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Management Council Report 2022





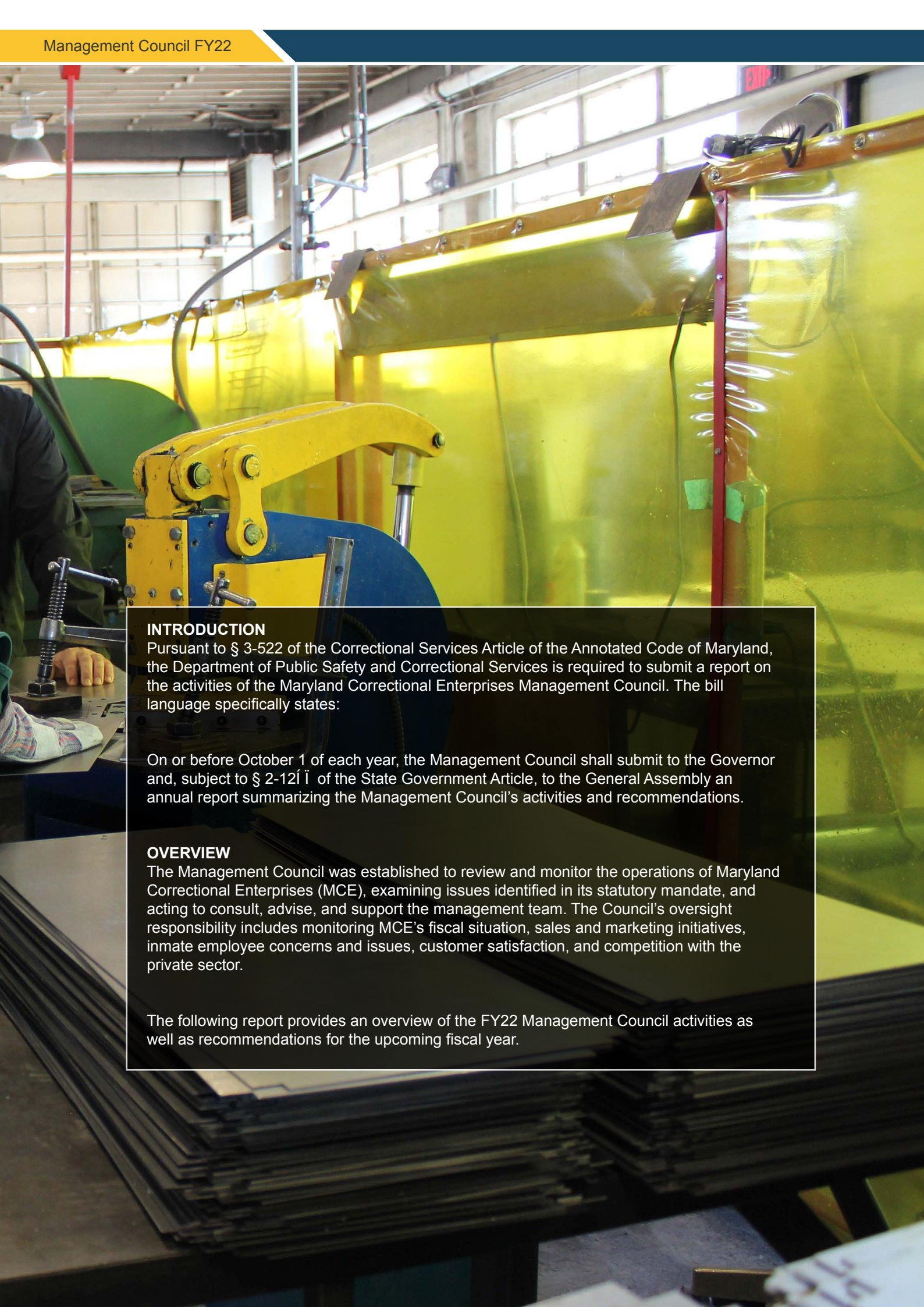
**DEPARTMENT OF PUBLIC SAFETY
AND CORRECTIONAL SERVICES**

Maryland Correctional Enterprises
Management Council Report

OCTOBER 1, 2022

Governor Lawrence J. Hogan
Lt. Governor Boyd K. Rutherford
Secretary Robert L. Green
Deputy Secretary of Operations Wayne Hill
Commissioner of Correction Annie Harvey
MCE Chief Executive Officer Stephen Sanders
MCE Management Council Executive Director Ashley Lohr





INTRODUCTION

Pursuant to § 3-522 of the Correctional Services Article of the Annotated Code of Maryland, the Department of Public Safety and Correctional Services is required to submit a report on the activities of the Maryland Correctional Enterprises Management Council. The bill language specifically states:

On or before October 1 of each year, the Management Council shall submit to the Governor and, subject to § 2-121 ĩ of the State Government Article, to the General Assembly an annual report summarizing the Management Council's activities and recommendations.

