



MANAGEMENT
— 2025 —
COUNCIL REPORT



Management Council Report

October 1, 2025

Wes Moore
Governor

Aruna Miller
Lt. Governor

Carolyn J. Scruggs
Secretary

Annie D. Harvey
Deputy Secretary of Operations

Phil Morgan
Commissioner of the Division of Corrections

Stephen Sanders
Chief Executive Officer

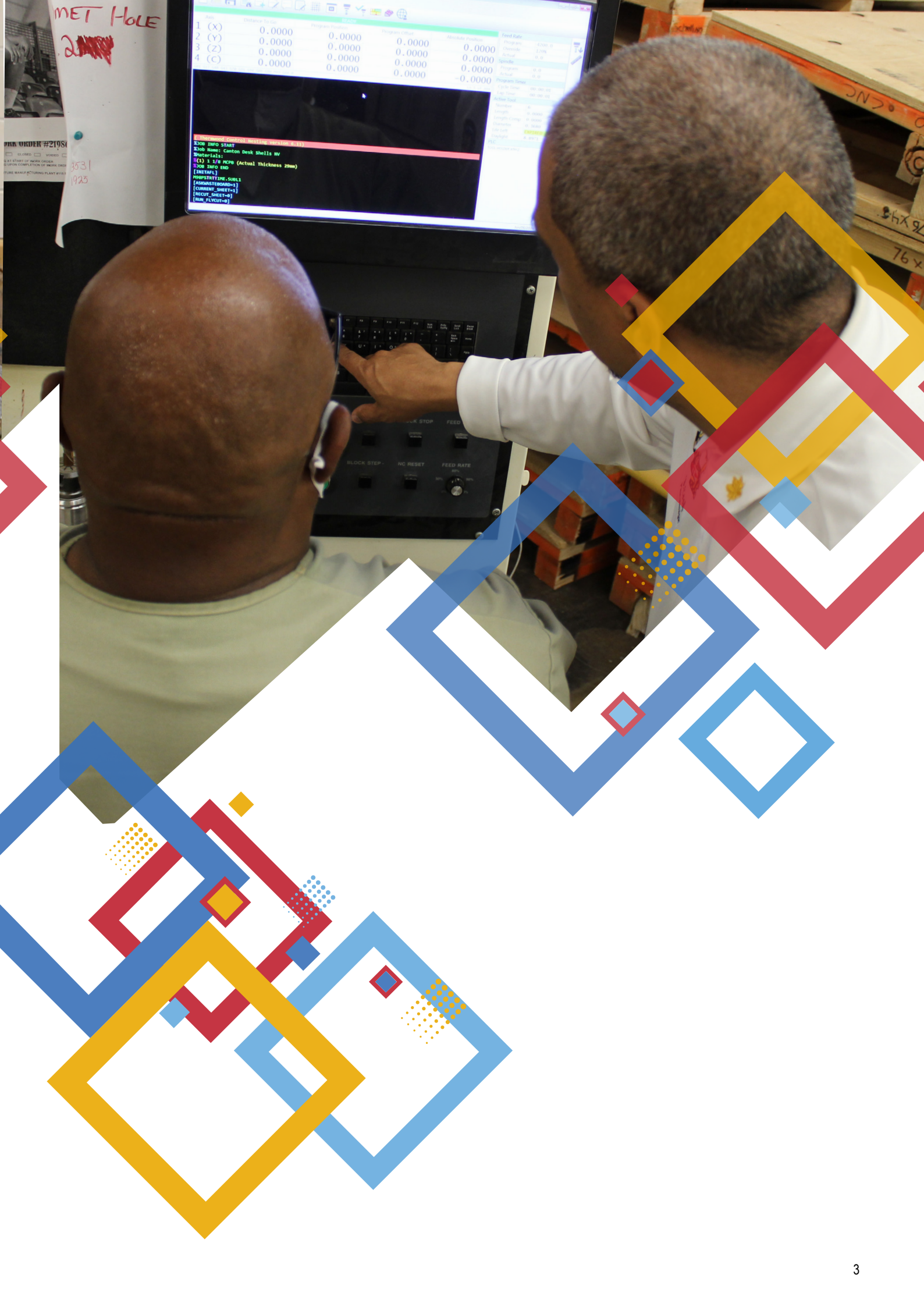
Tara Smith
MCE Management Council Executive Director



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:

