

MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



2015 ANNUAL REPORT

Larry Hogan, Governor
Boyd K. Rutherford, Lt. Governor
Stephen T. Moyer, Secretary
Robert L. Green, Chairman
Howard Ray, Jr., Executive Director



Department of Public Safety and Correctional Services

Office of the Secretary

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STATE OF MARYLAND

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BOYD K. RUTHERFORD
LT. GOVERNOR

STEPHEN T. MOYER
SECRETARY

WILLIAM G. STEWART
DEPUTY SECRETARY
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J. MICHAEL ZEIGLER
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OPERATIONS

RHEA L. HARRIS
ASSISTANT SECRETARY
PROGRAMS AND SERVICES

DAVID N. BEZANSON
ASSISTANT SECRETARY
CAPITAL PROGRAMS

July 20, 2016

The Honorable Larry Hogan
Governor of the State of Maryland
100 State Circle
Annapolis, Maryland 21401-1991

Dear Governor Hogan:

I am pleased to make available to you the Annual Report for the Maryland Commission on Correctional Standards, documenting the agency activities for Fiscal Year 2015 (FY 2015). The information contained herein satisfies the reporting requirements set for in the ANN. CODE MD., *Correctional Services Article, § 8-110*.

During FY 2015, the Commission continued to address its mission of auditing State, local and private adult correctional facilities and programs. This reporting period covers a portion of the cycle of auditing over 18 places of confinement and six private home detention monitoring agencies in Maryland.

The Commission will continue to provide effective, sound, quality control services for the State's adult correctional system. This process will ensure the highest level of safety and protection for the citizens of Maryland, as well as provide for the utilization of sound management principles for correctional operations.

Sincerely,

Stephen T. Moyer
Secretary

C: Mr. Craig Williams, Governor's Chief of Staff
Mr. Christopher Shank, Governor's Chief Legislative Officer
Mr. Steve DeBoy, Sr., Governor's Deputy Legislative Officer
Ms. Hannah Dier, Policy Analyst, Department of Legislative Services

Mr. Matthew Schmid, Budget Analyst, Department of
Budget & Management
Ms. Sarah Albert, Department of Legislative Services
Mr. J. Michael Zeigler, Deputy Secretary, Department of
Public Safety and Correctional Services
Mr. William Stewart, Deputy Secretary, Department of
Public Safety and Correctional Services
Ms. Rhea Harris, Assistant Secretary, Department of Public
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Ms. Rachel Sessa, Director of Legislative Affairs,
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Department of Public Safety and Correctional Services

Maryland Commission on Correctional Standards

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ROBERT L. GREEN
CHAIRMAN

HOWARD RAY, JR.
EXECUTIVE DIRECTOR

February 16, 2016

Stephen T. Moyer, Secretary
Department of Public Safety and Correctional Services
300 East Joppa Road, Suite 1000
Towson, Maryland 21286-3020

Dear Secretary Moyer:

I am pleased to present the thirty third Annual Report of the Maryland Commission on Correctional Standards accounting for the agency activities during Fiscal Year 2015. The issuance of this report is intended to satisfy the requirements set forth in the Annotated Code of Maryland, Correctional Services Article, Section §8-110.

In the year covered by this report, the key objectives identified under the agency's Managing for Results process continue to demonstrate encouraging progress in conducting timely audits for Maryland's adult places of confinement. During this year the Commission concluded the twelfth cycle of auditing.

During this fiscal year, correctional facilities audited continue working to achieve total compliance with the minimum standards at the time of the initial audit. This demonstrates the managing official's commitment to utilizing standards as a management tool. The Commission continues to utilize new and innovative ideas to provide technical assistance to correctional facilities. The Commission remains committed to encouraging the application of sound correctional management principles and practices.

As Executive Director of the Commission, I look forward to the challenges and accomplishments ahead. Through leadership, partnership, communication and advocating the use of standards as a management tool, we will make the State of Maryland's correctional system a model for the nation which the citizens of Maryland can be proud of.

Thank you for your support as we faithfully dedicate ourselves to carrying out this important mission for the citizens of Maryland.

Very truly yours,

Howard Ray, Jr.
Executive Director

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MISSION & VISION STATEMENT



MISSION

The mission of the Maryland Commission Correctional Standards is to collaborate with criminal justice agencies and organizations in the development, measurement, monitoring, and enforcement of statewide correctional standards.

