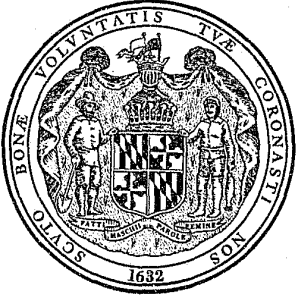


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REPORT OF  
MARYLAND PAROLE  
COMMISSION

110309

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JULY 1, 1985  
to  
JUNE 30, 1986

Department of  
Public Safety and  
Correctional Services

"[T]he practice of releasing prisoners on parole before the end of their sentences has become an integral part of the penological system....Rather than being an ad hoc exercise of clemency, parole is an established variation on imprisonment of convicted criminals. Its purpose is to help individuals reintegrate into society as constructive individuals as soon as they are able, without being confined for the full term of the sentence imposed." So stated the United States Supreme Court in Morrissey v. Brewer, 408 U.S. 471, 477 (1972).

**MARYLAND PAROLE COMMISSION**

6776 Reisterstown Road, Suite 307  
Baltimore, Maryland 21215  
(301) 764-4231

Harry Hughes, Governor\*

Frank A. Hall, Secretary, Department of Public Safety and Correctional Services\*

Phillip G. Dantes, Chairperson

Janet Q. Bacon, Administrator

**Maryland Parole Commission Members**

Phillip G. Dantes, Chairperson

Michael A. Bryant

Marjorie A. Jennings

Leronia A. Josey

Harry J. Traurig

Maceo M. Williams

John W. Wolfgang

\* On January 21, 1987 William Donald Schaefer was sworn in as Governor. He appointed Bishop L. Robinson as Secretary, Department of Public Safety and Correctional Services in March 1987.

FY 1986 ANNUAL REPORT  
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## INTRODUCTION

The Maryland Parole Commission was created by Chapter 540, Acts of 1976, to replace the Board of Parole. The previous Board had been established by Chapter 457, Acts of 1968, to replace the Board of Parole and Probation. The latter Board functioned primarily on a part-time basis, whereas the current Commission is composed of seven members serving full-time. The Commission is incorporated under the administrative umbrella of the Department of Public Safety and Correctional Services. However, the Commission engages in a decision-making process independent of direction from or intervention by the Department.

Statutory provisions governing the Commission are found in Article 41, Sec. 4-501 et seq. (formerly Sec. 107 et seq.) of the Annotated Code of Maryland. The administrative rules and procedures detailing the statutory laws are set forth in COMAR, Title 12, Subtitle 08. In addition, the Commission has promulgated a number of internal policies to ensure uniformity and fairness in its operations.

The Maryland Parole Commission has a unique role in the criminal justice and public safety communities. The Commission is charged with determining, on a case-by-case basis, when—if at all—inmates serving sentences of 6 months or more in a state prison or local jail are suitable candidates to serve the remainder of their sentences in the community under supervision and subject to specific rules and conditions. Community supervision is provided by the Division of Parole and Probation, a separate agency within the Department of Public Safety and Correctional Services. A parolee can be reincarcerated for non-compliance with any of the conditions of parole.

**Parole is a matter of grace—it is not a right.** Not every inmate is paroled. In fact, during FY 1986, release via parole accounted for only 31% of all formal inmate releases from state penal institutions. Most inmates are eventually released into the community, whether by parole, mandatory release (release prior to expiration of incarcerative sentence due to good conduct credits), court release (e.g., conviction overturned on appeal), or expiration of sentence. Of these methods of release, only the parole process balances an inmate's reintegration into society with the dictates of public safety.

## PAROLE COMMISSION MEMBERS

The Parole Commission is composed of seven members appointed by the Secretary of Public Safety and Correctional Services, with the approval of the Governor and advice and consent of the Senate. Each member must be a resident of the State and have training and experience in law, sociology, psychology, psychiatry, education, social work, or criminology. Members serve staggered six year terms and may be reappointed upon expiration of the term. All members devote full time to the duties of the Commission.