OVERVIEW

The Management Council was established to review and monitor the operations of Maryland Correctional Enterprises (MCE), examining issues identified in its statutory mandate, and acting to consult, advise, and support the management team. The Council's oversight responsibility includes monitoring MCE's fiscal situation, sales and marketing initiatives, inmate employee concerns and issues, customer satisfaction, and competition with the private sector.

The following report provides an overview of the FY22 Management Council activities as well as recommendations for the upcoming fiscal year.





STATE OF MARYLAND

LAWRENCE J. HOGAN, JR.
GOVERNOR

BOYD K. RUTHERFORD
LT. GOVERNOR

ROBERT L. GREEN
SECRETARY

ASHLEY LOHR
EXECUTIVE DIRECTOR

Department of Public Safety and Correctional Services

Maryland Correctional Enterprises Management Council
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October 1, 2022

Greetings!

It is with great pride that I present the Management Council's Annual Report. Facing the trials and tribulations that have arisen during the time of COVID-19 has not been an easy endeavor. We would not have been able to persevere without the guidance and teamwork generated during our Management Council meetings.

The pandemic has called for creative solutions to complicated problems. Often times these solutions are manifested when individuals come together with a common goal in mind. For all that we have accomplished in FY2022, we are thankful to our council members for showing up with an open mind and a willingness to share their own expertise.

The Management Council will continue to be an integral part of our success in the future. We look forward to the upcoming year and continuing to heed the advice of our members, as we strive to create a safer Maryland for all.

Sincerely,

Ashley Lohr

Executive Director

Maryland Correctional Enterprises Management Council

Management Council Overview



Background

The Maryland Correctional Enterprises Management Council was created in 1999 through legislation codified under Sections 3-517 through 3-522 of the Correctional Services Article of the Annotated Code of Maryland.

As defined in section 3-521 of the Correctional Services Article:

(a) (1) The Management Council shall:

- (i) advise Maryland Correctional Enterprises on its specific proposals to establish new industries and improve the quality and quantity of job training programs; and
- (ii) recommend the establishment and maintenance of industrial plants and service centers to be used for implementing the programs developed by the Commissioner and Chief Executive Officer under § 3-511 of this subtitle.

(2) Maryland Correctional Enterprises shall operate industrial plants and service centers recommended under paragraph (1)(ii) of this subsection primarily with inmates in a manner that benefits the State and the training of inmates by producing goods or providing services that are practical and adaptable for a prison industry.

(b) The Management Council shall:

(1) review the operation of the programs of Maryland Correctional Enterprises to determine whether:

- (i) there is undue competition with private enterprise and recommend necessary adjustments to prevent undue competition; and
- (ii) there is any negative impact on workers in the State, including wage depression or job displacement;

(2) review the standards for goods and services and the pricing schedules as recommended by the Chief Executive Officer; and

(3) review the occupational health and safety record of programs and other working conditions of inmates in the programs of Maryland Correctional Enterprises.

Management Council Overview

(c) The Management Council shall:

(1) review the success of Maryland Correctional Enterprises in:

- (i) meeting the employability development needs of inmates; and
- (ii) coordinating work programs with other rehabilitative programs;

(2) solicit and review information pertaining to concerns of participating inmates; and

(3) recommend changes as necessary to meet the goals and objectives of Maryland Correctional Enterprises.

(d) The Management Council shall:

(1) solicit ideas, proposals, and suggestions from business representatives, nonprofit organizations, government entities, and members of the public as to how Maryland Correctional Enterprises could enhance the work experience of inmates and increase the ability of inmates to obtain gainful employment after release;

(2) review and recommend opportunities with private sector employers to expand the Prison Industries Enhancement Program;

(3) review and identify ways to improve the business practices of Maryland Correctional Enterprises in its sales, marketing, inventory, warehousing, and product line operations;

(4) monitor customer satisfaction with price, quality, delivery, and after delivery service; and

(5) review and comment on the operating and capital budgets of Maryland Correctional Enterprises, including cash forecasts.

Membership

The membership, appointing authority and term of service for individuals serving on the Council have been established by statute. All members serve a term of three years and continue to serve until a successor is appointed. The following page includes the FY22 Management Council Roster, including all new appointments occurring during the fiscal year.

