

Maryland Department of Public Safety & Correctional Services Net Annual Work Hours Analysis Report

September 2022



THE MOSS GROUP, INC.

Experienced Practitioners Committed to Excellence in Correctional Practice

*In partnership with the
Maryland Department of Public Safety
and Corrections Services*



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Section I: Executive Summary

Introduction and Background

The Moss Group, Inc. (TMG), a criminal justice consulting firm, was contracted by the Maryland Department of Public Safety and Correctional Services (DPSCS) to provide, in part, an analysis of required Net Annual Work Hours (NAWH). A NAWH analysis was conducted for custody staff positions at nineteen (19) DPSCS facilities, as selected by the department. The TMG team conducted this preliminary analysis using the National Institute of Corrections (NIC) Staffing Analysis Workbook, 2nd edition. The data for this analysis was provided by the DPSCS and covered the calendar years 2019, 2020, and 2021.

In recent years, DPSCS reports that it has experienced a number of correctional staff reductions for a variety of reasons. These reductions have occurred due to many influencing factors and have affected DPSCS operations in several ways. One significant effect that is directly related to the agency's daily operations is an increase in custody staff overtime usage. This has significant ancillary effects on operations that reflect the human toll that results from correctional facilities being required to maintain posts and operational levels with fewer available workers.

In addition, while DPSCS has conducted staffing analysis in the past, no recent analysis has included a NAWH component. This limits the ability of the DPSCS to adequately measure the impact of custody staff reductions on facility operations. This report reflects the DPSCS effort to quantify custody staffing needs through the use of an established methodology that is nationally recognized within the corrections profession for this purpose. In this way, a baseline is established for the number of custody staff that are needed to operate DPSCS facilities.

The analysis in this report relies solely on the data that was provided by the DPSCS. There were no site visits conducted and no interviews conducted with facility staff. It is anticipated that site visits and facility staff interviews will be conducted as part of a subsequent project and the information gathered from these visits and interviews will be utilized to update and revise this preliminary analysis.

Overall Staffing Needs

In summary, the analysis showed that all 19 facilities were operating below the recommended Correctional Officer (CO) capacity and 10 facilities were operating below the recommended Sergeant capacity as demonstrated by the NAWH model. This is best shown in Table 1, where the "Difference from Funded" column shows the difference in CO positions and Sergeant positions, respectively, for each facility based on the major considerations of the NAWH from where funded positions were in 2021.

Note that the numbers in Table 1 below reflect posts based on daily operational functioning, including special assignment posts (SAPs), which are approved positions but not funded. While not funded, these positions are actively filled and offer a truer picture of facility operations and staffing needs. Only the SAPs that were filled for more than 60 days were included in this analysis.

Also, note that Eastern Correctional Institution Annex funded CO 2021 positions are encompassed in the Eastern Correctional Institution number and the team was unable to separate this out.

Table 1: Staff Needs by Facility

Facility	Correctional Officer I and II				Sergeant			
	Funded	Established Posts	Special Assignment Posts	Difference from Funded	Funded	Established Posts	Special Assignment Posts	Difference from Funded
Division of Pre-Trial Detention and Services								
Baltimore Central Booking & Intake Center	316	522	137	-343	46	39	18	-12
Chesapeake Detention Center	133	191	26	-84	45	12	0	33
Maryland Reception, Diagnostic & Classification Center	151	296	33	-178	38	49	0	-11
Metropolitan Transition Center	237	198	127	-88	60	39	7	15
Youth Detention Center	72	109	2	-40	13	14	0	-1
Sub-Total (Div of Pre-Trial Detention & Svcs)	909	1,317	325	-732	202	153	25	24
Division of Corrections								
Baltimore City Correctional Center	71	86	23	-38	10	11	0	-1
Central Maryland Correctional Facility	69	85	42	-58	7	6	0	1
Dorsey Run Correctional Facility	159	180	30	-51	37	36	10	-9
Eastern Correctional Institution	426	467	21	-62	91	104	0	-13
Eastern Correctional Institution Annex	0	64	30	-94	0	32	1	-34
Jessup Correctional Institution	353	404	145	-195	59	58	8	-8
Maryland Correctional Institution for Women	157	194	44	-81	42	36	0	6
Maryland Correctional Institution Hagerstown	166	319	58	-210	38	38	0	0
Maryland Correctional Institution Jessup	156	191	63	-98	52	47	0	5
MCTC Harold E Donnelly	295	558	55	-318	49	71	0	-22
North Branch Correctional Institution	317	457	56	-196	47	37	0	10
Roxbury Correctional Institution	185	331	32	-178	44	43	0	1
Western Correctional Institution	244	285	0	-41	49	57	2	-10
Sub-Total (Division of Corrections)	2,598	3,621	598	-1,621	525	577	22	-73
Patuxent Institute	246	365	20	-140	39	32	0	7
Grand Total	3,753	5,302	943	-2,493	766	762	46	-42

