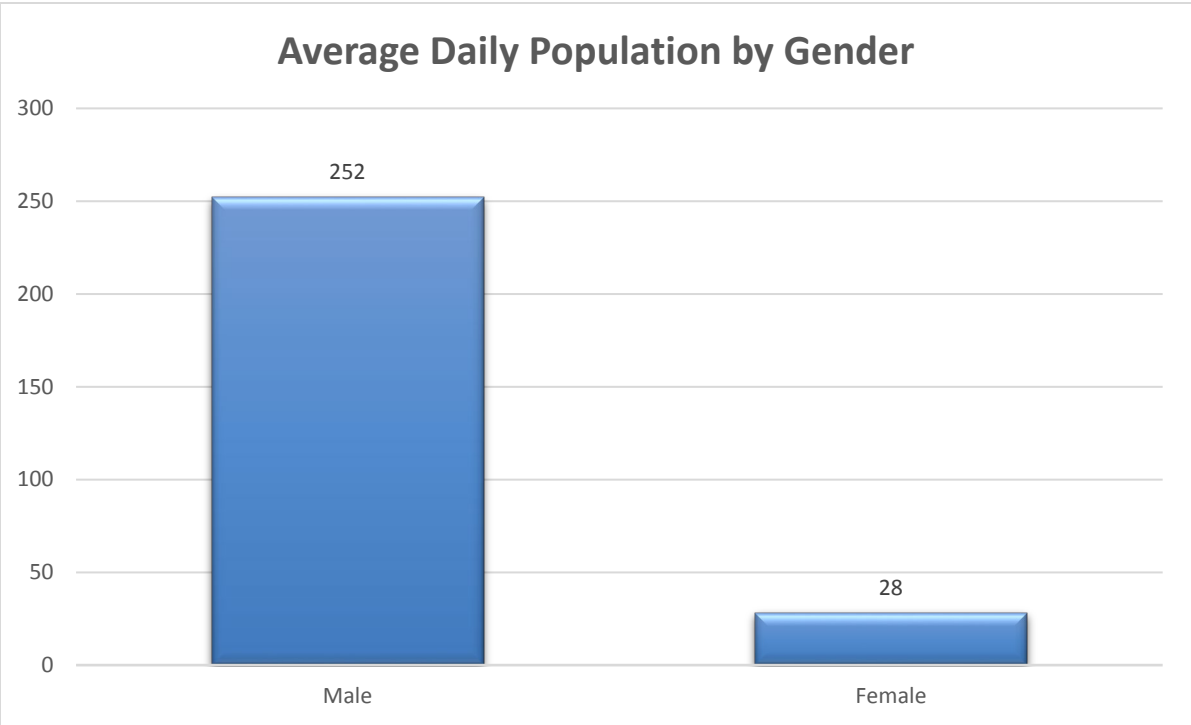
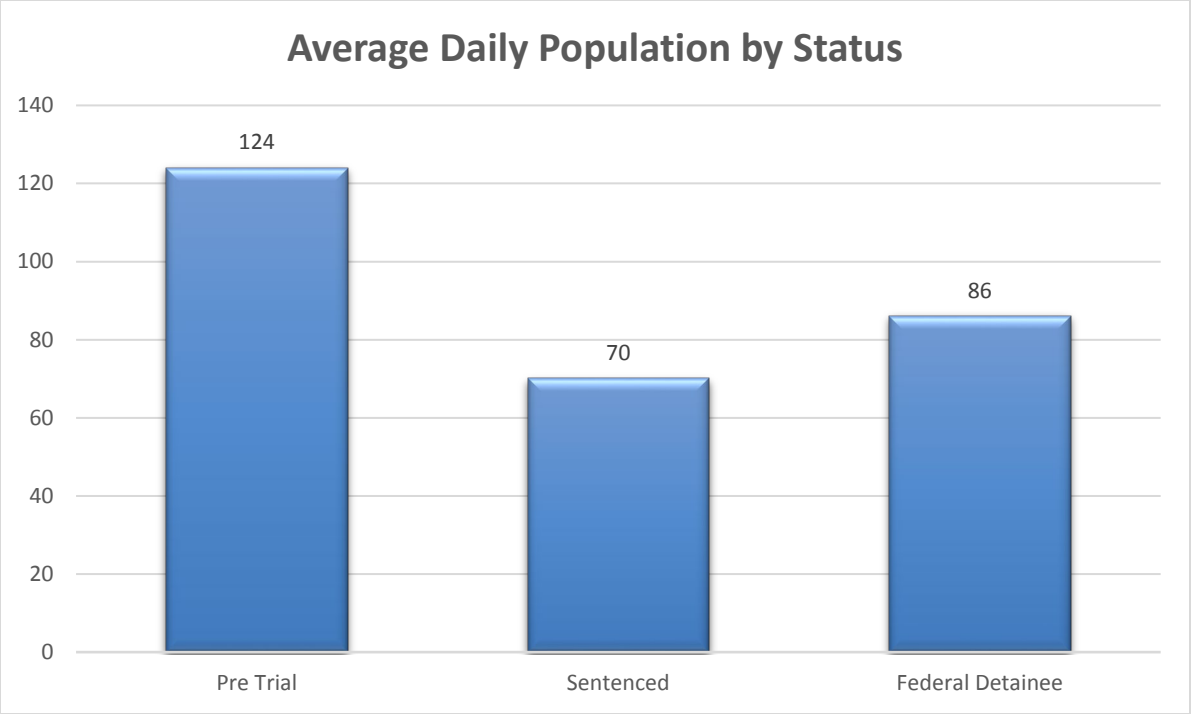