Meeting Format

At each meeting, members receive a briefing from MCE's CEO, the Commissioner of Correction from the Department of Public Safety and Correctional Services and the Executive Director on pertinent issues related to MCE. Public Safety related initiatives, newsworthy events, research findings, and articles and reports of significance pertaining to the Council's statutory mandate are also provided. Members of MCE's staff are invited to showcase particular industries or to make special presentations on surveys, projects, and topics that impact MCE operations. At each meeting, members provide an update or development in their organization/agency related to the Council's mission and are provided with Customer Council Meeting Minutes.



Management Council

Not Pictured

Appointed by the Chief Judge of the
Maryland Court of Appeals
Judge Lisa Broten
District Court of Maryland



Ms. Danielle Cox
Department of Labor
Awaiting Appointment



Mr. Melvin Forbes
Business Representative
Wilkerson Sports Enterprise
Member



Appointed by the Chancellor of the
University System of Maryland
Mr. Tom Hickey
University System of Maryland
Member



Annie Harvey
Commissioner of Correction
Department of Public Safety and
Correctional Services
Ex-Officio Member



Ashley Lohr
Management Council
Executive Director



Appointed by the Comptroller of the
Treasury
Ms. Anne Klase
Comptroller's Office
Member



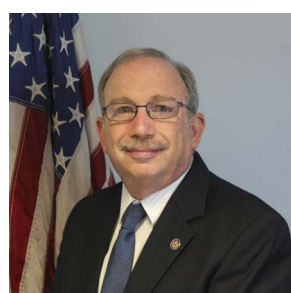
Mr. Fred Mason
Maryland State Department of
Education
Member



Juliana Palmer
Director of Justice Reinvestment
Governor's Office of Crime Prevention,
Youth, and Victim Services



Mark Chang
House of Representatives



Mr. Stephen Sanders
Chief Executive Officer
Maryland Correctional Enterprises
Ex-Officio Member



Mr. Jack Weber
Business Representative
Uptown Press
Member

Not Pictured

Janay Harris
Director of Education and Training
Vehicles For Change/ Full Circle Training
and Service Center

Council Meetings

The MCE Management Council meets regularly to discuss MCE Operations. The full minutes from Fiscal Year 2022 can be found on the Maryland Correctional Enterprises website at mce.md.gov. A brief summary of each meeting has been provided below.

September 14, 2021 Via Conference Call

It has been announced that Juliana Palmer will replace Daniel Atzmon as the representative for the Governor's Office of Crime Control & Prevention. The Management Council discussed the discontinuance of the production of hand sanitizer. Program involvement has increased to 881 participants, with a 90% vaccination rate. Discussed upcoming meeting with Legislative Black Caucus.

December 14, 2021 Via Conference Call

New Management Council member, Maryland State Delegate, Mark Chang, is introduced. Discussed the results of the meeting with the Legislative Black Caucus held in September. The implementation of the new ERP system is moving along. Studies are being conducted into participant compensation.

March 15, 2022 Via Conference Call

Director of Management Council, David Jenkins, has officially retired. The Management Council wishes him well in future endeavors. Jim Cluster will act as Director of Management Council. COVID-19 cases have slowed, with only 16 total cases in DPSCS total. Supply chain issues and other pandemic related challenges are discussed. Legislative update is given about bills that have a potential impact on MCE. Vehicles for change representative, Janay Harris, stands in for Janell Johnson.

June 14, 2022 Via Conference Call

Ashley Lohr, acting COO, has taken over as the Director of the MCE Management Council. The Management Council discussed the recommendations for the upcoming fiscal year. Stipends for participants have been increased and restructured. The marketing team for MCE has undergone some positive changes and have revamped the product catalog.



