

# Management Council Meeting Minutes



**Management Council Meeting**  
**September 10, 2019**  
**Jessup, MD**

Attending: Nicole Coperland, Danielle Cox, Joseph Evans, Melvin Forbes, John Gontrum, Wayne Hill, David Jenkins, Ashley Lohr, Senator Peters, Mark Rowley, Stephen Sanders, Steve Shiloh, and Nikki Zaahir

Meeting called to order by David Jenkins at 9:15 AM

Nicole Copeland and Ashley Lohr conducted a tour of the new showroom and warehouse.

**David Jenkins – Welcome**

- Introduction of new members

**Steve Shiloh - CEO Update**

- Overall MCE had a good year. Sales were down 2.5 million; however, it was our 12<sup>th</sup> year earning revenues in excess of \$50 million.
- Unaudited financial statements show a profit of \$1.54 million or 2.93% - just shy of our 3% goal
- Our financial statements are due October 1<sup>st</sup>
- Inmate employment was also down to 1,516 at the end of June
- We are starting the year busy – many plants are working overtime; some 7 days a week
- FY YTD sales are around \$10 million - \$2 million up from this time last year
- Open orders are high at \$13.6 million
- August inmate employment was 1,504
- Our vacancy rate is still at 27.5%, but the new Secretary has put his focus on recruitment
- DLS Audit was completed in June; we may have two report items regarding inventory variance investigation and procurement
  - MCE is hoping to propose legislation concerning confusion with our procurement exemption. This has never been an issue in previous audits
  - Mr. Gontrum asked for the heightened variance amount that was not investigated; Mark Rowley advised between \$15 and \$20 thousand and noted the auditor recommended increasing the amount which we are required to investigate
- ERP – some progress; we interviewed potential project managers in July and August
- Steve announced that he will be retiring on December 1<sup>st</sup>, but will return in mid to late January to help recruit for his position. Mark and Stephen will be Acting CEOs during his absence. The Management Council will be tasked with approving the Secretary's appointment (most likely in late February or early March)
- Thank you to the Council for your support and hard work
- Mr. Forbes thanked Steve for his many contributions to correctional industries

### **David Jenkins – Financial Literacy Update**

- Project background and overview
- We have had some delays getting outside volunteers into the institution.
- MCIW has established a savings program with an outside bank
- Ms. Cox noted that employment readiness is part of the ERW curriculum. Erica Dubose is constantly updating that information.
- Melvin Forbes asked how we are training on new technology
  - Ms. Cox advised the Council that there is a growing tablet program in the institutions. The goal is to provide a tablet to each student by next year. Commissioner Hill added that they are also looking to expand the program to help build cognitive skills. Both noted that Secretary Green is very supportive of the program.
  - Mr. Sanders noted that the manufacturing world within the plants is very windows based, so the inmates receive exposure to the software in the business units.

### **David Jenkins – Inmate Concerns Survey**

- MCE is required by law to conduct an annual inmate survey
- A summary of statewide results is included; this is also distributed to all of the plants for the inmates to review
- Safety issues are addressed immediately
- Salary ratings did not improve despite last year's pay raise
- Mr. Forbes asked if there had been any comments on the new process; no additional feedback was provided

### **Ashley Lohr – Annual Report Review and Reentry Update**

- Annual Report notes were reviewed by the Council. Each recommendation for FY2020 was discussed.
- The Council unanimously voted to approve the recommendations.
- MCE CARES is still in progress, but we will be looking to hire a new Director of Reentry. MCE is working to establish a CARES program in Hagerstown.

### **Management Council Member Reports:**

- Commissioner Wayne Hill
  - Secretary Green comes from a strong correctional background – we are excited to have him leading the Department. He is very passionate about reentry and is working to put us ahead of the curve.
  - We are currently interviewing for a new Assistant Secretary who will oversee reentry services
  - Staffing is still an issue, but our numbers are improving; we just graduated three full correctional officer classes. Staff is retiring at the same pace we are hiring, especially in Western Maryland.
  - A new Org Chart will be distributed shortly