Average Length of Stay for Pre-trial

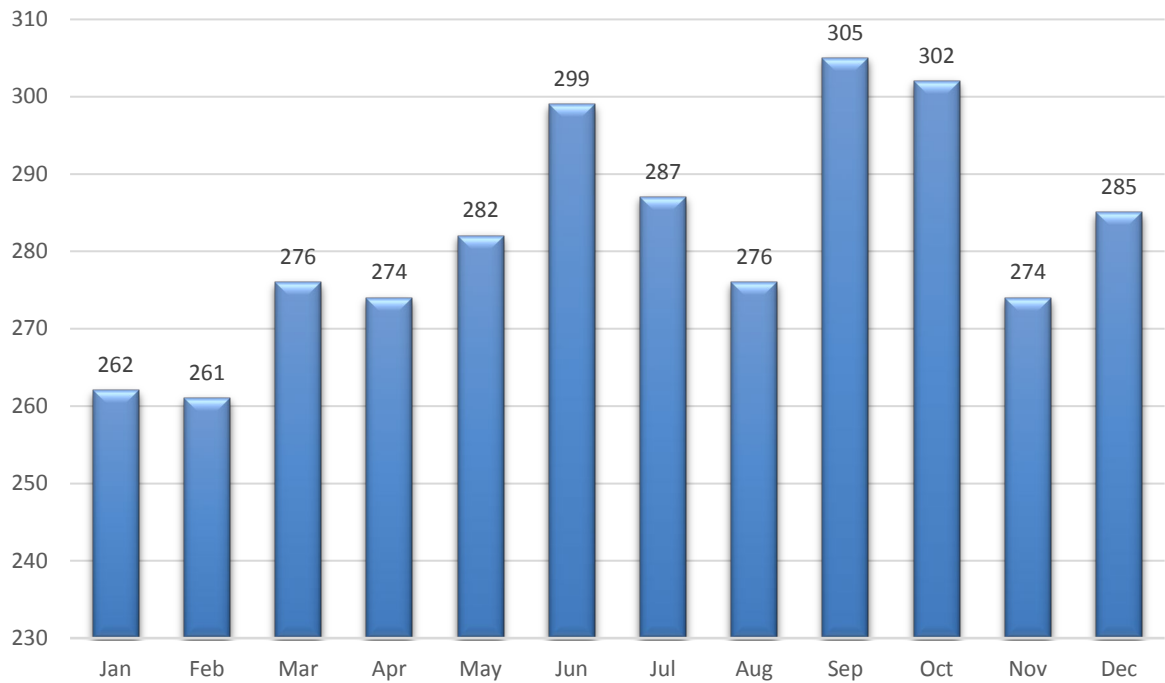