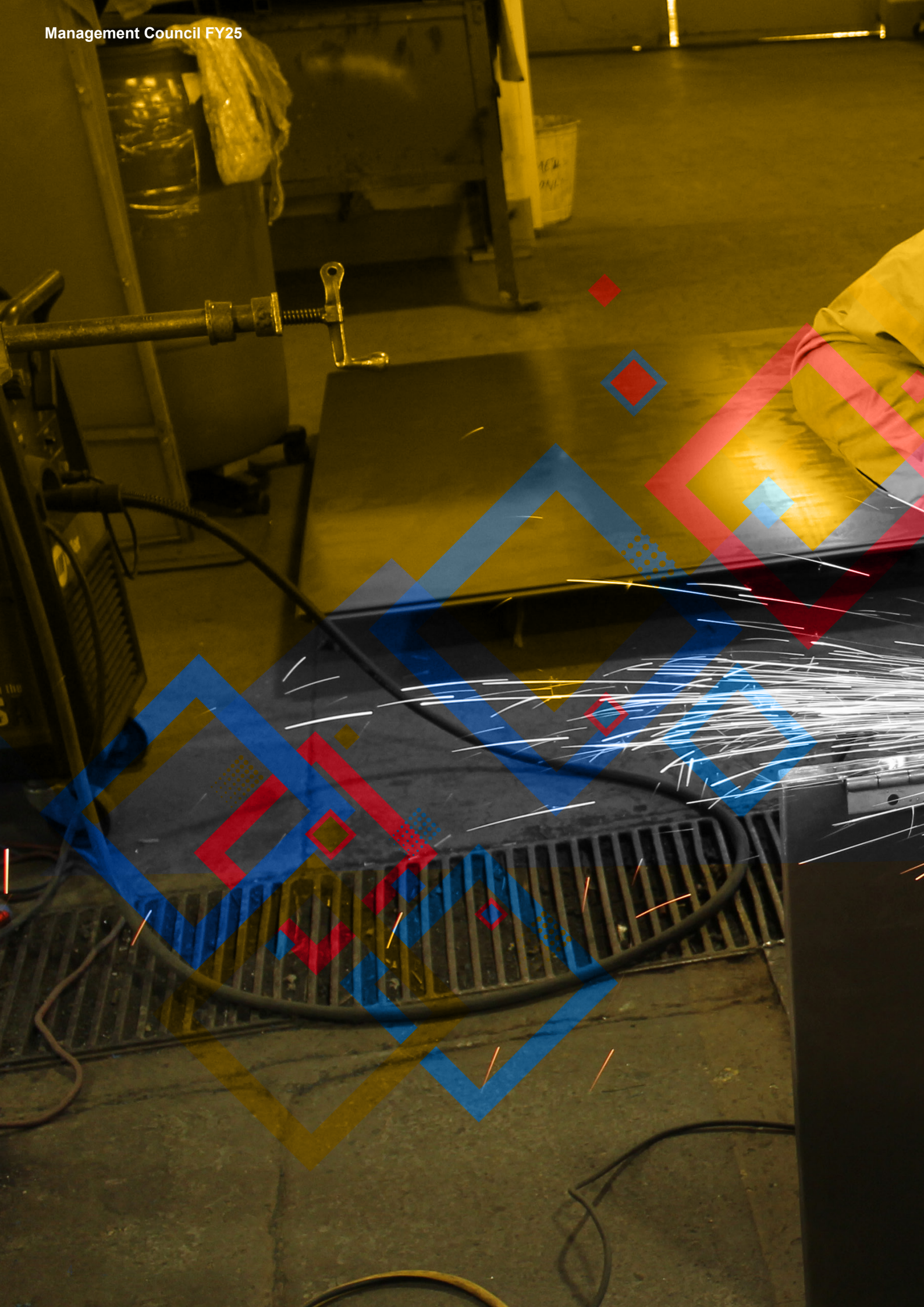
On or before October 1 of each year, the Management Council shall submit to the Governor and, subject to § 2-1246 of the State Government Article, to the General Assembly an annual report summarizing the Management Council’s activities and recommendations.



MET HOLE
2/1/23
3531
1923

Program No	Program Offset	Feed Rate
1 (X)	0.0000	0.0000
2 (Y)	0.0000	0.0000
3 (Z)	0.0000	0.0000
4 (C)	0.0000	0.0000


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G00 Z100 M03 S1000  
G01 Z50 F100  
G02 X100 Y100 R50  
G03 X100 Y100 R50  
G01 Z10  
G00 Z100 M02
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OVERVIEW

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

The following report provides an overview of the FY25 Management Council activities as well as recommendations for the upcoming fiscal year.