- We will miss Steve and all he has done for the state. It is evident we are one of the top industries. Thank you Steve for all you have done.
- The Department is bringing back substance abuse programming.
- DOC is in a good place; we are excited about the new direction
- Brock Bridge Correctional Facility will not close and will be repurposed into a coed reentry program
- Danielle Cox
  - We have many vacancies. We hope to see an improvement since the Praxis will no longer be required for our instructors
  - Enrollment is down due to the decreasing population
  - We are looking to double the required education days
  - Thank you to DPSCS with transfer assistance
  - Tablets will be an amazing venture
  - Barbering program and peer recovery has started at the women's facility
  - MCIW is also looking to start a hospitality program
  - We welcome additional reentry partnerships
  - We have new leadership and we are moving in a positive direction
- Melvin Forbes
  - There are concerns about equal institutional programming for women
- Nikki Zaahir
  - Referrals have been slow; we opened our program to the public
  - MD has strict laws for becoming a vehicle inspector; we are working to push two through certification
  - We are still looking to move into PG County. We have a grant that enables us to provide transportation to PG County residents to participate in the program.
- Joe Evans
  - No report
  - I have been assigned to a project team for the new financial system
  - No known complaints from USM
- John Gontrum
  - A new telecommunication system with tablet capability is being presented for approval to the BPW
  - Showroom and warehouse look great; we will spread the word that it is open
- Senator Peters
  - I've been in the legislature for 13 years and a member of the County Council prior to that
  - I serve on the Budget and Tax Committee and have met with Secretary Green
    - Staffing is still the biggest issue, but progress is being made
  - We should increase JRA involvement
  - Upcoming legislative issues
    - Sports betting
    - Marijuana legalization
    - Funding

**Council Recommendations, Comments, Concerns:**

- Mr. Forbes again thanked Steve for his leadership over the years
- Annual Business Luncheon is scheduled for 9/27/19
- Customer Council minutes from July are included in the folder
- Thanks to the Council for their continued support

Meeting Adjourned: 11:05 AM

**Management Council Meeting**  
**December 10, 2019**  
**Jessup, MD**

Attending: Judge Brown, Danielle Cox, Joe Evans, Commissioner Wayne Hill, David Jenkins, Ashley Lohr, Sarah Myers, Senator Peters, Mark Rowley, Stephen Sanders, Jack Weber, and DSO Zeigler

Meeting called to order by David Jenkins at 9:05 AM

**David Jenkins – Welcome and Introductions**

- We are still awaiting appointment of a Senator and member of the Comptroller to the Council.

**DSO Zeigler – DPSCS Update**

- We will be opening a full recruitment for the new CEO. Stephen Sanders will be in Acting Capacity until a new CEO is appointed.

**Stephen Sanders - CEO Update**

- Sales are up 20.16% over the same time last year
- Quick Ship Program has reached \$615,000
- Open Orders are at \$13.7 million (\$10 million is normal)
- Vacancy rate remains at 25.3% - some progress is being made
  - The DSO noted that hiring is a priority. DPSCS has implemented one day hiring events for COs and we anticipate an improvement in the vacancy rates.
- Inmate Employment – 1,504
- Upcoming Large Projects:
  - Shady Grove
  - DJS
  - DDS
  - House of Delegates
  - Morgan State
  - CCBC
  - Frostburg
- Legislative Audit – Only one finding regarding inventory variance; Recent news article exaggerated findings
- ERP – Project Manager selected; PM going through background
- Management Council will play a role in selecting the new CEO
- Thank you for your support

## **David Jenkins – Reentry Update**

- New Reentry Director is tentatively starting on January 15<sup>th</sup>
- Next CARES cohort will be at MCIH
  - Partnering with Goodwill to teach Employment Readiness
  - 10-15 people in the next class
  - We would like to vote on extending eligibility to 3-3 1/2 years so that inmates can receive CARES training prior to being sent to Work Release details
    - Unanimous Approval from Council
  - Commissioner Hill noted that there may be interest for programming at ECI as well as eventual involvement for Juvenile Offenders. He also mentioned that it may be time to look into re-implementing past Case Management programming.
  - Jack Weber noted that men need to be closer to release to have the benefit of working with community partners
  - Danielle Cox asked if ERW classes would negatively impact their programs, but the impact would be minimal. Dave also mentioned that current ERW classes conflict with other program offerings. Ms. Cox also mentioned that DLLR is working on developing student career learning plan.
  - DSO Zeigler noted that the Reentry Secretary was working on continuity of community programming
  - GED completion/ high school diploma is still a requirement to join the MCE workforce. DPSCS and MCE are supportive of education during incarceration
  - Stephen Sanders noted that some MCIJ workers are paid to receive graphics arts training prior to working in the business unit.
- CARES at MCIW will be investigated by the new director
- Names will be pulled from current inmate payroll for survey purposes