Section II: Relief Factor Calculation

A valid shift relief factor informs officials of the number of full-time equivalent (FTE) positions it takes to fill a single post. The NIC has recognized the development of a shift relief factor through a process that requires determining the NAWH a typical employee is actually able to work on a post in a year. This method implicitly understands that while staff typically can work up to 2,086 hours (8-hour shift) in a year, they are not able to fill a post for each and every one of these hours due to leave time. Leave time includes vacation and sick leave, as well as military, Family Medical Leave Act (FMLA), and other benefit time. Additionally, in some cases, staff may be pulled away from post assignments for training, breaks, or special assignments.

Identification of the NAWH takes into account the various factors that impact a post to develop a more accurate number of hours needed to fill a post. The NAWH has a direct impact on the number of staff needed to fill a post and the overall number of staff needed to operate the facility. The more time the average staff person is away from a post for leave time usage, training, or breaks, the more overall staff will be needed to fill a post.

To develop a valid shift relief factor three components must be considered including the following:

- 1. The number of hours each post must be filled in a year.** Some posts must be filled continuously, while others may only need to be filled intermittently. The number of hours each post must be filled in a year will be calculated for all posts. Eight-hour posts must be filled 2,920 hours per year (56 hours per week x 52.14 weeks per year).
- 2. The number of hours in a year an average employee is assigned to work.** Most staff are scheduled to work 2,086 per year (40 hours per week x 52.14 weeks per year). There are 52 weeks and one day in a typical year, or 52.14 weeks. A leap year has one more day.
- 3. The number of hours in a year an average employee is able to fill a post.** This calculation is known as the “net annual work hours,” and it takes into consideration that while staff may be assigned to work 2,086 hours per year, they are not able to fill a post for this amount of time in a year. This is due to the fact that they are able to be away from post through the use of many types of leave time (vacation, sick, military, etc.). Additionally, they may attend training during some of their work hours in a year, and those training hours can also take them away from post coverage.

NAWH

The key to determining the relief factor is to develop the NAWH for which a custody staff member is able to fill a post. To develop this information the project team needed to determine the average number of hours a custody employee cannot fill a post due to the following:

- Leave Time Usage
- Off-post Training – including annual training and pre-service training
- Allowed Breaks While on Post

Leave Time Usage: The project team was provided the actual leave time usage for custody staff (Correctional Officers, Sergeant, Lieutenant, Captain, and Major) for three distinct time periods:

- Calendar year 2019: January 1 – December 31
- Calendar year 2020: January 1 – December 31
- Calendar year 2021: January 1 – December 31

Table 2 below reflects actual leave used during these time periods. This is not a comprehensive list of all leave types allotted by DPSCS. Some leave types have been consolidated into categories. For example, *Unpaid Leave* includes unpaid temporary partial disability and unpaid administrative leave. See Attachment A for a more complete list of the leave types rolled up into each category referenced in Table 2.¹ Of note, the leave usage analyzed included 2019 numbers that are pre-Covid.