Commissioners have the exclusive power to authorize parole of individuals sentenced as adults under the laws of Maryland to any penal or correctional institution, jail, or other place of confinement or detention in the State and to revoke such parole. They make recommendations to the Governor for the granting of pardons, commutations of sentences, and parole of persons sentenced to life imprisonment. In addition, Commissioners are authorized to negotiate and execute tri-party contracts for the release on parole of an inmate at a predetermined future date, conditioned upon fulfillment of the conditions specified in the agreement (commonly known as Mutual Agreement Programming [MAP]), and to hear cases for parole release, in absentia, for any individual who is confined in a foreign jurisdiction (i.e., other states and the federal government) and who was sentenced in Maryland to serve a term.

Following is a biographical sketch of Commission members:

**Phillip G. Dantes, Chairperson** - Mr. Dantes was appointed to the Commission by Governor Harry Hughes in December 1985. He previously served as Principal Counsel, Correctional Litigation, in the Office of the Attorney General and, from January 1983 to April 1985, was Director of Training and Litigation for the Baltimore City State's Attorney's Office. From July 1977 to January 1983, he was an Assistant Professor of Law at the University of Maryland School of Law, where he served as Deputy Director of the Maryland Juvenile Law Clinic for two years prior to his faculty appointment. Previously, he was a trial attorney with the Federal Trade Commission's Bureau of Competition. He continues to be active in numerous professional and civic organizations. Mr. Dantes received his Bachelor of Arts Degree from the University of Iowa in 1970 and his Juris Doctor Degree from the University of Oklahoma in 1973. His term expires on January 1, 1991.

**Michael A. Bryant** - Mr. Bryant was appointed to the Commission in December 1985 by Governor Harry Hughes. Prior to his appointment, he served as Director of Project Upward Bound at Morgan State University for over 12 years. From 1971 to 1973, he was a congressional intern for the U.S. House of Representatives and was later a Correctional Treatment Specialist with the District of Columbia Department of Corrections. He is a member of numerous professional organizations and currently serves on the Governor's Task Force on Teenage Pregnancy. Mr. Bryant earned his Bachelor of Arts Degree in Sociology from Morgan State University in 1970 and his Masters Degree in Social Work from Howard University in 1973 and is a licensed certified social worker. His term expires on January 1, 1988.

**Marjorie A. Jennings** - Ms. Jennings was appointed to the Commission by Governor Harry Hughes in July 1979 to fill an unexpired term and was reappointed in 1983. She has an extensive background in the corrections field, having served as the Administrator of the Parole Commission from 1970 to 1979 and as a parole and probation agent with the Division of Parole and Probation for almost four years before that. From August 1985 to December 1985, she served as the Acting Chairperson of the Parole Commission. Ms. Jennings received her Bachelor of Arts Degree in 1962 and her Master of Science Degree in 1974 from Morgan State University. Her term expires January 1, 1989.

**Leronia A. Josey** - Ms. Josey was appointed to the Commission in January 1981 by Governor Harry Hughes. Prior to her appointment, she served as an attorney-advisor with the United States Department of Housing and Urban Development from October 1977 to January 1981. In addition to several consulting positions in community planning and education, she was Director of the Neighborhood Community Center in Baltimore from 1969 to 1972. Ms. Josey is active in a number of community organizations and professional associations. She received her Bachelor of Arts Degree from Spelman College in 1965, her Masters Degree in Social Work from the University of Maryland in 1973, and both her Masters Degree in Public Administration and Juris Doctor Degree in 1977 from Syracuse University, where she graduated with honors. Ms. Josey's term expires January 1, 1987.

**Harry J. Traurig** - Mr. Traurig was first appointed to the Commission by Governor Harry Hughes in 1980 and has been reappointed for a second term. He has extensive experience in the criminal justice field, having started his career as a classification counselor at the Maryland Penitentiary and later becoming a classification supervisor at two state prisons. From 1969 to 1970, he served as Assistant Warden at the Maryland House of Correction and was the Superintendent of the Maryland Correctional Institution for Women from 1970 to 1980. In the past he has been an instructor in the criminal justice program at both University of Maryland and Catonsville Community College and he is currently a lecturer with the University of Baltimore's criminal justice department. Mr. Traurig earned his Bachelor of Arts Degree from Washington College in 1965 and a Juris Doctor Degree from University of Baltimore in 1968. His current term expires January 1, 1992.