## **Management Council Member Reports, Concerns and Suggestions**

- Senator Peters
  - It would be helpful to have a list of reentry community partners
  - There are several grants available for reentry services
- Jack Weber
  - Some offenders are being released during winter without coats – can this issue be investigated? Commissioner Hill is looking into the issue
  - Thrilled with current DPSCS leadership; you can already see the positive impact
- Sarah Myers
  - New JRA Director – I would like to loop him into the work being done by MCE and DPSCS
- Judge Brown
  - Gearing up for the legislative session
  - There will be a new Judicial Management Council appointee for 2020
- Commissioner Hill
  - Inmate population remains around 19,000

- Working to fill vacancies; about half of candidates make it through the background process
- A new academy class was added in December to accommodate additional hires
- Deputy Commissioners and Assistant Commissioners will be appointed in the upcoming months
- The future of Brock Bridge Correctional Facility has not been determined yet
- CARES Graduation was very rewarding; guest speaker was very impactful – thanks for all you do
- Joe Evans
  - The Procurement Director would like to tour MCE
  - I am retiring in July
  - New Chancellor
- Danielle Cox
  - We have 11 permanent vacancies and several more contractual vacancies to fill
  - We are in the process of hiring a Grant Manager
  - DLLR will increase teacher wages in January and July
  - MCIH GED lab and school is currently shutdown for repairs
  - It is taking 5-6 months to fill positions
  - Many schools are shut down at least once per week
  - Our masonry teaching position has been converted from contractual to permanent
  - We are implementing a CDL program in Hagerstown; working with Marsha Briley
  - AA Community College is looking into entrepreneurship programs
  - Cemetery Restoration program beginning
  - MCIJ is starting a safe serve program
  - JCI is in need of special education services
  - Patuxent is in need of space to offer more training
  - We would like to investigate increasing school wages
  - We received a grant for tablets – looking forward to this program
  - MCCR Testing
  - Thank you to public safety for all you do
- Stephen Sanders
  - Inmate Luncheon coming up on December 18<sup>th</sup>
- Mark Rowley
  - We are working to eliminate audit issue regarding inventory variance.
  - Jack Weber noted that an ERP implementation would greatly assist
- Ashley Lohr
  - Noted that Customer Council Minutes were included in the folders
  - 4 new employees starting in January and 16 candidates currently in background
  - Tentative meeting dates will be distributed in the upcoming weeks

Meeting Adjourned: 10:50 AM



**Management Council Meeting**  
**March 10, 2020**  
**Jessup, MD**

Meeting called to order by David Jenkins at 9:03 AM

**David Jenkins – Welcome**

- Introduction of new members

**Stephen Sanders - CEO Update**

- MCE Sales are up over 14% and exceed \$37 million
- February sales were \$3.2 million vs. \$3.7 million this year
- Quick ship sales are \$946,000; our target is \$1.6 million
- Website sales are up .08% from this time last year
- Open Orders are strong at \$13.6 million
- Our vacancy rate is 23.6%; we are moving in the right direction
- Several large upcoming projects:
  - Morgan
  - Montgomery County College
  - Frostburg State
  - UMBC
  - CCBC
  - MSP
  - Towson University
- Several projects in the design phase:
  - Alleghany College
  - MSP
  - St. Mary's College
- House of Delegates production is complete; we are working on the delivery schedule
- We are working with DoIT to move the ERP project forward
  - Received a presentation from Global Shop Solutions – what we need is out there and could be operational within 9 months of purchase
- Interviews for CEO will be held soon; Management Council will approve the Secretary's appointment
- We are setting up telework capabilities in response to Coronavirus
  - Increasing tag supply and registration renewals
  - All meetings will be held via teleconference/ video conference
- Tom Hickey asked if business units were adjusting/ changing procedures
  - Stephen advised that we are working to maintain excess supply in the event of a disruption. We also have established sanitation teams to prevent potential contamination.

- Melvin Forbes asked about Global Shop Solutions; Stephen explained that they work with several other Correctional Industries; we would be able to automate everything that we do. Mr. Forbes expressed the extreme need for ERP implementation and suggested the Management Council assist in the acquisition of a system.
- Judge Brown introduced Judge Lisa Broten who will be taking over her role on the Council. MCE expressed their thanks to Judge Brown for her dedicated service to the Council and welcomed Judge Broten.