Table 2: Average Leave Usage

	Major			Captain			Lieutenant			Sergeant			CO I & II		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Funded Positions	53	53	53	173	173	173	433	433	342	771	772	766	4252	3785	3753
Accident Leave (IWIF)	6	0.0	17.0	2.6	9.3	13.1	5.0	8.1	13.6	18.5	23.8	12.6	15.3	16.3	19.7
Annual Leave	187	160.6	191.5	174.7	143.6	145.4	102.5	82.1	115.3	160.1	140.1	148.0	94.5	98.5	106.2
Bereavement Leave	2	2.4	5.6	2.2	2.7	3.7	1.3	2.3	1.8	3.1	3.1	3.2	2.0	2.6	3.0
Compensatory Leave	262	268.6	6.4	249.1	257.7	8.2	123.0	142.4	6.0	43.6	37.9	41.2	25.5	26.9	33.7
Personal Leave	64	55.2	45.8	61.0	58.4	47.4	38.0	34.1	34.4	61.0	60.5	52.4	42.3	54.7	54.0
Admin Leave	1	13.7	9.8	1.8	1.7	1.4	2.3	2.1	1.3	6.2	5.0	3.1	4.6	3.6	4.3
FMLA	5	3.9	3.9	0.5	4.3	6.6	1.0	2.7	6.3	5.2	10.0	16.3	5.7	12.7	16.9
Jury/Legal	2	0.0	0.7	4.0	0.5	0.2	0.2	0.2	0.3	0.8	0.3	0.5	0.4	0.1	0.8
Covid Leave	0	0.5	1.2	0.0	0.0	2.1	0.0	0.0	0.7	0.0	0.5	1.9	0.0	1.2	1.7
Military Leave	0	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.2	0.9	0.7	0.4	0.9	0.9	1.0
Holiday Leave	112	109.1	101.1	108.9	101.1	93.5	63.2	58.1	70.0	106.0	100.3	100.1	72.4	83.5	91.2
Sick Leave	88	145.2	125.5	121.8	125.7	116.0	72.0	71.9	81.7	126.5	134.2	118.1	87.5	110.1	102.7
Suspension	0	0.0	0.0	0.4	0.0	0.0	1.0	2.6	4.0	3.9	3.3	4.8	3.4	3.9	2.9
Unpaid Leave	19	6.6	7.4	16.7	19.8	20.2	18.3	21.1	34.5	28.2	33.9	36.9	66.6	97.0	106.5
Pandemic Leave	0	0.0	242.1	0.0	0.0	239.3	0.0	0.0	177.5	0.0	0.0	11.7	0.0	0.0	0.0
Total Annual Leave Usage	749	766	758.1	744	725	697	428	428	547	564	554	551	421	512	545

Off-Post Training: Staff are taken away from post assignments for needed training. There are two general forms of training that may remove staff from a custody post:

- Pre-Service Training: Required training prior to being able to staff a post on their own.
- Annual and Specialty Training: Training required annually for custody staff and training specific to particular duties or positions.

In total, a newly hired correctional officer staff could be unable to fill a post alone for a maximum of 13.3 weeks. Table 3 provides a calculation of the number of hours assumed that an average newly hired employee is unable to fill a post on their own.

Table 3: Relief Factor Assumptions – New Hire Training

New Hire Training	Weeks	Hours
Pre-Service	5.9	235.0
Pre-Service - Weapons Qualification	2.4	97.5
Field Training (CO I)	5.0	200.0
Total Weeks Prior to Staffing a Post	13.3	532.5

In order to develop a relief factor, the project team estimated that new custody staff are on payroll on average 13.3 weeks before they are able to fill a post on their own. For an 8-hour shift schedule this would result in 532.5 hours (40 hours per week x 13.3 weeks) where staff cannot fill a post.

The time away from post for new hires must be spread across all custody employees. The project team was provided data related to the number of individuals that attended the academy for calendar years 2019, 2020, and 2021. The majority of those that attended the academy completed, however, some did not.

¹ See Attachment B for a large print version of this table.

Table 4: Pre-Service Academy Enrollment and Completion

	FY 2019	FY 2020	FY 2021
Number Cadets Starting Academy Courses	376	493	520
Number Graduating	327	431	462
Number of Non Graduates	49	62	58

For purposes of relief factor development, we were provided with the number of staff who did not complete pre-service training. For the relief factor, we need to determine the number of hours the average employee is away from post for pre-service training needs. To accomplish this, we divided the total estimated hours all custody employees were away from post for preservice training needs by the average number of custody employees in the department. The following table provides this calculation.