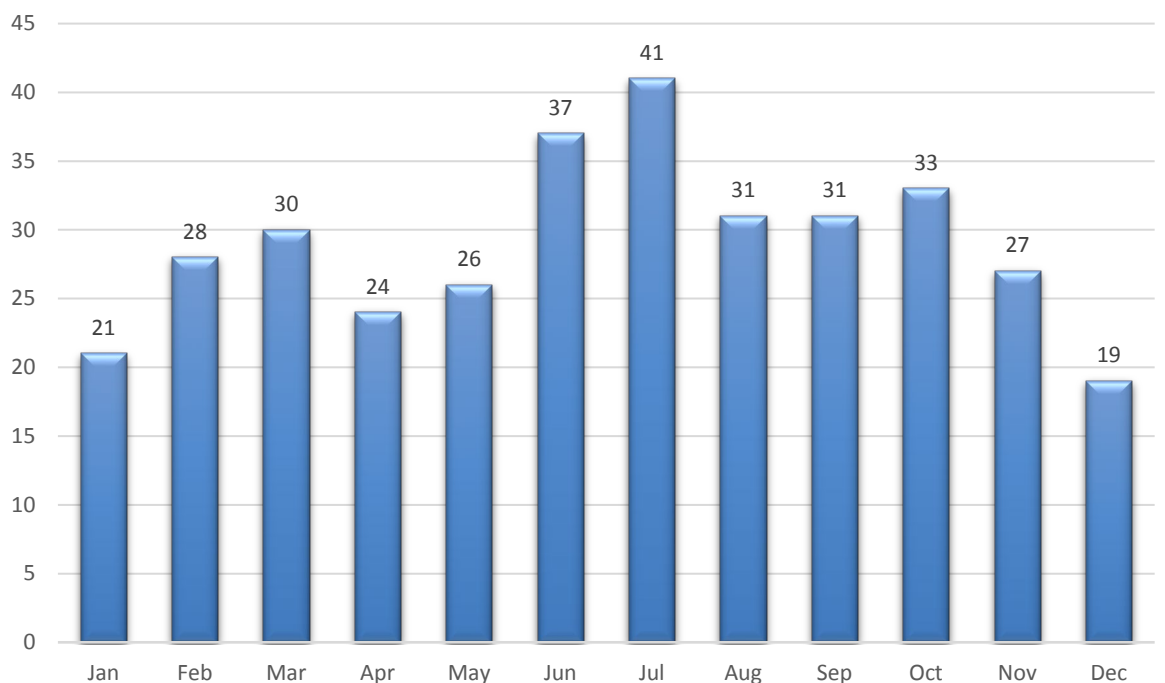