VISION

The Maryland Commission on Correctional Standards will be recognized as an agency that collaborates with and performs quality compliance audits that are firm, fair, and consistent.

We will be known for promoting correctional standards as a best practice.

We will be recognized as a resource for the development of correctional employees.

The Maryland Commission on Correctional Standards will be known as a leader in the value of accountability in correctional agencies operations.

EXECUTIVE SUMMARY

The Maryland Commission on Correctional Standards is an agency within the Department of Public Safety and Correctional Services with legal authority referenced in the Annotated Code of Maryland, Correctional Services Article, Section §8-101, et seq. The Commission is empowered to develop and enforce minimum mandatory standards for all adult places of correctional confinement. In addition, the Commission provides technical assistance to these facilities. Some of the key events of Fiscal Year 2015 are noted below.

- The Maryland Commission on Correctional Standards remains focused on its mission of encouraging correctional administrators to utilize sound management principles and practices to maintain efficient operations. During FY15, the Commission continued and concluded its twelfth audit cycle of conducting high quality compliance audits for all places of adult confinement and private home detention monitoring agencies.
- The results of key objectives identified under the agency's Managing for Results process continue to demonstrate encouraging progress. In FY15, the agency continued to utilize outcome measures to evaluate the audit process and technical assistance provided. A total of 18 audits were conducted at adult places of correctional confinement and six audits were conducted at private home detention monitoring agencies. The Commission continued to utilize the senior staff members to act as Audit Team Leaders, while continuing to solicit the volunteer services of the Duly Authorized Inspectors to participate in the completion of standards audits. Ninety-eight percent of the managing officials of audited facilities rated the audit process as good or better in terms of accuracy, helpfulness and objectivity.
- Of the eighteen correctional facilities audited during FY15, eight facilities were found to be in compliance with all of the minimum standards for places of adult confinement at the time of the audit. The Recognition of Achievement award was awarded to ten adult places of confinement for 100% compliance upon completion of the monitoring process. This achievement continues to be the benchmark for correctional facilities in the State, and represents a commitment to the standards and the audit process by managing officials.
- Private home detention monitoring companies are audited on a two-year cycle. FY15 began a new auditing cycle with six private home detention monitoring agencies receiving a full scale compliance audit. Commission staff continues to remain a resource to aid private home detention companies in achieving compliance with standards. During FY15, there were a total of eight licensed companies in Maryland.
- The Duly Authorized Inspector program continues to be a vital part of the Commission's success. This unique program remains a model for other correctional auditing agencies around the country. The Maryland Commission on Correctional Standards also began to allow individuals who will be trained at a later date, to "shadow" on audits to gain experience as a Duly Authorized Inspector. The training of DAI's enables the individuals to assist their facilities in preparation for future MCCA audits and to aid with achieving the highest level of compliance with a greater understanding of the audit process. The DAI's will also enhance facility procedures and provide additional tools to conduct in-house audits to assess compliance before the Commission conducts its initial audits. The Commission continues to receive tremendous support from both State and local managing officials for the DAI program which demonstrates the value in utilizing correctional standards as a management tool.

EXECUTIVE SUMMARY (CONT'D)

* Collaboration with regulatory agencies and criminal justice organizations continues to support the overall mission of the agency. Commission staff actively participates in the Maryland Correctional Administrators' Association (MCAA), the Maryland Criminal Justice Association (MCJA) and the American Correctional Association (ACA). The MCCS Executive Director serves on the Executive Board of the MCAA. Executive Director Howard Ray, Jr., is also actively involved in the National Jail Inspectors Network, a group operating under the auspices of the National Institute of Corrections addressing concerns of detention centers throughout the country.

The Commission strives to provide training in technical assistance in areas that benefit both the agency and correctional facilities. The Commission continues to receive tremendous support from both State and local managing officials for the DAI program which demonstrates the value of utilizing correctional standards as a management tool.

The primary function of the Maryland Commission on Correctional Standards is to enforce, through regular on-site audits, the regulations for all adult places of confinement to determine levels of compliance. The twelfth audit cycle began in July 2012.