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 incarcerated individuals in a manner that benefits the State and the training of incarcerated individuals 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 incarcerated individuals 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 incarcerated individuals; and
- (ii) coordinating work programs with other rehabilitative programs;

(2) solicit and review information pertaining to concerns of participating incarcerated individuals; 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 incarcerated individuals and increase the ability of incarcerated individuals 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 FY25 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 the Division of Corrections 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, receive updates on continued reentry efforts, and are provided with Customer Council Meeting Minutes.



Management Council

Management Council Membership Roster:

Melvin Forbes, Chairman, Business Community Representative

Tara Smith, Executive Director

Emily Hollis, Maryland Comptroller Representative

Phil Morgan, Commissioner of the Division of Corrections

Delegate Mark Chang, Maryland House of Delegates

Senator Alonzo Washington, Senate of Maryland

Vacant, Department of Labor

Krishnanda Tallur, Department of Education

Bethany Young, Governor's Office of Crime Prevention and Policy

Brandi Cahn, Governor's Office of Crime Prevention and Policy

Judge Lisa Broten, Maryland Judiciary

Thomas Hickey, University System of Maryland

Thomas Myers, Organized Labor (Public Sector)

Vacant, Organized Labor (Private Sector)

Jack Weber, Business Community Representative

Janay Harris, Non-Profit Partner (Vehicles for Change)

Stephen Sanders, CEO, Maryland Correctional Enterprises

Special thanks to our former members in FY2025:

Bethany Young, Governor's Office of Crime Prevention and Policy



Council Meetings



Management Council Meeting Minutes

The MCE Management Council meets regularly to discuss MCE Operations. The full minutes from Fiscal Year 2025 can be found on the Maryland Correctional Enterprises website at mce.md.gov. A brief summary of each meeting has been provided below.

September 24, 2024: Virtual Meeting

MCE welcomes new member, Emily Hollis, Deputy Chief of Staff, representing the Comptroller's Office. SB194 State Procurement – Preferred Provider Requirements – Waiver was passed effective October 1, 2024. This bill authorizes the Pricing and Selection Committee for Preferred Providers to grant a waiver, under specified conditions, to a State or State-aided or controlled entity from the statutory requirement to purchase supplies or services first from Maryland Correctional Enterprises. It also requires that MCE report annually on the length of time between each order and deliver of supplies and services.

December 17, 2024: Virtual Meeting

All FY24 State Office Complex projects have been completed. The MCE Program Participant Rules and Regulations Handbooks has been completed and distributed to all MCE participants. American Correctional Association (ACA) Auditors completed their most recent audit of MCE the week of October 7, 2024. The audit went very well and expect to receive our reaccreditation at the next ACA Conference Meeting.

March 18, 2025: Virtual Meeting

MCE will be hosting a tour for the DPSCS Communications Team, touring our plants within MCIW and JCI. MCE's Chief Administrative Officer and MCE's Director of Marketing and Management Council Executive Director will represent MCE at the highly regarded national event, National Correctional Industries Association (NCIA) National Training Conference in St. Louis, MI, in April 2025. After years of dedicated service, MCE CARES Manager Janet Lane has retired. Her positive impact on Reentry Services will continue for many years to come. MCE CARES welcomes new MCE Reentry CARES Manager, Marsha Groover-Graham who has been with DPSCS for 14 years, 10 of which have been with MCE.

June 17, 2025: Virtual Meeting

MCE's program participant count is down due to a direct result of the reductions in the State budget to address the \$3.3-Billion-dollar deficit for the State of Maryland. MCE is a self-supporting State Agency who relies on the support of our small but dedicated customer base of State and local government, State Universities and Colleges and nonprofits. MCE will be taking steps to minimize the impact of the reductions by reducing both the civilian and incarcerated individual's workforce. We will do this through attrition. Additionally, we will combine business units where possible to minimize cost and maximize production capabilities.