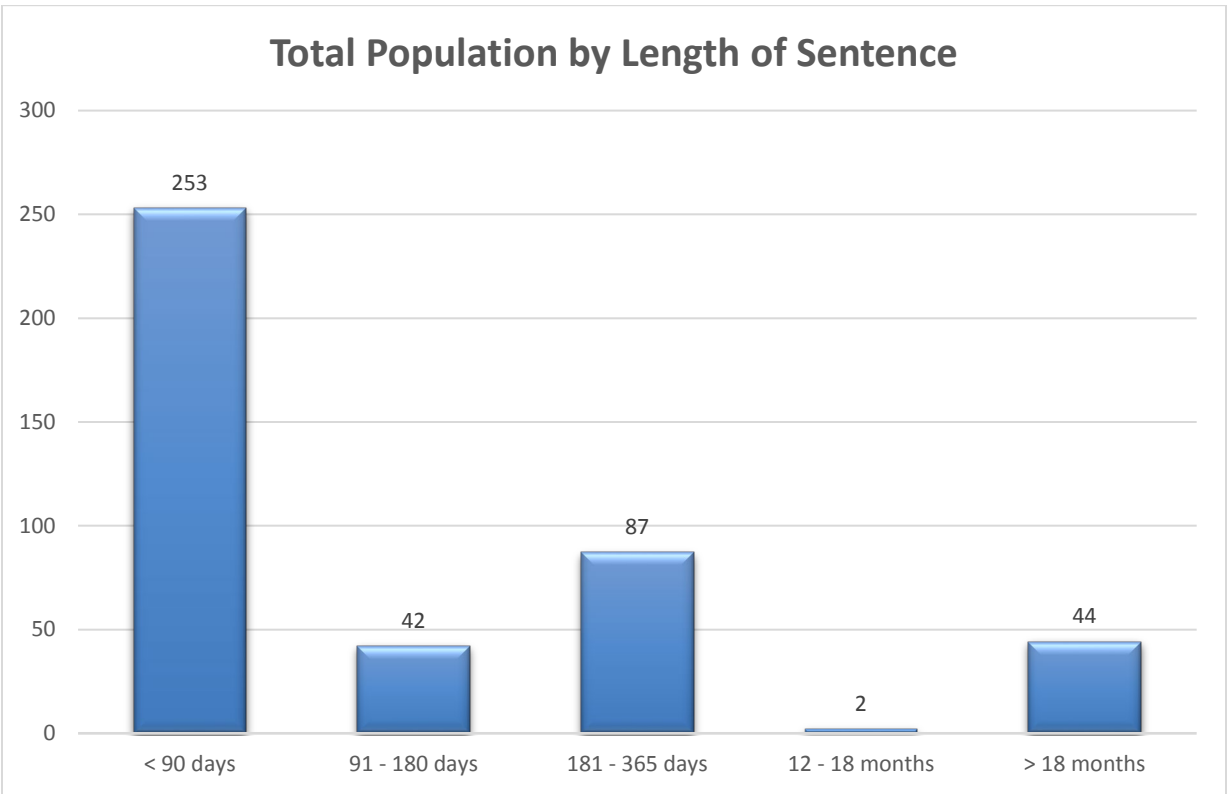
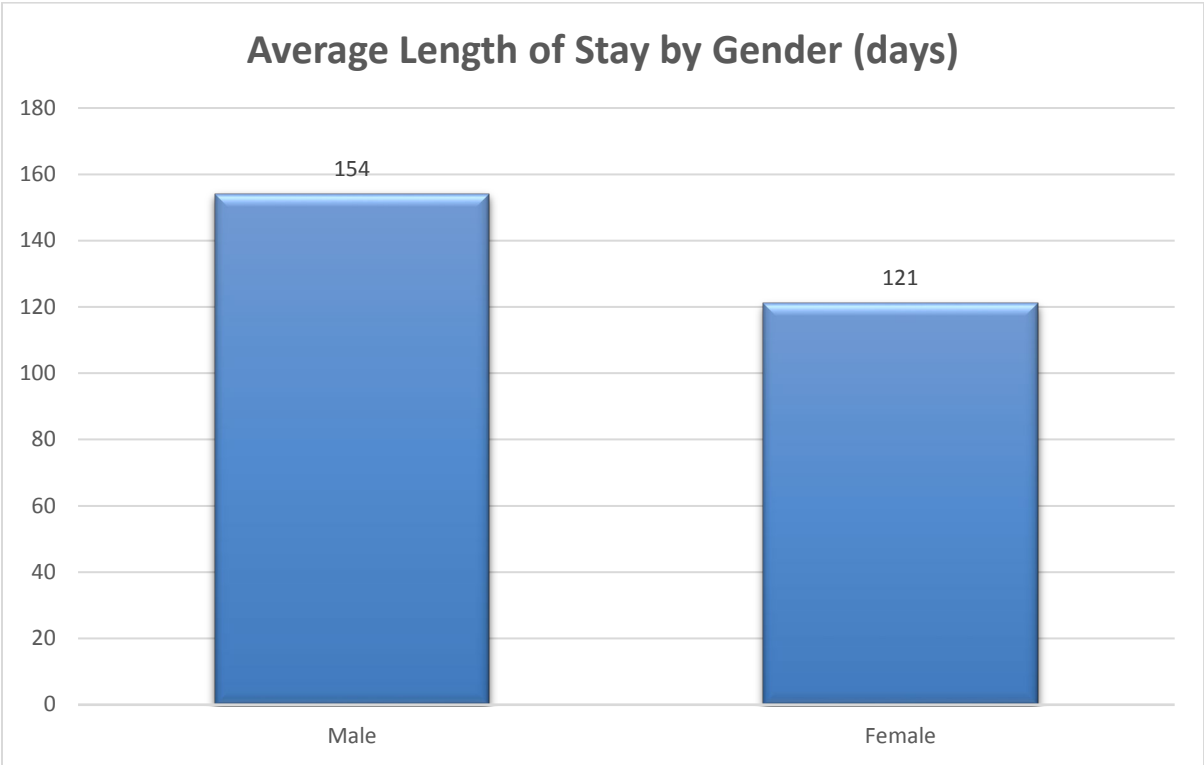