Table 5: Calculation of Pre-Service Time Away From Post

CO I & II	2019	2020	2021	
Funded FTE	4252	3785	3753	
	8hr Shift	8hr Shift	8hr Shift	Calculation
Total Hours for New Hire For Pre-Service	88,360	115,855	122,200	Number of academy completer multiplied by Avg hours unable to fill a Post (235hr)
Total Hours Away from Post for Non-Completers	5,758	7,285	6,815	Number of non-Completers multiplied by avg hours unable to fill a post (117.5)
Total Hours for New Hire Weapons Qualifications	10,140	3,803	6,240	Pre-service Weapons follows Academy and FTO. It is 97.5 hours for Qualifications
Total FTO Hours	51,800	96,000	92,200	FTO is required after Graduation. It requires 200 hours
Total Hours Away from Post	156,058	222,943	227,455	Sum of academy completers and non-completers, FTO and Firearms
Average Hours Employee Unable to Fill a post Due to New Hire Training	37	59	61	Total hours away from post divided by total funded FTE

As Table 5 indicates, the average employee was unable to fill an 8-hour post for 37 hours per year in 2019, 59 hours per year in 2020, and 61 hours per year in 2021 due to pre-service training status.

Annual Time Away from Post for Breaks: Custody staff must be provided a meal break of “at least 30 minutes during which the employee performs no work duties.” It is the agency’s general practice for meal breaks to be covered by other on-duty staff so that there is not a lapse in post coverage caused by meal breaks. As such, this is not calculated into the relief factor for this analysis. Using this information, we developed the relief factors for calendar years 2019, 2020 and 2021 shown in Table 6.²

² See Attachment C for a large print version of this table.

Table 6: Relief Factor Calculations Calendar 2019, 2020, and 2021

	2019					2020					2021				
	MAJ	CAPT	LT	SGT	CO I & II	MAJ	CAPT	LT	SGT	CO I & II	MAJ	CAPT	LT	SGT	CO I & II
Funded FTE	53	173	433	771	4252	53	173	433	772	3785	53	173	342	766	3753
Post Hours*	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086
Hours FTE Assigned	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086	2086

*40 hours X 52.14weeks

Hours away from Post																	
Leave Usage	749	744	428	564	421	766	725	428	554	512	758	697	547	551	545		
Annual Training	52	40	45	40	45	42	40	42	40	47	52	38	49	38	41		
Pre-Service/ Weapons/FTO	0	0	0	0	37	0	0	0	0	59	0	0	0	0	61		
Vacancies to Fill	21	44	28	10	17	7	31	32	22	16	10	31	36	3	6		
Total Hours Away from Post	822	828	501	615	520	815	795	502	615	634	820	766	633	591	652		
Net Annual Hours Worked	1264	1258	1585	1471	1566	1271	1291	1584	1471	1452	1266	1320	1453	1495	1434		
SRF 5 Day 8Hr	1.7	1.7	1.3	1.4	1.3	1.6	1.6	1.3	1.4	1.4	1.6	1.6	1.4	1.4	1.5		
Relief Factor 24/7	6.9	7.0	5.5	6.0	5.6	6.9	6.8	5.5	6.0	6.0	6.9	6.6	6.0	5.9	6.1		

These shift relief factors identify the number of FTEs needed to fill a single post. For example, in 2021 it took 1.5 FTEs to fill a single 8-hour, 5-day per week Correctional Officer post. To fill this same post for a full 7-day week, 24 hours per day, it took 6.1 FTEs in 2021.

Table 7: Breakdown of Time Away From Post

CO I & II	2019	% Away	2020	% Away	2021	% Away
Leave Usage	421	83.76%	512	82.92%	545	84.30%
Annual Training	45	8.94%	47	7.54%	41	6.32%
PreService/FTO/Weapons	37	7.30%	59	9.54%	61	9.38%
Total Hours Away	503		617		646	

Sergeant	2019	% Away	2020	% Away	2021	% Away
Leave Usage	564	93.35%	554	93.31%	551	93.61%
Annual Training	40	6.65%	40	6.69%	38	6.39%
Weapons	0	0.00%	0	0.00%	0	0.00%
Total Hours Away	604		593		589	

Section III: Individual Facility Profiles

This section of the preliminary report provides a brief snapshot for each facility where a NAWH analysis was conducted at the request of the Maryland Department of Public Safety and Correctional Services. Each profile includes the facility name, authorized capacity, population characteristics, and current funded staffing levels for custody staff. Profiles are provided for the following nineteen facilities.