The major concerns of health, safety and constitutional issues continued to be aggressively addressed. The facilities that attained full compliance with the applications standards during this period received the Recognition of Achievement award (ROA)

In FY15, there were 18 complete audits performed (8 DPSCS operated prisons, 1 Local Community Correctional Facility, 9 Local Detention Centers, and 6 Private Home Detention Agencies).

When deficiencies are noted during formal audits, compliance plans are developed in partnership with facility officials. The plan is then presented to the Commission for approval. Upon approval, the Commission staff implements a compliance plan and regularly monitors each plan until total compliance is achieved.

Facilities must implement the plan within a time frame of 6 months from the date the Commission approves the final report. If the compliance plan's requirements are met within the time frame, the Commission votes on facility's eligibility to receive the ROA. The Commission has found that the Recognition of Achievement award has become a symbol of excellence in the correctional environment.

Also, in FY15, the Maryland Commission on Correctional Standards continued its collaboration with the Office of the State Fire Marshal, the Maryland Police and Correctional Training Academy and the Maryland Commission on Correctional Standards led by Executive Director Howard Ray, Jr. continued to conduct the enhanced Fire Safety Officers Training Program for institutional environmental safety compliance officers.

The objective is to provide the Fire Safety Officer(s) with the information necessary to construct, implement, and document an in-house fire safety inspectional program. Such a program is vital for the maintenance of devices, equipment, systems, conditions, arrangements, levels of protection, and other features that are required for compliance with the provisions of the State Fire Prevention Code.



MANAGING FOR RESULTS

The State of Maryland's Managing for Results (MFR) is a strategic planning process that emphasizes achieving measurable results in state government that met or exceed customer and stakeholder needs. This initiative is linked to the State budget process and strategies for efficient agency operations. As authorized under the Correctional Services Article, §8-101 et seq. (Maryland Annotated Code), the Maryland Commission on Correctional Standards (MCCS) develops standards and enforces regulations addressing: life, health, safety, and constitutional issues for the operation of Maryland's prisons, detention centers, and community correctional centers. In 1998, the MCCS acquired regulatory and licensing authority over private home detention monitoring agencies. The Commission ensures adherence to requirements for both public adult correctional facilities and private home detention monitoring agencies through regular auditing and submission of formal reports of compliance. The compliance results are incorporated as a part of this report for fiscal year reporting requirements for MFR.

Performance Measures:	2012	2013	2014	2015
	Actual	Actual	Actual	Actual
Input: Number of correctional facilities	54	53	53	53
Output: Number of adult correctional facilities audited	18	14	21	18
Number of DPSCS operated prisons	17	17	17	17
Number of DPSCS operated pre-release units	10	10	9	9
Number of local community correctional facilities	3	3	3	3
Number of local detention centers	25	25	25	25
Quality: Percentage of facilities audited during the last three years of audit cycles:				
DPSCS operated prisons	100%	100%	100%	100%
DPSCS operated pre-release units	100%	100%	100%	100%
Local community correctional facilities	100%	100%	100%	100%
Local detention centers	100%	100%	100%	100%
Private home detention agencies	100%	100%	100%	100%
Input: Number of PHDMA	7	8	10	10
Output: Number of PHDMA audited	2	7	1	7
Quality: Percentage of private home detention monitoring agencies audited during the two-year cycle ending in the fiscal				
	100%	100%	100%	100%

Institution Non-compliance Breakdown – 12th Cycle (July 2014- June 2015)

Institution	Date	Type	#TC	#M/V	.01	.02	.03	.04	.05	.06	.07	.08	Total
MCI-H	7/22-25/2014	ACI		C	1	1	2						4
Jennifer Road Det. Ctr.	8/12-15/2014	ADC	√										0
Talbot Co. Det. Ctr.	8/26-28/2014	ADC		C	1		1						2
Metropolitan Transition Ctr.	9/15-19/2014	ACI		C		3		2	1				6
Roxbury Correctional Institution	9/30-10-3/2014	ACI	√										0
Ordnance Road Correctional Ctr.	10/21-23/2014	ADC	√										0
Calvert County Det. Ctr.	11/18-20/2014	ADC		C	1								1
MRDCC	12/2-5/2014	ACI		C		1			2				3
Poplar Hill Pre-Release Unit	12/16-18/2014	ACCF	√										0
Chesapeake Detention Facility	1/13-16/2015	ADC		C				1					1
Montgomery Co. Pre-Release and Re-Entry Services	2/3-5/2015	ADC	√										
BCBIC	2/23-27/2015	ADC		C		1	1						2
ECl-Annex	3/10-13/2015	ACI	√										0
Worcester Co. Jail	3/31-4/3/2015	ADC	√										0
Garrett County Jail	4/21-23/2015	ADC		C		1							1
WCI	5/12-15/2015	ACI	√										0
Dorsey Run Correctional Facility	6/2-5/2015	ACI		C	1	1				1			3
ECl	6/22-26/2015	ACI	√										0
12 th cycle Audits			9	9	4	8	4	3	3	1			23