Sales & Training Participation

AS OF JUNE 30, 2022

BUSINESS UNITS FY 2022

	SALES	TRAINING PARTICIPATION
Jessup Correctional Institution		
Wood – office, lounge and dormitory furniture, tables, library shelving	2,132,028	92
Tag – metal motor vehicle license tags and picnic furniture	5,271,433	61
Sew – inmate uniform items and DPSCS officer uniform items	2,327,603	80
Maryland Correctional Institution – Jessup		
Graphics I – complete line of forms, reports, custom printing, magazines and related special products, four color printing	919,818	61
Graphics II – envelopes, business cards, letterhead, etc.	1,815,095	31
Quick Copy Service – digital b/w and color, high speed digital printing, binding, finishing, packaging, shipping, collating, stapling	211,799	14
Maryland Correctional Institution for Women		
Sew/Flag – shirts, gowns, bathrobes, flags, aprons, embroidery, sweatshirts	164,883	50
Mailing and Distribution – bulk mailing, distribution service, data entry	2,202,278	29
Design and Planning – office design using CADD system		14
Maryland Correctional Institution for Women – Work Release		
Work Release		2
Maryland Correctional Institution – Hagerstown		
Metal ¹ – shelving, beds, tables, wastebaskets, chairs, benches, lockers, storage, Flexstation office furniture	5,033,934	50
Laundry – industrial cleaning of laundry for institutional and non-profit entities	197,152	21
Upholstery – task seating, side chairs, lounge furniture, multi-purpose seating	5,957,013	48
Meat – ground beef, chopped steaks, meat loaf, roasts, chops, ribs, hotdogs, lunch meats, sausage	11,324,545	50
Hagerstown Warehouse – backhaul operations and shipment of products produced in Hagerstown	98,989	22
Roxbury Correctional Institution		
RCI Graphics – file folders, interoffice envelopes, report covers, vinyl binders, production of MVA vehicle registrations and special orders	2,415,694	71
Recycling and Agriculture – recycling of aluminum and steel cans, cardboard, paper, pallets, and plastic	0	0
Maryland Correctional Training Center		
Partition – work stations, office panels, sight screens, System XXI, PowerWorks	1,744,727	20
Brush & Carton – utility brushes, corrugated cartons, and furniture assembly Cleaning Products – all-purpose and germicidal cleaners	1,139,617	19
Western Correctional Institution		
WCI Furniture – laminated component parts and various furniture items (Volition, Aristotle & Darwin office furniture)	2,352,448	42
Eastern Correctional Institution		
Furniture Restoration – refinishing/restoration of wood, metal, and upholstered furniture	416,321	54
Textiles – towels, washcloths, hats, uniform clothing/shirts, embroidery, sewn, and RF Seal mattresses	3,375,597	60
Laundry Operations – industrial cleaning of laundry for institutional and non-profit entities	120,566	8
Patuxent Institution		
Sign & Engraving – street signs, custom made signs to order, vehicle wraps, plaques, picture frames and laser engraving	523,435	32
Central Maryland Correctional Facility		
Laundry Operations ² – industrial cleaning of laundry for institutional and non-profit entities	375,711	115
Jessup Area		
Central Warehouse – shipment of all products produced at Baltimore metropolitan area prisons, moving, labor, and courier service	126,882	20
Total	50,247,568 (Unaudited)	1,066

¹ Includes twelve Prison Industry Enhancement Certification Program (PIECP) workers

² Includes laundry collection workers from Jessup Correctional Institution



PARTICIPANT CONCERNS SURVEY



THE FY'22 MCE WORKFORCE CONCERNS
SURVEY FINDINGS



8

How would you
rate your plant in
terms of health and
safety?

8

How would you
rate your plant in
terms of training?

6

How would you
rate your salary?

7

How would you rate
your plants in terms
of promotion?

OVERVIEW



The summary of the 2022 concerns survey provides feedback on the annual survey conducted earlier this year. The survey was administered to a randomly selected sample of MCE participants to obtain information regarding four areas of concern: plant safety, training opportunities, wages, and promotional opportunities. The participants were also given the opportunity to raise concerns not addressed in these areas of concern.

INSTRUCTIONS



Survey participants were asked to rate their concerns using a 1-10 scale where a rating of 1 would be unsatisfactory, a rating of 5 would be satisfactory and a score of 10 would be outstanding. The individual scores were tallied and averaged for each plant. The scores and comments for each question are presented above.

Fiscal Year 22 Management Council Recommendations



1. The MCE Management Council recommends the continuation of reentry efforts to include the expansion of apprenticeship programming for MCE participants through the Department of Labor, enhanced communication to second chance employers, creation of a mentorship program, and the hiring of a Research and Development Specialist to investigate further expansion for occupational training.



2. The MCE Management Council recommends investigating current and future Prison Industries Enhancement (P.I.E.) opportunities based on the economic climate. P.I.E. should be reviewed and monitored for future opportunities with MCE. The plan is to increase marketing efforts on this program to entice more participants.