Division of Pre-Trial Detention and Services

1. Baltimore Central Booking & Intake Center
2. Chesapeake Detention Center
3. Maryland Reception, Diagnostic & Classification Center
4. Metropolitan Transition Center
5. Youth Detention Center

Division of Correction

6. Baltimore City Correctional Center
7. Central Maryland Correctional Facility
8. Dorsey Run Correctional Facility
9. Eastern Correctional Institution
10. Eastern Correctional Institution Annex
11. Jessup Correctional Institution
12. Maryland Correctional Institution for Women
13. Maryland Correctional Institution Hagerstown
14. Maryland Correctional Institution Jessup
15. MCTC Harold E Donnelly
16. North Branch Correctional Institution
17. Roxbury Correctional Institution
18. Western Correctional Institution
19. Patuxent Institution

Division of Pre-Trial Detention and Services

Facility Name	Baltimore Central Booking & Intake Center	
Facility Address	300 E. Madison St. Baltimore, MD 21202	
Authorized Capacity	876	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 33 Avg. Sentence 64.4 months Avg. Stay 1.8 months	85.7% Black 11.9% White 1.2% Latinx 1.2% Unknown
Funded CO I & II Positions 2021	316	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Facility Name	Chesapeake Detention Facility	
Facility Address	401 East Madison St. Baltimore, MD 21202	
Authorized Capacity	578	
Facility Population Characteristics (as of April 2022)	Maximum Security Level I Avg. Age 20	76.87% Black 15% White 8.13% Latinx
Funded CO I & II Positions 2021	133	

Facility Name	Maryland Reception, Diagnostic & Classification Center	
Facility Address	550 East Madison St. Baltimore, MD 21202	
Authorized Capacity	768	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 34.4 Avg. Sentence 110.1 months Avg. Stay 6.7 months	92.9% Black 7.1% White 2.5% Latinx 0.7% Indian 0.7% Asian 0.4% Unknown
Funded CO I & II Positions 2021	151	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Facility Name	Metropolitan Transition Center	
Facility Address	954 Forrest St. Baltimore, MD 21202	
Authorized Capacity	624	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 34.7 Avg. Sentence 61.6 months Avg. Stay 3.6 months	83.7% Black 11.6% White 4.7% Latinx 0.7% Indian 0.7% Asian 0.4% Unknown
Funded CO I & II Positions 2021	237	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Facility Name	Youth Detention Center	
Facility Address	926 Greenmount Ave. Baltimore, MD 21202	
Authorized Capacity	60	
Facility Population Characteristics (as of April 2022)	Juvenile Detention Avg. Age 17 Avg. Sentence 175.2 months Avg. Stay 5.1 months	96.88% Black 1.56% White 1.56% Latinx
Funded CO I & II Positions 2021	72	

Division of Correction

Facility Name	Baltimore City Correctional Center	
Facility Address	901 Greenmount Ave. Baltimore, MD 21202	
Authorized Capacity	508	
Facility Population Characteristics (as of April 2022)	Minimum Security Avg. Age 36.6 Avg. Sentence 93.2 months Avg. Stay 28.4 months	77.2% Black 21% White 1.2% Latinx 0.3% Asian 0.3% Unknown
Funded CO I & II Positions 2021	71	

Facility Name	Central Maryland Correctional Facility	
Facility Address	7301 Buttercup Rd. Sykesville, MD 21784	
Authorized Capacity	516	
Facility Population Characteristics (as of April 2022)	Minimum Security Avg. Age 37.4 Avg. Sentence 130.2 months Avg. Stay 51.0 months	73.7% Black 22.1% White 2.5% Latinx 0.7% Indian 0.7% Asian 0.4% Unknown
Funded CO I & II Positions 2021	69	

Facility Name	Dorsey Run Correctional Facility	
Facility Address	2020 Toulson Rd. Jessup, MD 20794	
Authorized Capacity	1030	
Facility Population Characteristics (as of April 2022)	Minimum Security Avg. Age 37.5 Avg. Sentence 130.4 months Avg. Stay 53.1 months	79% Black 18% White 2.3% Latinx 0.1% Indian 0.4% Asian 0.1% Unknown
Funded CO I & II Positions 2021	159	

Facility Name	Eastern Correctional Institution	
Facility Address	30420 Revells Neck Rd. Westover, MD 21890	
Authorized Capacity	2808	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 39.2 Avg. Sentence 132.8 months Avg. Stay 49.5 months	73.2% Black 24.1% White 1.8% Latinx 0.2% Indian 0.2% Asian 0.1% Unknown
Funded CO I & II Positions 2021	426	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Facility Name	Eastern Correctional Institution – Annex	
Facility Address	30420 Revells Neck Road Westover, MD 21890	
Authorized Capacity	608	
Facility Population Characteristics (as of April 2022)	Minimum Security Avg. Age 39.2 Avg. Sentence 132.8 months Avg. Stay 49.5 months	73.2% Black 24.1% White 1.8% Latinx 0.2% Indian 0.7% Asian
Funded CO I & II Positions 2021	Funded positions are included in the Eastern Correctional Institution facility profile. See Table 1 for the recommended Shift Relief Factor for this facility.	