Note:

Total Institutions Audited – **18**

Number of “ADC” Facilities Audited – **9**

Number of “ACI” Facilities Audited – **8**

Number of “ACCF” Facilities Audited – **1**

#TC = Total Compliance – **9**

#MV = Monitoring Visits – **9**

Facilities = **18**

AUDIT RESULTS (CONT'D)

Private Home Detention Monitoring Agencies (PHDMA) – Non-Compliance Breakdown – 12th cycle (July 2014 thru June 2015)

Licensed Private Home Detention Monitoring Agencies

PHD Monitoring Agency	Date	S Type	T #TC	A #M/V	N .01	D .02	A .03	R .04	D .05	S Total
East Coast Offender Services	8/20/2014	PHMA	√							
Electronic Monitoring Services, LLC	10/8/2014	PHDMA		√	6		1		1	8
Alternative Correctional Technologies, LLC	4/8/2015	PHDMA	√							
Alternative Sentencing, Inc.	4/15/2015	PHDMA	√							
Home Monitoring Services, Inc.	4/29/2015	PHDMA	√							
Advantage Sentencing Alternative Programs, Inc.	5/6/2015	PHDMA	√							
Jesus Christ Home Detention	6/10/2015	PHDMA		√					2	2
12 th cycle Audits		PHDMA	5	2	6		1		3	10

#TC – Indicated PHDMA’s found to be in Total Compliance - 5

#M/V – Monitoring Visits needed to attain total compliance status - 2

PHDMA Standards

- .01 Management of Monitored Individuals
- .02 Contingency Plans
- .03 Rights of Monitored Individuals
- .04 Records of Monitored Individuals
- .05 General Administration

RECOGNITION OF ACHIEVEMENT AWARD

The following adult places of correctional confinement received the Recognition of Achievement Award during FY15.

- July 31, 2014 – Southern Maryland Pre-Release Unit – David Towers, Facility Administrator
- July 31, 2014 – Maryland Correctional Training Center – Philip Morgan, Warden
- July 31, 2014 – DPSCS, Office of Inmate Health Services – Dr. Sharon Baucom, Executive Director
- November 13, 2014 – Patuxent Institution – Patricia Goins-Johnson, Warden
- November 13, 2014 – A.A. County Detention Facilities – Jennifer Road Detention Center – Brenda Shell, Correctional Facility Administrator
- November 13, 2014 – Maryland Correctional Institution-Jessup – Dayena Corcoran, Warden
- November 13, 2014 - Central Maryland Correctional Facility – Casey Campbell, Facility Administrator
- January 29, 2015 – Roxbury Correctional Institution – Richard Miller, Warden
- January 29, 2015 – A.A. County Detention Facilities – Ordnance Road Correctional Facility – William Martin Correctional Facility Administrator
- January 29, 2015 – St. Mary’s County Detention Center – Captain Michael Merican, Commander
- January 29, 2015 – Caroline County Detention Center, Ruth Colbourne, Warden
- January 29, 2015 – Prince George’s County Correctional Center, Mary Lou McDonough, Director
- January 29, 2015 – Washington County Detention Center – Craig Rowe, Warden
- May 28, 2015 – Poplar Hill Pre-Release Unit – Michael King, Facility Administrator
- May 28, 2015 – Baltimore City Detention Center – Betty Johnson, Warden
- May 28, 2015 – Baltimore City Correctional Center – Christopher Smith, Facility Administrator
- May 28, 2015 – Somerset County Detention Center – Louis Hickman, Warden
- May 28, 2015 – Baltimore Pre-Release Unit – Renee Alexander, Facility Administrator