Average Male Population by Month

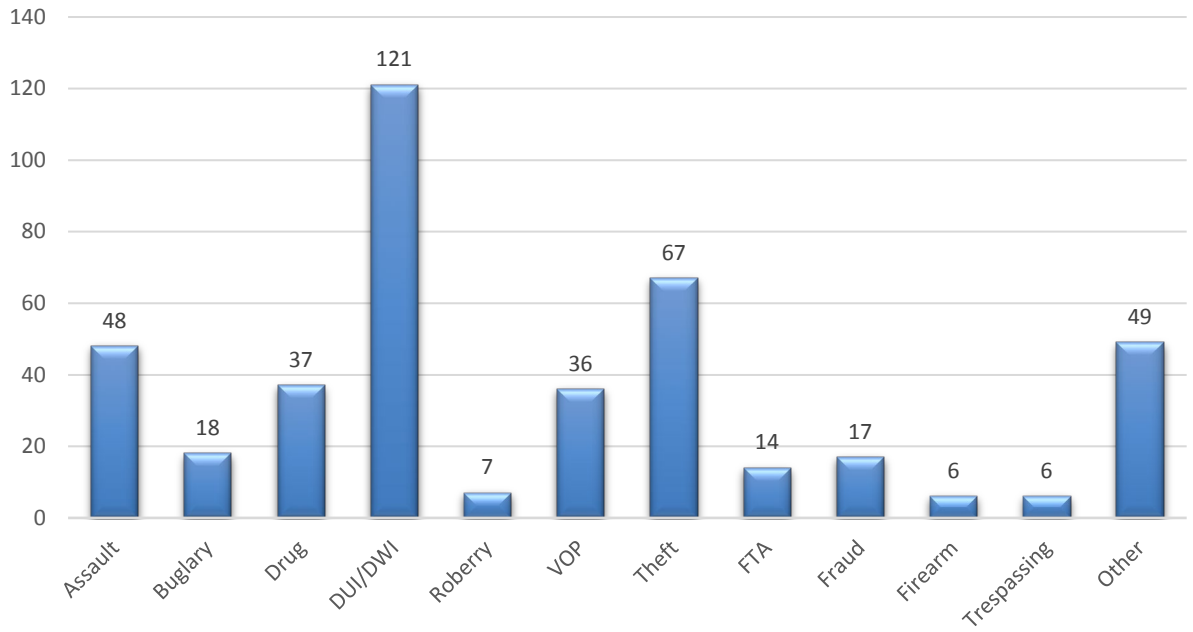


Average Female Population by Month





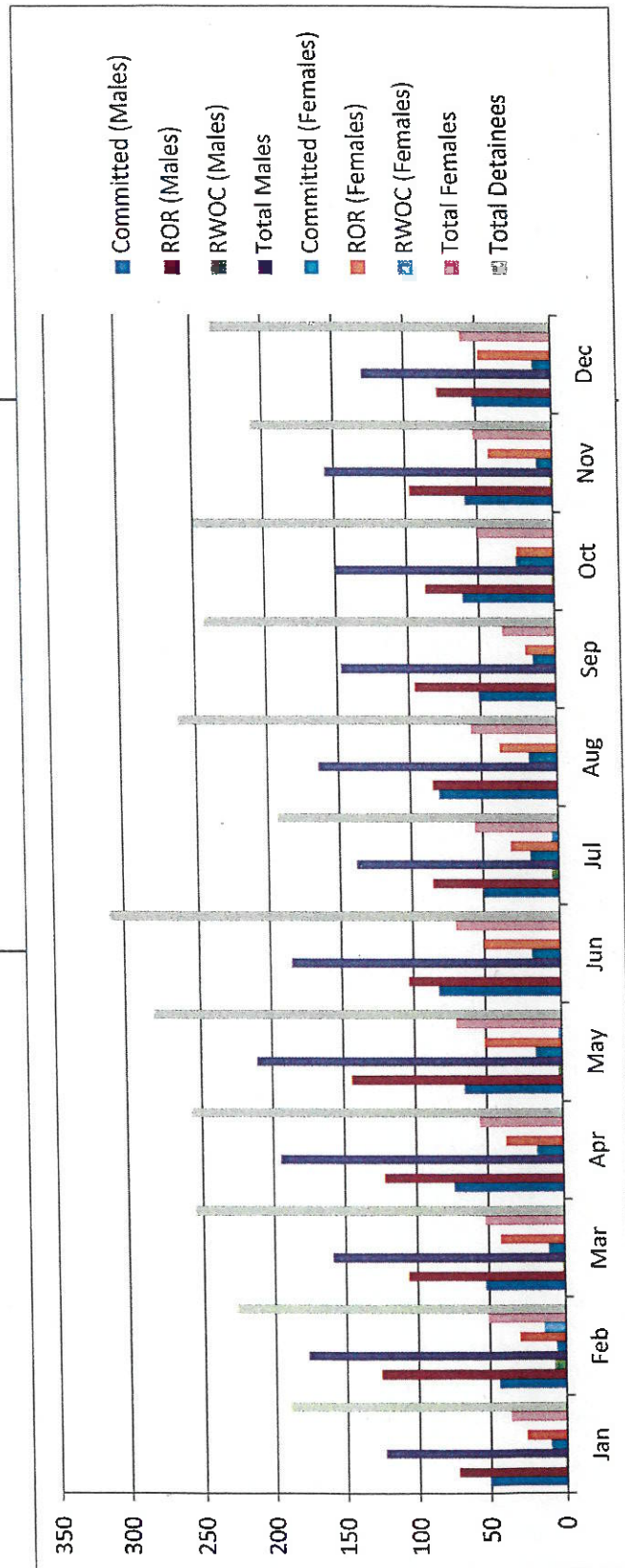
Average Population by Charges (no Federal Detainee)



Howard County Department of Corrections
Central Booking Facility Activity 2017

	Males				Females				Total Detainees
	Committed	ROR'd	RWOC	Total Males	Committed	ROR'd	RWOC	Total Females	
Jan	51	72	1	124	10	27	0	37	191
Feb	44	126	7	177	6	31	14	51	228
Mar	52	106	1	159	10	42	0	52	256
Apr	73	122	0	195	17	38	0	55	257
May	65	144	2	211	17	51	2	70	281
Jun	82	103	0	185	19	50	0	69	310
Jul	49	85	4	138	19	32	4	55	193
Aug	80	84	0	164	19	38	0	57	262
Sep	51	96	0	147	15	20	0	35	243
Oct	61	87	1	149	25	25	0	50	249
Nov	58	97	1	156	10	42	0	52	208
Dec	52	77	0	129	12	48	0	60	235
Totals	718	1199	17	1934	179	444	20	643	2607

24M/4F/Rel bail/1M/1F/RWOC
32 Rel Bail / 13 Rel Excep
6 Rel Excp.
1 rel court/8 exc rel/47 rel bail
27 Rel bail/13 Rel Excp/1 Rel Court
46RelBail/15RelExcp
32RelBail/16RelExcep2RelCourt
30RelBail/21RelExcep
32RelBail/14relExcep