Facility Name	Jessup Correctional Institution	
Facility Address	7805 House of Correction Rd. Jessup, MD 20794	
Authorized Capacity	2044	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 42.3 Avg. Sentence 284.8 months Avg. Stay 137.1 months	75.8% Black 20.6% White 3.1% Latinx 0.4% Asian 0.2% Unknown
Funded CO I & II Positions 2021	353	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Facility Name	Maryland Correctional Institution for Women	
Facility Address	7943 Brockbridge Rd. Jessup, MD 20794	
Authorized Capacity	816	
Facility Population Characteristics (as of April 2022)	Administrative Security Avg. Age 38.1 Avg. Sentence 194.8 months Avg. Stay 68.3 months	51% Black 45.4% White 1.7% Latinx 0.6% Indian 0.4% Asian 0.9% Unknown
Funded CO I & II Positions 2021	157	
Note: Administrative security facilities play a dual role as maintaining facilities.		

Maryland Correctional Institution Hagerstown		
Facility Name	Maryland Correctional Institution Hagerstown	
Facility Address	18601 Roxbury Rd. Hagerstown, MD 21746	
Authorized Capacity	1303	
Facility Population Characteristics (as of April 2022)	Medium Security Avg. Age 40 Avg. Sentence 255.8 months Avg. Stay 105 months	61.9% Black 25.2% White 12% Latinx 0.3% Indian 0.3% Asian 0.3% Unknown
Funded CO I & II Positions 2021	166	

Maryland Correctional Institution Jessup		
Facility Name	Maryland Correctional Institution Jessup	
Facility Address	7803 House of Correction Rd. Jessup, MD 20794	
Authorized Capacity	765	
Facility Population Characteristics (as of April 2022)	Medium Security Avg. Age 40.7 Avg. Sentence 272.7 months Avg. Stay 121.9 months	71.8% Black 21.5% White 6.1% Latinx 0.5% Indian 0.2% Unknown
Funded CO I & II Positions 2021	156	

Maryland Correctional Training Center & Harold E. Donnelly		
Facility Name	Maryland Correctional Training Center & Harold E. Donnelly	
Facility Address	18800 Roxbury Rd. Hagerstown, MD 21746	
Authorized Capacity	2466	
Facility Population Characteristics (as of April 2022)	MCTC-Administrative Security Harold E. Donnelly/EHU- Minimum Security Avg. Age 38.9 Avg. Sentence 210.7 months Avg. Stay 73.4 months	66.6% Black 24.5% White 8.2% Latinx 0.1% Indian 0.6% Asian 0.1% Unknown
Funded CO I & II Positions 2021	295	
Note: Administrative security facilities play a dual role as maintaining facilities.		

North Branch Correctional Institution		
Facility Name	North Branch Correctional Institution	
Facility Address	14100 McMullen Hwy SW Cumberland, MD 21502	
Authorized Capacity	1290	
Facility Population Characteristics (as of April 2022)	Maximum Security Level II Avg. Age 41.9 Avg. Sentence 537.1 months Avg. Stay 161.9 months	81.1% Black 14.8% White 3.4% Latinx 0.1% Indian 0.3% Asian 0.3% Unknown
Funded CO I & II Positions 2021	317	

Facility Name	Roxbury Correctional Institution	
Facility Address	18701 Roxbury Rd. Hagerstown, MD 21746	
Authorized Capacity	1798	
Facility Population Characteristics (as of April 2022)	Medium Security Avg. Age 39.5 Avg. Sentence 269.9 months Avg. Stay 104.9 months	74% Black 21.9% White 3.3% Latinx 0.3% Indian 0.3% Asian 0.2% Unknown
Funded CO I & II Positions 2021	185	