MEETINGS OF THE COMMISSION

The Commission meets on a regular basis (on a bi-monthly basis) in locations throughout the state. The meetings usually are held at correctional facilities, so that a tour can be provided for members. Attendance by administrators of facilities whose audit reports are being considered is encouraged. Members maintain detailed meeting minutes on file after formal approval. Over the past 34 years, the Commission has met a total of 256 times. A quorum of the majority of the members is required in order to hold the meeting. During this reporting period, the Commission held meetings on four occasions at the following locations:

❖	253 rd Commission Meeting	July 31, 2014	Dorsey Run Correctional Facility Jessup, Maryland
❖	254 th Commission Meeting	November 13, 2014	Patuxent Institution Jessup, Maryland
❖	255 th Commission Meeting	January 29, 2015	Brockbridge Correctional Facility Jessup, Maryland
❖	256 th Commission Meeting	May 28, 2015	Jessup Correctional Institution

ADVISORY BOARDS

The Standards Act mandates that the Commission establish advisory boards to assist in the development of regulations. These boards also provide information and advice regarding various issues presented to them by the Commission. A Commission member chairs each board. Advisory board members are volunteers appointed by the board's chairperson, with the approval of the Commission. In May 1981, the following boards were instituted:

ADULT DETENTION CENTERS

ADULT CORRECTIONAL INSTITUTIONS

ADULT COMMUNITY CORRECTIONAL FACILITIES



TECHNICAL ASSISTANCE

Technical assistance is, also, mandated by the Standards Act. The Commission Chairperson appointed a Technical Assistance Committee, which is co-chaired by the Chairperson and the Executive Director. This Committee assists the boards with issues such as fire safety, health, life safety and training, and also serves as a continuing resource to the staff.

Board and committee memberships include citizens, state and local correctional administrators, regulatory officials, legal authorities, academicians, government officials and others. The Commission periodically reviews the membership of each board.

In September 1993, the Chairperson appointed a Committee on Correctional Facility Safety. This committee was formed to network further with other regulatory agencies. A Committee on the Duly Authorized Inspector (DAI) Program was formed in August 1992 to assess the efficiency and effectiveness of this unique approach to auditing. These committees are comprised of Commission members and have met on several occasions.

The Boards and Committee members were instrumental in providing continuing support for the implementation of standards for private home detention monitoring agencies. The advisory boards and committees have played an integral role in shaping the direction of the Commission and will continue to assist in meeting its mandate.

ESTABLISHMENT OF THE COMMISSION

The Maryland Commission on Correctional Standards was created to improve the manner in which standards for correctional facilities are established, ensure compliance with those standards, and to better protect the health, safety and welfare of Maryland's citizens, correctional staff and the inmate population.

The Commission's origin was at a state and local correctional administrators' conference in May 1979. The conference participants agreed that a need existed to revise the jail inspection program and to develop a mechanism to audit state facilities. The fact that several administrators were involved in civil lawsuits brought by inmates or special interest groups on their behalf, alleging unconstitutional facility conditions and/or management practices, hastened the need.

The state correctional system was engaged in a voluntary national accreditation process at that time. Some concerns; however, were raised by the Maryland General Assembly that this involvement required a sizeable expenditure of public funds prior to achieving accreditation. It was concluded that Maryland should develop regulations reflecting this state's correctional climate to meet professional standards.

The 1980 Session of the General Assembly passed an act establishing the Commission on Correctional Standards. This is codified in the Correctional Services Article, Title 8, Subtitle 8-101 seq., Annotated Code of Maryland. Its salient provisions require the Commission to:

- Advise the Secretary of Public Safety and Correctional Services regarding regulations, which the Secretary is authorized to promulgate for state and local correctional facilities;
- Inspect facilities to determine compliance with standards and prepare reports;
- Determine schedules for remedial action when jurisdictions are in noncompliance with certain standards;
- Review and act on appeals of staff inspection reports;
- Provide technical assistance to jurisdictions to aid in their efforts to meet standards;
- Hold public hearings in regard to the possible closure of a correctional facility or cessation of one of its elements/functions for failure to meet standards determined to be life-threatening or health-endangering;
- Consult and coordinate with national bodies promulgating correctional standards to ensure a reasonable compatibility between state regulations and nationally established standards; and
- Consult and cooperate with other state agencies and local jurisdictions concerning standards development and enforcement.