HOWARD COUNTY DEPARTMENT OF CORRECTIONS

ATTACHMENT 2

2017 URINALYSIS TESTING

Month Tested	New Intake	Random	Community Programs	Spot Check	BOA	Court Ordered	Weekender
Negative							
JAN	38	42	77	43	27	0	31
FEB	44	34	72	41	48	0	40
MAR	0	0	0	0	0	0	0
APR	42	40	50	10	42	0	35
MAY	32	10	9	3	21	0	30
JUN	42	29	23	22	22	0	19
JUL	44	38	85	7	28	0	26
AUG	43	41	48	31	28	0	18
SEP	53	0	20	6	2	0	45
OCT	34	24	29	41	7	0	24
NOV	49	17	27	50	18	0	40
DEC	40	42	31	1	32	0	42
Totals	461	317	471	255	275	0	350
Grand Total	2129						

Month Tested	New Intake	Random	Community Programs	Spot Check	BOA	Court Ordered	Weekender
Positive							
JAN	85	0	0	7	0	0	18
FEB	46	2	0	4	0	0	10
MAR	0	0	0	0	0	0	0
APR	48	0	0	2	0	0	26
MAY	38	0	0	0	0	0	22
JUN	64	5	2	0	1	0	5
JUL	60	0	0	2	2	0	43
AUG	61	0	3	25	2	0	18
SEP	65	0	0	0	0	0	17
OCT	72	0	0	11	0	0	30
NOV	67	2	1	6	2	0	4
DEC	44	0	4	0	0	0	5
Totals	650	9	10	57	7	0	198
Grand Total	931						

HOWARD COUNTY DEPARTMENT OF CORRECTIONS

2017 Urinalysis Testing

Substances	COC	OPI	THC	BZO	AMP	MET	BUP	MTD	OXY	MDMA	Fentanyl
Jan	21	20	70	28	8	3	5	13	25	5	
Feb	19	9	40	17	2	3	5	10	11	0	
Mar	0	0	0	0	0	0	0	0	0	0	
Apr	29	8	40	11	1	1	13	5	6	0	
May	26	5	30	14	3	2	12	9	12	0	
Jun	26	12	44	19	1	1	8	5	12	2	
Jul	42	17	46	11	1	0	15	25	11	0	
Aug	22	16	64	26	3	0	6	8	10	3	
Sep	24	8	65	23	5	3	10	13	15	1	
Oct	33	20	34	4	0	2	3	1	6	0	1
Nov	23	12	49	6	2	4	5	8	6	2	1
Dec	11	3	34	5	2	1	3	10	9	2	1
Totals	276	130	516	164	28	20	85	107	123	15	3

COC - Cocaine

OPI - Opiate

THC - Marijuana

BZO - Benzodiazepine

AMP - Amphetamine

MET - Methamphetamine

BUP - Suboxone

MTD - Methadone

OXY - Oxycodone

MDMA - Ecstasy

ALCOHOL TESTING 2016

Month	Negative	Positive
January	222	0
February	166	0
March	0	0
April	0	0
May	234	0
June	304	5
July	219	0
August	330	2
September	373	0
October	331	2
November	228	0
December	238	0
Total	2645	9
Combined Total	2654	