Facility Name	Western Correctional Institution	
Facility Address	13800 McMullen Highway, SW Cumberland, MD 21502	
Authorized Capacity	1714	
Facility Population Characteristics (as of April 2022)	Maximum Security Level I Avg. Age 40.8 Avg. Sentence 360.6 months Avg. Stay 128.8 months	72.5% Black 21.5% White 5% Latinx 0.3% Indian 0.5% Asian 0.3% Unknown
Funded CO I & II Positions 2021	244	

Facility Name	Patuxent Institution	
Facility Address	7555 Waterloo Rd. Jessup, MD 20794	
Authorized Capacity	1210	
Facility Population Characteristics (as of April 2022)	Maximum Security Level I Avg. Age 37.5 Avg. Sentence 352 months Avg. Stay 114 months	76.3% Black 20.4% White 2.7% Latinx 0.2% Indian 0.3% Asian 0.2% Unknown
Funded CO I & II Positions 2021	246	

NOTE: Because of their unique role and mission, Administrative security level facilities may house inmates having any level of security designation.

Attachment A: Example Leave Category Roll-ups

Accident Leave (IWIF)

IWIF Approved Accident - Elapsed
IWIF Approved Accident Leave (Timesheet)
Regular (Paid) to Accident Change

Annual Leave

Annual Leave - Elapsed
Annual Leave (Timesheet)
Annual Leave Sick and Safe (Elapsed)

Bereavement Leave

Bereavement Time Off (Timesheet) - Elapsed

Compensatory Leave

Cash Overtime Compensatory Time - Elapsed
Cash Overtime Compensatory Time (Timesheet)
Compensatory Time - Elapsed

Personal Leave

Employee Donation Time Off
Employee Donation Time off (Timesheet)
Parental Leave Time Off - Elapsed
Parental Leave Time Off - Timesheet
Personal Leave - Elapsed
Personal Leave (Timesheet)
Personal Leave Sick and Safe (Elapsed)
Salary Reduction Recovery (Timesheet)
Time Off Type Salary Reduction Recovery Time Off - Elapsed

Admin Leave

Paid Administrative Leave (Timesheet)
Paid Administrative Leave Time Off (Elapsed)
Examinations and Interviews (Non-Travel) Time Off (Elapsed)

FMLA

FMLA Intermittent Annual Leave Sick and Safe - Elapsed
FMLA Intermittent Annual Leave Time Off (Elapsed)
FMLA Intermittent Cash Overtime Comp Time Sick and Safe (Elapsed)
FMLA Intermittent Personal Leave Time Off (Elapsed)
FMLA Intermittent Sick Leave Time Off (Elapsed)
FMLA Leave Without Pay (Calendar)
FMLA Cash Overtime Compensatory Time Time Off - Intermittent (Time Off Calendar)
FMLA Intermittent Compensatory Time Time Off (Time Off Calendar)

FMLA Leave Bank / Donation Time Off - Intermittent (Calendar)
FMLA Leave Without Pay (Elapsed)

Jury/Legal

Jury Service (Time Off Calendar)
Jury Service (Timesheet)
Legal Action (Time Off Calendar)
Legal Action (Timesheet)

Covid Leave

COVID-19 Time Off Regular (Timesheet)
COVID-19 Time Off Regular (Elapsed)

Military Leave

Military - Intermittent

Holiday Leave

Pre-Scheduled Holiday (Timesheet)

Sick Leave

Sick - Elapsed
Sick (Timesheet)
Sick Leave Sick and Safe (Elapsed)
Emergency Paid Sick Leave Full Pay Time off (Elapsed)
Emergency Paid Sick Leave Full Pay Time off (Timesheet)
Emergency Paid Sick Leave 2/3 Pay Time off (Elapsed)

Suspension

Suspension With Pay Time Off - Timesheet

Unpaid Leave

Unpaid Time Off (Timesheet) - Elapsed
Unpaid Time Off (Timesheet)
Unpaid Temporary Partial Disability
Unpaid Administrative Leave (Time Off Calendar)

Pandemic Leave

Pandemic Carryover Time Off (Timesheet)
Pandemic Carryover Time Off (Elapsed)