COMMISSION MEMBERSHIP

The twelve-member Commission includes nine persons appointed by the Governor with the advice and consent of the Senate. They serve terms of three years. The statute requires members to be appointed as follows: two citizens; two state correctional officials; two local correctional officials; an elected official from a local governing body, a member with medical and/or mental health credentials and an official of a national standards-setting and accrediting body. There are also three ex-officio members, including the Attorney General, the Secretary of the Department of General Services, and the Secretary of the Department of Budget and Management. Effective July 1, 1982, the General Assembly authorized ex-officio members to designate representatives. On July 1, 1989, the Secretary of the Department of State Planning was replaced with the Secretary, Department of Budget and Fiscal Planning. In 1996, that agency was renamed the Department of Budget and Management. Each November, the Commission elects a Chairperson and Vice-Chairperson.

The following were the members of the Commission during the reporting period.



CITIZEN MEMBERS

Delores Alexander

Milton M. Crump – Vice Chairperson – Elected as Vice Chairperson, 9/2014

STATE CORRECTIONAL OFFICIALS

Carroll Parrish

Deputy Secretary of Operations, DPSCS

Wendell France

Regional Executive Director – Central Region, DPSCS

COMMISSION MEMBERSHIP (CONT'D)

LOCAL CORRECTIONAL OFFICIALS

Robert Green (2007) – Chairperson
Director, Montgomery County Department of Corrections and Rehabilitation

Thomas D. Reece
Administrator, Calvert County Detention Center

MEDICAL/MENTAL HEALTH PROFESSIONAL

Maria Elmo, M.D.

LOCAL ELECTED OFFICIAL

Sheree Sample-Hughes – Vice Chairperson (resigned as Commission Member/Vice Chairperson, 9/25/14)
Councilwoman, Wicomico County Council

NATIONAL STANDARDS REPRESENTATIVE

Jeffrey Washington
Director of Standards and Accreditation, American Correctional Association

EX-OFFICIO MEMBERS

Brian E. Frosh, Attorney General, State of Maryland
(Represented by Beverly H. Hughes, Assistant Attorney General)

C. Gail Bassette, Secretary, Department of General Services
(Represented by Nelson Reichart, Legislative Liaison)

David R. Brinkley, Secretary, Department of Budget and Management
(Represented by Susan Gore, Budget Analyst)