Training Participation

SALES & TRAINING PARTICIPATION

AS OF JUNE 30, 2025

BUSINESS UNITS FY 2025	SALES UNAUDITED	TRAINING PARTICIPATION
Jessup Correctional Institution		
Wood – office, lounge and dormitory furniture, tables, library shelving	\$2,106,794.00	102
Tag – metal motor vehicle license tags and picnic furniture	\$6,889,032.00	65
Sew – incarcerated individual uniform items and DPSCS officer uniform items	\$2,697,172.00	91
Maryland Correctional Institution – Jessup		
Graphics I – complete line of forms, reports, custom printing, magazines and related special products, four color printing	\$938,926.00	76
Graphics II – envelopes, business cards, letterhead, etc.	\$2,306,911.00	37
Quick Copy Service ³ – digital b/w and color, high speed digital printing, binding, finishing, packaging, shipping, collating, stapling	\$162,613.00	28
Maryland Correctional Institution for Women		
Sew/Flag – shirts, gowns, bathrobes, flags, aprons, embroidery, sweatshirts	\$886,424.00	37
Mailing and Distribution – bulk mailing, distribution service, data entry	\$2,564,318.00	26
Design and Planning – office design using CADD (Computer-Aided Design/Drafting) system	\$5,654.00	12
Work Release Program - fiscal, design, customer service training	\$0.00	6
Maryland Correctional Institution – Hagerstown		
Metal ² – shelving, beds, tables, wastebaskets, chairs, benches, lockers, storage, Flexstation office furniture	\$3,504,025.00	48
Laundry – industrial cleaning of laundry for institutional and non-profit entities	\$299,240.00	14
Upholstery – task seating, side chairs, lounge furniture, multi-purpose seating	\$5,543,398.00	40
Meat – ground beef, chopped steaks, meat loaf, roasts, chops, ribs, hotdogs, lunch meats, sausage	\$9,394,392.00	53
Warehouse – back-haul operations and shipment of products produced in Hagerstown	\$196,682.00	29
Roxbury Correctional Institution		
Graphics – file folders, interoffice envelopes, report covers, vinyl binders, production of MVA vehicle registrations and special orders	\$3,368,211.00	76
Maryland Correctional Training Center		
Partition – work stations, office panels, sight screens, System XXI, PowerWorks	\$7,221,661.00	26
Brush, Carton, & Cleaning Products - utility brushes, corrugated cartons, furniture assembly, all purpose and germicidal cleaners	\$1,394,202.00	18
Western Correctional Institution		
Furniture – laminated component parts and various furniture items	\$1,923,252.00	38
Eastern Correctional Institution		
Furniture Restoration – refinishing/restoration of wood, metal, and upholstered furniture	\$647,152.00	33
Textiles – towels, washcloths, hats, uniform clothing/shirts, embroidery, sewn, and RF Seal mattresses	\$3,465,470.00	70
Laundry Operations – industrial cleaning of laundry for institutional and non-profit entities	\$161,425.00	7
Patuxent Institution		
Sign & Engraving– street signs, custom made signs to order, vehicle wraps, plaques, picture frames and laser engraving	\$396,419.00	30
Central Maryland Correctional Facility		
Laundry Operations ¹ – industrial cleaning of laundry for institutional and non-profit entities	\$566,407.00	98
Jessup Area		
Warehouse - back-haul operations and shipment of products produced at MCE shops and installations services	\$132,744.00	14
Total	\$56,772,524.00 (UNAUDITED)	1,074

¹ Includes JCI Laundry Collections

² Includes Prison Industry Enhancement Certification Program (PIECP) Participants

³ Includes Graphics Class



PARTICIPANT CONCERNS SURVEY

THE FY'25 MCE PARTICIPANT CONCERNS SURVEY FINDINGS

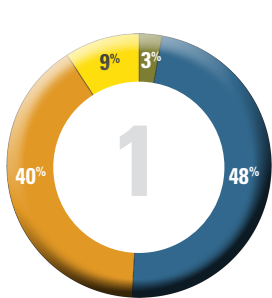
ABOUT US

The summary of the FY2025 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. Our participants were also given the opportunity to raise concerns not addressed in these areas of concern.

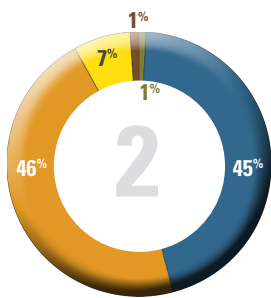
METHOD

This year's survey maintained the five statement, rating system where participants were asked to identify their opinion on each identified topic with the statements, Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree. For each question, a "Strongly Agree" selection indicated a favorable rating in the subject area while "Strongly Disagree" indicated an unfavorable rating. The ratings for each question are presented below.