Attachment B: Table 2 Large Print

Table 2: Average Leave Usage

	Major			Captain			Lieutenant			Sergeant			CO I & II		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Funded Positions	53	53	53	173	173	173	433	433	342	771	772	766	4252	3785	3753
Accident Leave (IWIF)	6	0.0	17.0	2.6	9.3	13.1	5.0	8.1	13.6	18.5	23.8	12.6	15.3	16.3	19.7
Annual Leave	187	160.6	191.5	174.7	143.6	145.4	102.5	82.1	115.3	160.1	140.1	148.0	94.5	98.5	106.2
Bereavement Leave	2	2.4	5.6	2.2	2.7	3.7	1.3	2.3	1.8	3.1	3.1	3.2	2.0	2.6	3.0
Compensatory Leave	262	268.6	6.4	249.1	257.7	8.2	123.0	142.4	6.0	43.6	37.9	41.2	25.5	26.9	33.7
Personal Leave	64	55.2	45.8	61.0	58.4	47.4	38.0	34.1	34.4	61.0	60.5	52.4	42.3	54.7	54.0
Admin Leave	1	13.7	9.8	1.8	1.7	1.4	2.3	2.1	1.3	6.2	5.0	3.1	4.6	3.6	4.3
FMLA	5	3.9	3.9	0.5	4.3	6.6	1.0	2.7	6.3	5.2	10.0	16.3	5.7	12.7	16.9
Jury/Legal	2	0.0	0.7	4.0	0.5	0.2	0.2	0.2	0.3	0.8	0.3	0.5	0.4	0.1	0.8
Covid Leave	0	0.5	1.2	0.0	0.0	2.1	0.0	0.0	0.7	0.0	0.5	1.9	0.0	1.2	1.7
Military Leave	0	0.0	0.0	0.0	0.0	0.0	0.2	0.3	0.2	0.9	0.7	0.4	0.9	0.9	1.0
Holiday Leave	112	109.1	101.1	108.9	101.1	93.5	63.2	58.1	70.0	106.0	100.3	100.1	72.4	83.5	91.2
Sick Leave	88	145.2	125.5	121.8	125.7	116.0	72.0	71.9	81.7	126.5	134.2	118.1	87.5	110.1	102.7
Suspension	0	0.0	0.0	0.4	0.0	0.0	1.0	2.6	4.0	3.9	3.3	4.8	3.4	3.9	2.9
Unpaid Leave	19	6.6	7.4	16.7	19.8	20.2	18.3	21.1	34.5	28.2	33.9	36.9	66.6	97.0	106.5
Pandemic Leave	0	0.0	242.1	0.0	0.0	239.3	0.0	0.0	177.5	0.0	0.0	11.7	0.0	0.0	0.0
Total Annual Leave Usage	749	766	758.1	744	725	697	428	428	547	564	554	551	421	512	545

Attachment C: Table 6 Large Print

Table 6: Relief Factor Calculations Calendar 2019, 2020 and 2021

	2019				
	MAJ	CAPT	LT	SGT	CO I & II
Funded FTE	53	173	433	771	4252
Post Hours*	2086	2086	2086	2086	2086
Hours FTE Assigned	2086	2086	2086	2086	2086

	2020				
	MAJ	CAPT	LT	SGT	CO I & II
Funded FTE	53	173	433	772	3785
Post Hours*	2086	2086	2086	2086	2086
Hours FTE Assigned	2086	2086	2086	2086	2086

	2021				
	MAJ	CAPT	LT	SGT	CO I & II
Funded FTE	53	173	342	766	3753
Post Hours*	2086	2086	2086	2086	2086
Hours FTE Assigned	2086	2086	2086	2086	2086

*40 hours X 52.14weeks

Hours away from Post					
Leave Usage	749	744	428	564	421
Annual Training	52	40	45	40	45
Pre-Service/ Weapons/FT O	0	0	0	0	37
Vacancies to Fill	21	44	28	10	17
Total Hours Away from Post	822	828	501	615	520
Net Annual Hours Worked	1264	1258	1585	1471	1566
SRF 5 Day 8Hr	1.7	1.7	1.3	1.4	1.3
Relief Factor 24/7	6.9	7.0	5.5	6.0	5.6

766	725	428	554	512
42	40	42	40	47
0	0	0	0	59
7	31	32	22	16
815	795	502	615	634
1271	1291	1584	1471	1452
1.6	1.6	1.3	1.4	1.4
6.9	6.8	5.5	6.0	6.0

758	697	547	551	545
52	38	49	38	41
0	0	0	0	61
10	31	36	3	6
820	766	633	591	652
1266	1320	1453	1495	1434
1.6	1.6	1.4	1.4	1.5
6.9	6.6	6.0	5.9	6.1