	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	YTD	AVG	2016 AVG
ADP	265	294	303	292	301	315	318	313	307	320	323	298	3649	304.083	282.36
AVERAGE MALE POP.	262	267	276	269	273	286	282	279	276	291	292	275	3328	277.333	245.9
AVERAGE FEMALE POP.	21	27	27	23	28	29	36	34	31	29	30	24	339	28.25	36.27
RECEIVED	250	292	303	247	291	312	285	300	322	312	253	279	3446	287.167	276.81
RELEASED	245	286	265	257	282	284	293	328	292	313	287	275	3407	283.917	278.82
# OF DEATHS	0	1	0	0	0	0	0	0	1	0	0	0	2	0.16667	0
# OF SUICIDES	0	0	0	0	0	0	0	0	1	0	0	0	1	0.08333	0
# OF HIV +	5	9	11	13	12	16	15	17	13	18	18	6	153	12.75	3.42
# OF INMATES WITH AIDS	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.08
# PREGNANT	1	1	1	1	1	0	1	1	1	4	3	2	17	1.41667	0.5
CLINICAL VISITS															
MD CLINICAL VISITS	48	49	55	44	52	45	42	32	40	36	52	35	530	44.1667	47.58
CLINICIAN CHART REVIEW	2	1	2	1	1	2	2	0	1	0	2	4	18	1.5	1.5
PA/NP	187	254	259	206	209	252	174	259	272	200	281	204	2757	229.75	203.66
NURSE	987	873	949	901	994	1110	1008	987	942	932	888	912	11483	956.917	1077
DENTAL	76	68	71	61	58	57	38	79	43	74	61	48	734	61.1667	48.5
PHYSICALS	84	94	111	87	91	99	99	110	115	137	106	77	1210	100.833	92.25
ANNUAL	2	2	3	6	4	2	3	3	3	3	2	4	37	3.08333	3.33
MENTAL HEALTH															
PSYCHIATRIST	46	50	60	57	42	53	38	40	45	32	37	42	542	45.1667	54
MHP	72	124	120	315	359	353	338	324	349	345	343	382	3424	285.333	290.5
# OF SUICIDE ATTEMPTS	0	0	0	0	0	0	0	0	1	0	0	0	1	0.08333	0.08
# OF SUICIDE WATCH	15	9	12	24	14	19	13	21	14	24	17	12	194	16.1667	13.33
# OF INMATES ON WATCH	15	15	12	20	13	18	12	18	14	20	19	12	188	15.6667	13.6
# for CBF EP's						0	0	0	0	0	0	0	0	0	NR
# OF DAYS ON WATCH	49	47	32	82	46	72	53	33	37	84	39	53	627	52.25	12.33
# OF I/M ORDERED TO HOSPITAL	X	X	X	X	X	X	X	X	2	0	0	1	2	2	
# I/M CERT. TO HOSPITAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0.25
# I/M ADM. TO HOSPITAL	2	0	1	0	0	3	0	2	2	0	0	1	11	0.91667	0.92
# DAYS AWAITING ADMISSION	0	0	0	0	5	0	0	9	21	0	0	0	35	2.91667	7.83
#/M RECEIVING Rx UPON D/C	3	10	3	2	5	6	0	3	3	3	8	7	53	4.41667	4.83
PHARMACY															
# ON PRESCRIPTION MEDS	152	158	158	153	162	162	180	184	173	173	157	157	1969	164.083	1

ACTIVITY		SESSIONS	VOLUNTEER VISITS	INMATES	PRIOR MO. INMATES	YTD INMATES
Sunday	Men: AM Service Chapel	4	16	60	82	822
	Men: PM Service Chapel	4	8	88	85	1,068
	Women: Service Library	4	15	16	33	424
	Men: Evening Bible Class	3	6	59	59	777
	Women: Dom. Violence/SHAPE	1	2	3	30	186
Monday:	Men: Celebrate Recovery	3	0	69	77	1,038
	Women: Celebrate Recovery	4	4	16	14	324
	Men & Women: Spanish Bible Class	3	6	123	158	1,748
	St. Matthews INS service	1	2	1	4	34
Tuesday	SMU Bible Class	3	5	15	16	77
	Men & Women Spoken Word	0	0	0	64	683
	Men: Discipleship Class	0	0	0	74	1,094
	Women: Video Bible Class	0	0	0	0	12
	Special Events	3	18	168	0	226
Wednesday	Women: Bible Class	2	2	8	24	332
Thursday	Men: Bible Class	1	1	14	62	871
	Spanish Worship Service	2	4	70	191	1,566
Saturday	Men: Catholic Service	2	11	45	43	744
	Women: Catholic Service	2	11	11	30	311
	Men & Women: Catholic Mass	1	18	37	39	257
	Literacy Program	0	0	0	0	9
One-on-ones	By Volunteers	9	9	9	10	94
	By Visiting Pastors/Ministers	3	3	3	6	13
	By CJM Chaplains	7	0	7	4	136
Other Activities	Re-Entry Program	0	0	0	8	46
	Special Programs	0	0	0	0	63
	O & T	0	0	0	0	43
	Totals:	62	156	822	1113	12,998
Bible Correspondence Course		Volunteers	Lessons Graded		Certificates Awarded	
		11	42		4	
Total Level of Effort (person-hours): 296.25						