****For dates, times, locations of the Commission Meetings and MCCS Audit Schedule, visit the MCCS webpage at:**

<http://www.dpscs.maryland.gov/agencies/mccs.html>

***COMMISSION MEMBER (FORMER)
SHEREE SAMPLE-HUGHES***



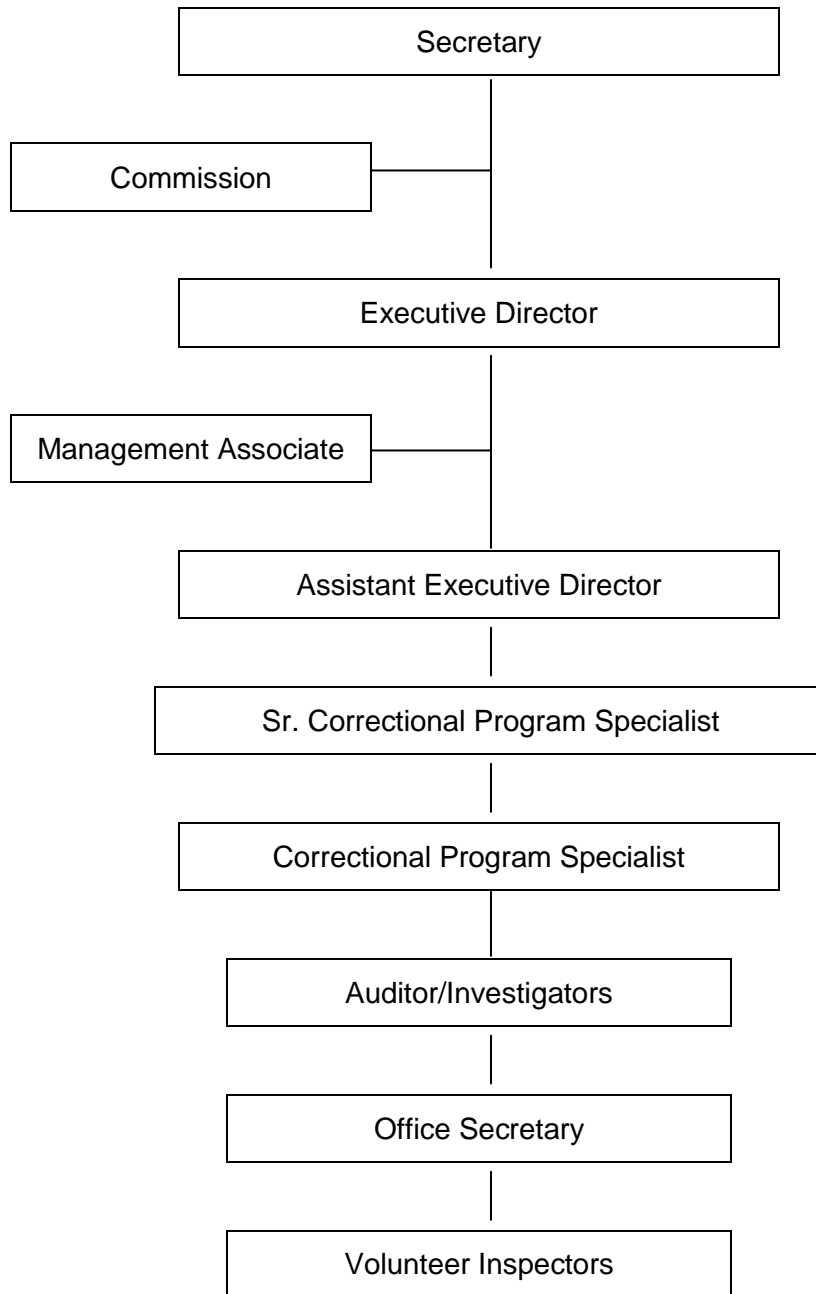
Delegate Sheree Sample-Hughes served on the Commission Board for the Maryland Commission on Correctional Standards from September 2006- September 2014. Mrs. Sample-Hughes was elected as Vice Chairperson of the Commission Board in May 2011. As a Commission member, Mrs. Sample-Hughes' exemplary service enabled the Commission to move forward with several groundbreaking decisions. Her expertise was invaluable to the work of the Commission. As a Marylander, Mrs. Sample-Hughes was very knowledgeable about the issues that affected the citizens of the State of Maryland. She made it a priority to attend every meeting, making a more than 200 mile commute to Jessup, Maryland to attend the meetings.

Mrs. Sample-Hughes was voted to the Maryland House of Delegates in January 2015 and is a member of the Health and Government Operations Committee.

The Commission Board wishes her well in every future endeavor.

ORGANIZATIONAL CHART

MARYLAND COMMISSION ON CORRECTIONAL STANDARDS



AGENCY STAFF

Howard Ray, Jr.
Executive Director

Veronica D. Moore
Assistant Executive Director

Cheryle Y. Moyer
Senior Correctional Program Specialist

Otis Merritt III
Correctional Program Specialist

David Fetting
Auditor/Investigator

Shahana Saad
Auditor/Investigator

LaDonna Newman
Management Associate

Marilyn Berges
Office Secretary

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The Executive Director is an appointed position selected by the Commission with the approval of the Secretary. The Assistant Executive Director position is an appointed position with the approval of the Secretary and the remaining agency positions are in the merit system.

BUDGET REPORT

FISCAL YEAR 2015

BUDGET APPROPRIATION AND ACTUAL EXPENDITURES

	<u>2015 APPROPRIATION</u>	<u>2015 EXPENDITURES</u>
.01 Salaries and Wages	390,524	402,598
.02 Technical & Special	130,492	98,573
.03 Communication	2,600	3,131
.04 Travel	15,350	17,088
.06 Utilities	3,225	2,964
.07 Motor Vehicle Operational/Maintenance	940	1,754
.08 Contractual Services	4,900	3,760
.09 Supplies/Materials	3,300	1,481
.10 Equipment Replacement	0	0
.11 Equipment Additional	0	0
.13 Fixed Charges	24,603	23,884
TOTAL	575,934	555,233