**Maceo M. Williams** - Reverend Williams was appointed to the Commission in 1983 by Governor Harry Hughes. Prior to his appointment, he served as Statewide Coordinator of Special Programs for the Maryland Division of Parole and Probation. He was Dean of Student Life and formerly Director of Student Life at Bay College of Maryland from 1974 to 1979 and served as a supervisor with the Concentrated Employment Program from 1971 to 1974. During the period 1971 to 1979, he was a member of the Inmate Grievance Commission. In addition, he has been a correctional officer at Patuxent Institution, a probation officer with the former Supreme Bench of Baltimore City, and a relocation specialist with the Department of Housing and Community Development. Reverend Williams has also served for a number of years as a consultant to the Board of Missions of the United Methodist Church. He received his Bachelor of Arts Degree in Social Science from Morgan State University in 1965 and his Master of Divinity Degree in 1986 from Howard University. His term expires January 1, 1988.

**John W. Wolfgang** - Mr. Wolfgang was appointed by Governor Harry Hughes in 1983 to the Commission. He was appointed by former Governor Marvin Mandel to the Maryland House of Delegates in February 1971, was reelected in 1974, 1978, and 1982, and served as Chairman of the House Committee on Economic Matters from 1974 to 1978 and Vice Chairman of the House Judiciary Committee from 1979 to 1982. He was engaged in the general practice of law in the District of Columbia and in Maryland from 1955 until his resignation from the House of Delegates to accept the appointment to the Commission. Mr. Wolfgang earned his Bachelor of Arts Degree in 1951 from the University of Maryland and his Juris Doctor Degree from American University in 1955. His term expires January 1, 1989.

**Janet Q. Bacon**, Administrator - Ms. Bacon became the Administrator of the Maryland Parole Commission in July 1979. In this capacity, she oversees the daily operation of the agency. Prior to her appointment, Ms. Bacon served as an administrative specialist and later an operations specialist with the Commission. From 1973 to 1977, she was a correctional classification counselor with the Maryland Division of Correction. Prior to that, she served as a social work assistant with the Maryland Department of Human Resources. Ms. Bacon received her Bachelor of Arts Degree from Morgan State University in 1972 and her Masters Degree in Criminal Justice from the University of Baltimore in 1978.

## PAROLE ELIGIBILITY

Not every inmate is eligible for a parole hearing and eligibility does not automatically mean release. Inmates (except those confined at Patuxent Institution) sentenced as adults to a term of 6 months or more, excluding a life or non-parolable term, are eligible for parole consideration at any time but must be considered upon serving in confinement one-fourth of the term or consecutive terms imposed. A person sentenced to life imprisonment is not eligible for parole consideration until service of 15 years or the equal of 15 years when considering the statutory allowances for diminution of period of confinement (commonly called "good time"). A person who receives a life sentence as the result of a death penalty proceeding for an offense occurring after July 1, 1983 is not eligible until the person has served 25 years or its equivalent upon application of good time credit.

One's parole hearing date is determined by the sentence or combination of sentences given by the court and pursuant to Parole Commission policy. Inmates whose crimes were committed after January 1, 1985 are heard upon service of one-fourth of their term or consecutive terms (Commission Policy 2-1). The substantial majority of inmates currently entering penal institutions fall into this category. If an inmate's sentence is changed by the court prior to reaching parole eligibility, the Commission receives a Sentence Status Change report and the inmate's parole hearing date is recalculated. Inmates whose crimes were committed on or before January 1, 1985 are covered by previously applicable Commission policy.

Inmates sentenced to life or to a term of more than twenty-five years have their files administratively reviewed every five years by the Commission to ensure that all necessary information is contained in the file and is current and to gauge the inmate's progress during confinement.