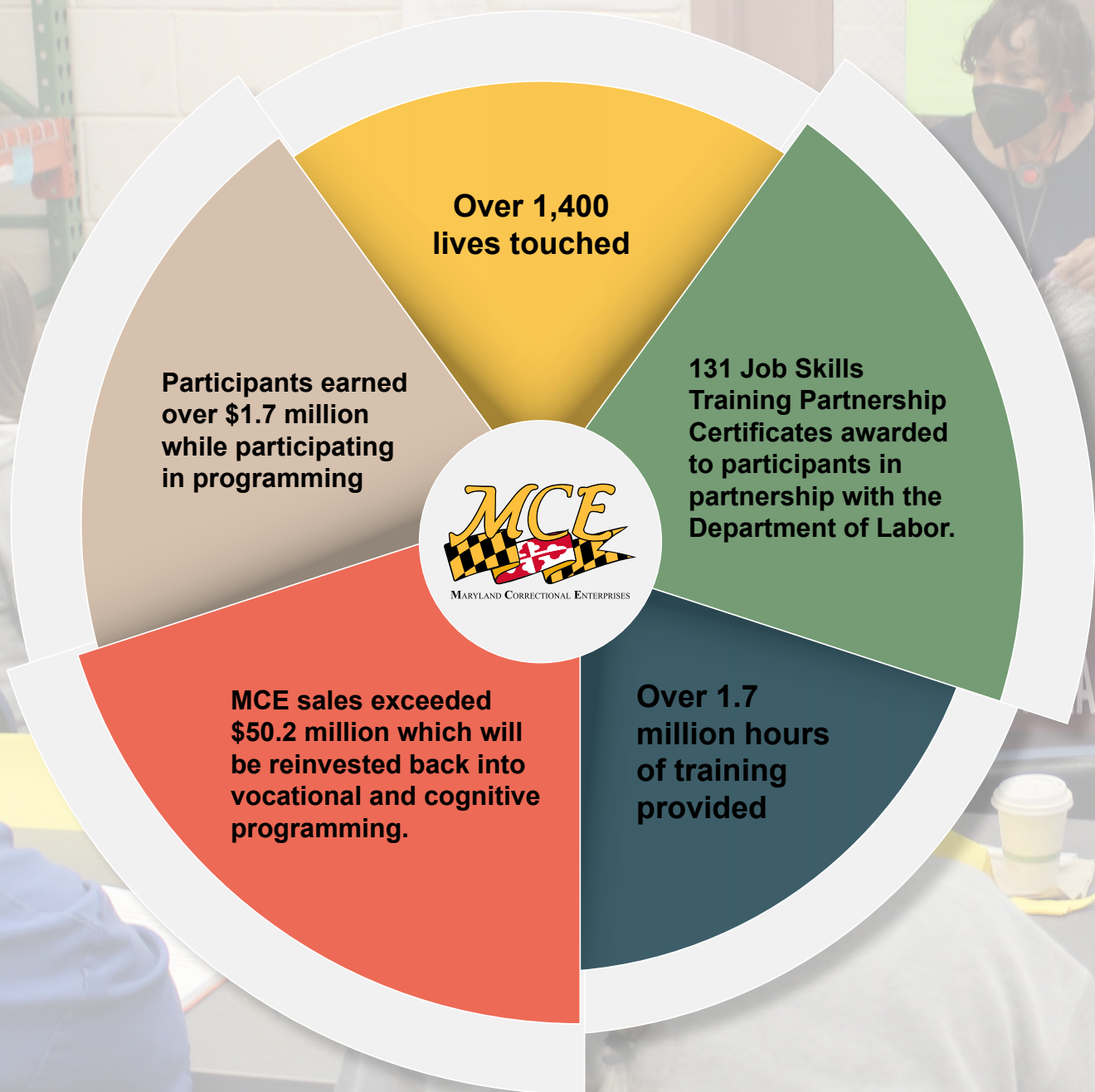


3. The MCE Management Council recommends the expansion of programming to improve the financial literacy of the MCE workforce in preparation for release. It is suggested that research continue to be conducted in order to find the most efficient method to share financial literacy training and materials to all offenders within the MCE workforce. The program should be continuously monitored for accessibility, functionality, and improvement.

4. The MCE Management Council recommends reviewing, updating, and expanding the C.A.R.E.S. curriculum in alignment with evidence based practices and expanding programming to additional facilities. MCE has expanded CARES classes to MCIH and MCIW.

Conclusion

The pandemic has honed the adaptability and offered insight into who MCE is as an organization. MCE will continue to function effectively in the future and will continue to operate under whatever challenges are presented. With the help of the Management Council, MCE will work diligently to reshape correctional industries in Maryland. Prioritizing reentry services for participants is of the utmost importance to meeting the mission in FY2023. MCE looks forward to continued efforts and thank everyone who has assisted in the past, present, and future.



**The MCE lives touched figure accounts for all participants who participated in programming throughout FY22*

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