### **Commissioner Wayne Hill – Commissioner’s Report**

- Deputy Commissioner, Annie Harvey from North Carolina has been hired
- Two Assistant Commissioners, Phil Morgan and Frank Bishop have been appointed
- Interviews for CEO scheduled for 3/30/2020
- DOC has been proactive in Coronavirus prevention
  - Updating COOPs
  - Identifying facilities to use for alternate housing
  - 30-day supply of necessities
  - In constant contact with health and medical services
- We hope to repopulate BrockBridge Correctional facility by January 2021. Secretary Green will be repurposing as a coed reentry facility depending on some legislative decisions. This is very progressive and we are excited to be a part of it. The security level has not been determined yet, but it is assumed requirements will be similar to work release criteria. Community partners will be onsite.
  - Danielle Cox noted that participants will be required to have GED or high school diploma
  - Stephen noted that MCE will be providing dorm-like furniture for the facility for nine housing units. We will start production as soon as we have approval; we estimate it will take nine months to produce
- Danielle Cox asked if the Commissioner would stay in touch regarding non-essential reporting to the institutions.
  - The Commissioner advised that this will occur at Level 3
- Melvin Forbes asked for the Department’s response on HB1524; DPSCS is opposing

### **David Jenkins – Inmate Concerns Survey**

- MCE is required by law to conduct an annual inmate survey to include:
  - Plant Safety
  - Promotional Opportunities
  - Wages
  - Training
- A summary of statewide results is collected from a 10% sample of inmates; this is also distributed to all of the plants for the inmates to review
- Safety issues are addressed immediately
- Plan to deliver approximately 180 surveys next month and complete by May

- Inmate wages receive the lowest ratings; MCE pays the highest salary in the institutions
  - Tom Hickey asked for a clarification on the wage range as students often express concern. USM acknowledged that they understand the value of the program. Dave Jenkins extended an invitation for a tour of business units.
  - Tom also noted that an article had been published; we will distribute to council members
  - Stephen noted that our primary objective is rehabilitation; workers receive promotional opportunities and title changes similar to what is seen in the private sector. During overtime, some workers were making over \$600 per month. MCE is a voluntary program.
  - Melvin Forbes asked if ratings improved after 5% pay raise; perhaps we can look into annual bonuses based on production; Dave mentioned that it depended on how the respondent was rating pay. Those who compare us to other institutional pay rated MCE higher than those comparing to the private sector.
- Stephen and Dave noted that PIE expansions is a beneficial and innovative way to increase wages. Ashley Lohr noted that we are looking to expand the program by increasing advertising and outreach. We held a phone call last week with a potential partner. The conversation seemed promising.

#### **Janet Lane –Reentry Update**

- New Reentry Director, Janet Lane
- Proud to work for MCE; I have an extensive history with Corrections and Reentry
- Expansion into Hagerstown is our first goal; expressed by Hagerstown operations and supportive of the PIE program.
  - 18 participants in next CARES class; Bill Gaertner from Gatekeepers has assembled a team of volunteers to teach our program.
  - Case Manager, Tom Sheasley will teach Thinking for a Change
  - Next steps will be exploring the option for MCIW
- Dave noted we were excited to have Janet on board and thanked Ron Brown and Plant Managers have been essential in recruiting

#### **Management Council Member Reports:**

- Nikki Zaahir: Working on expanding – opening in PG County and Salisbury this year
- Melvin Forbes: Thanks to all for the great work you do. Can we have an org chart and contact sheet for the Council – Ashley will handle
- Sarah Myers: Our agency name has changed to the Governor’s Office of Crime Prevention, Youth and Victim Services
- Tom Hickey: No Report
- Danielle Cox: Some schools closed due to staff shortages; occupational testing also down. If schools are shut down, teleworking will be difficult for staff – Commissioner will investigate
  - We are working with DPSCS on purchasing tablets
  - SB70 has passed committee

- Fred Mason: School superintendent is retiring; search for replacement is ongoing
  - Thanks to MCE for recent order – we are a happy customer
- Anne Clase: Reminder – it is tax filing season. I look forward to meeting everyone
- Dave Jenkins: Reminder of upcoming meeting dates; invitation of tour for members
- Ashley Lohr: MCE working with DGS on HB649 which would alter catalog review process

Meeting Adjourned: 10:25 AM