By law, the Commission must hear cases for parole release at least once each month at penal institutions under the Division of Correction and as often as necessary at other places of penal confinement in the State at which inmates eligible for parole consideration are confined.



## HEARINGS

### Parole Hearings

The majority of hearings conducted by the agency are parole hearings. All eligible inmates are scheduled automatically for a parole hearing, although they may elect to waive parole consideration at any time. Basically, a parole hearing is an interview of an inmate by a Hearing Officer or two Commissioners to determine the inmate's suitability for release on parole. Parole hearings are conducted informally and in private at the institution, with attendance restricted to the inmate, Commission personnel, and a representative of the institution. Attorneys, relatives, and others who are interested in the inmate may submit written materials or may request an appointment to discuss the merits of the case with a Commissioner at the Commission offices at any time before or after the parole hearing.

By law, inmates are entitled to adequate and timely written notice of the date, time, and place of the parole hearing and of the factors that the Commission or Hearing Officer will consider in the determination. Therefore, the inmate is notified not less than 15 days before the parole hearing. If an inmate so chooses, he may inspect the contents of his file, excluding privileged information, prior to the hearing and may request that errors, omissions, or disputed facts be corrected.

Before each parole hearing, the Commission also reviews a variety of appropriate information. This includes the Division of Correction Admission Summary, containing a report of the nature of the offense, a complete social and criminal history, employment record, and other relevant information; a pre-parole summary, containing a report of the inmate's institutional adjustment and progress during incarceration or since the inmate's last appearance before the Commission and a recommendation regarding parole; the State's version of the offense; the FBI criminal history report; and the actual court commitment itself.

Hearings are conducted by a Hearing Officer, a Commissioner acting as a Hearing Officer, or by two Commissioners, as is required by law in the case of an inmate who is serving a life sentence or has been convicted of a homicide. Hearing officers make recommendations to the Commission, which makes a final decision.

Maryland statutory provisions and Commission policy govern the parole decision-making process. The statute requires the Commission to consider:

1. the circumstances surrounding the crime;
2. the physical, mental, and moral qualifications of the inmate;
3. the inmate's progress during confinement;
4. whether there is a reasonable probability that the inmate will remain at liberty without violating the laws, if paroled; and
5. whether release on parole is compatible with society's welfare.

In recognition of the Judicial Sentencing Guidelines, Commission policy provides for an initial hearing at the one-quarter point of the sentence actually imposed. In an effort to apply these criteria in a uniform and consistent manner, Policy 2-1 provides a method for rating the prior criminal history of an inmate, thereby determining that inmate to be a Category I (minor), Category II (moderate), or Category III (major) offender. This assessment method establishes standard time frames to create a base period of confinement within each offender category. The

inmate's institutional adjustment and participation in institutional programs are also of major significance to the Commission in determining the appropriateness of parole.

At the end of the parole interview, the inmate is orally informed of the Hearing Officer's recommendation or the Commissioners' decision. The recommendation or decision may be to approve parole, refuse parole, set a rehearing date, or hold the case for further information or review. The latter is an interim stage which is followed by a new decision to approve, refuse, or rehear. A written copy of the recommendation and the action of the Commission on it is then delivered personally to the inmate by one of the Commission's Casework Associates or, if the inmate is confined in a local jail, by a Parole and Probation agent.

An inmate who is approved for parole release is rarely released the same day the decision is rendered. Prior to release, an inmate must submit a home and employment plan which must be investigated by a Division of Parole and Probation agent, who must verify and approve the plan. This process normally takes approximately fifteen working days, and longer in cases where inmates are approved to an out-of-state parole plan. In addition, the Commission may rescind its approval for parole release at any time before the inmate is actually released if the inmate, subsequent to approval, incurs an institutional infraction or previously unknown information is brought to the Commission's attention. In these cases, the inmate is immediately scheduled for a new parole hearing, at which time the circumstances surrounding the rescission are fully discussed.