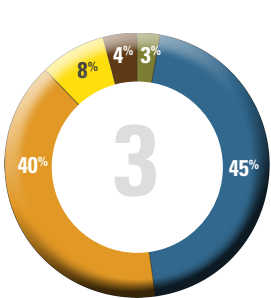
■ Strongly Agree
 ■ Agree
 ■ Neutral
 ■ Disagree
 ■ Strongly Disagree



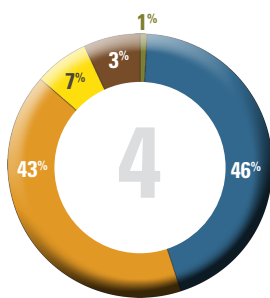
MCE prioritizes health and safety practices within my business unit.



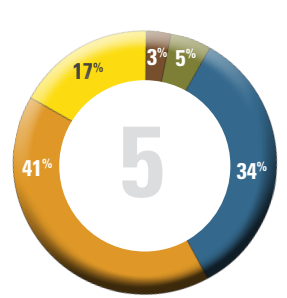
I have received adequate training on safety practices on applicable equipment and machinery.



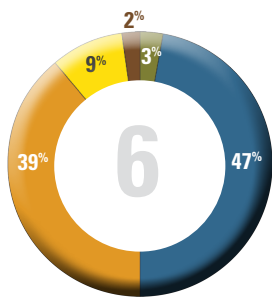
I do not feel there is a high risk of injury while participating in programming.



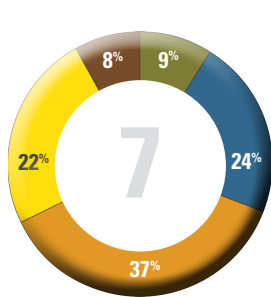
I am satisfied with the level of training I receive within my business unit.



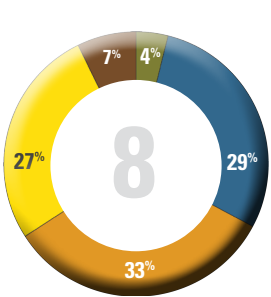
I feel the technical skills I am learning in MCE programming are in alignment with my professional goals.



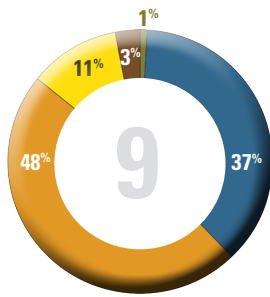
I feel the soft skills (communication, teambuilding, conflict resolution, etc.) I am learning in MCE programming are helping to prepare me for personal and professional success.



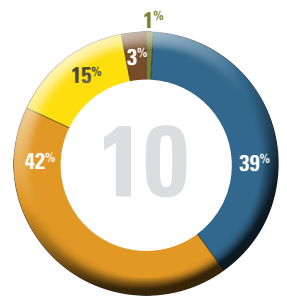
I am satisfied with the training stipend I receive for MCE programming.



I am satisfied with the promotional and growth opportunities available to me through MCE.



I am aware of reentry services and post-employment opportunities that may be available to me.



I am familiar with the MCE CARES curriculum and program.



www.mce.md.gov



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Fiscal Year 25 Management Council Recommendations



1. The MCE Management Council recommends exploring ways to enhance sales to remain self-supporting. MCE will explore different avenues in achieving this, including presenting to local governments and nonprofits as well as encouraging repeat business.



2. The MCE Management Council recommends investigating current and future Prison Industry Enhancement Certification Program (PIECP) opportunities. The expansion of PIECP offer unique opportunities that fulfill the core mission of MCE. There is also a restorative justice aspect that benefits Maryland further.



3. The MCE Management Council recommends the continued expansion of reentry efforts. MCE will explore grant opportunities that support reentry efforts in an effort to expand and continuously improve the reentry program.



FY25 | AT A GLANCE

The number of class participants from MCE's Continuing Allocation of Reentry Services (C.A.R.E.S.) program.

312



Number of certificates earned through the Department of Labor and MCE's Job Skills Training Partnership since FY24.

1,362



1000's

The number of quality products and services available for purchase.

1,074

The number of incarcerated individuals that participated in MCE's program with over 1.7 million work hours.



\$907K+

Revenue generated from sales on our e-commerce website.



56.7M

The unofficial unaudited amount of revenue achieved through the sale of quality products and services.



100%

MCE achieved American Correctional Association (ACA) Accreditation in 2009, 2012, 2015, 2018, 2022, and 2024.





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Designed & Printed by MCE

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