In FY 1986, the Parole Commission conducted 5,761 parole hearings. Of this number, 1,638 inmates were approved for release on parole, 1,729 were refused, rehearing dates were set for 1,657 inmates, and 737 cases were held for additional information. In addition, 86 administrative reviews were conducted.

#### Parole In Absentia

Parole in absentia is the statutory authority to parole an inmate who is serving a Maryland sentence in an out-of-state institution. The inmate is heard "in his absence" by a panel of two Commissioners. Parole consideration is based on the same factors and the inmate is afforded the same rights as in a regular parole hearing, except the hearing is not face-to-face and the resulting decision is not subject to appeal. In FY 1986, 24 in absentia hearings were conducted by the Commission.

#### Inmates Serving Life Sentences

An inmate serving a term of life imprisonment can only be paroled with the approval of the Governor, who receives recommendations from the Parole Commission. Upon reaching eligibility, all inmates serving a life sentence receive a face-to-face interview before two Commissioners. The Commissioners take into account statutory criteria, Commission policy, and information contained in earlier administrative review reports in determining the appropriateness of parole. If both Commissioners agree that the inmate is a potential candidate for parole, they request a community investigation, which is conducted by the Division of Parole and Probation, and a psychological and/or psychiatric evaluation. Upon reviewing this additional information, if both Commissioners concur, the case is then presented to the Commission en banc for their consideration. Subject to the Commission's favorable review, the recommendation for parole is forwarded to the Governor.

In FY 1986, the Governor, upon recommendation of the Commission, paroled 7 inmates from a life sentence. These inmates had served an average of 19 years at the time of their releases.

### Appeals

Inmates may submit appeals of any parole hearing decision resulting from a hearing before a Hearing Officer. (Decisions rendered at parole hearings before a panel of two Commissioners may not be appealed.) In addition to inmate appeals, cases in which the reviewing Commissioner disapproves a Hearing Officer's recommendation are subject to an in-house appeal process.

Both types of appeals are heard administratively at Commission headquarters by a panel of two Commissioners. Commissioners who have reviewed the recommendation of the Hearing Officer are precluded from hearing the appeal of such cases. The Appellate Panel may affirm the Hearing Officer's recommendation, reverse the recommendation and render a different decision, or may remand the case to the Hearing Officer for further consideration. Appellate decisions are not subject to further consideration absent new and compelling information.

In FY 1986, the Commission processed 720 inmate appeals and 174 in-house appeals, for a total of 894 appeals.

### Revocation Hearings

Revocation is the process whereby an individual's parole is terminated and he or she is sent back to prison for failing to abide by the terms and conditions of parole release. Upon receiving satisfactory information that a parolee has violated any of the conditions under which he or she was released, the Commission may hold a reprimand hearing or may issue a warrant for that person's apprehension. A preliminary hearing is held to determine if there is probable cause to believe that a technical violation of parole has occurred. A new conviction is a de facto violation, not requiring a preliminary hearing prior to the revocation hearing. When probable cause is found, a hearing before a Commissioner is held to weigh the evidence in support of the violation, to give the parolee an opportunity to be heard, and to determine (if a violation is found to exist) whether revocation is warranted. Unlike a parole hearing, the revocation hearing is an adversarial proceeding at which the parolee is entitled to be represented by counsel and, with the permission of the presiding Commissioner, may offer testimony by witnesses.

Upon completion of the hearing, the Commissioner may either continue the individual on parole, under the original release conditions or with adjusted conditions of parole, or revoke parole and return the violator to prison. The Commissioner has absolute discretion to grant a time allowance against the balance of the sentence to be served for all or some of the time spent under parole supervision. Unallowed time spent under parole supervision is added to the legal expiration date of the original sentence. The revocation may be appealed to the state circuit court within 30 days after receiving the written decision of the Commission.

Inmates sentenced after July 1, 1970 who are mandatorily released (released prior to the expiration of their sentences due to accumulation of good time and other credits) are treated as if they were paroled and are subject to revocation proceedings until the expiration of the maximum term or terms for which they were sentenced.

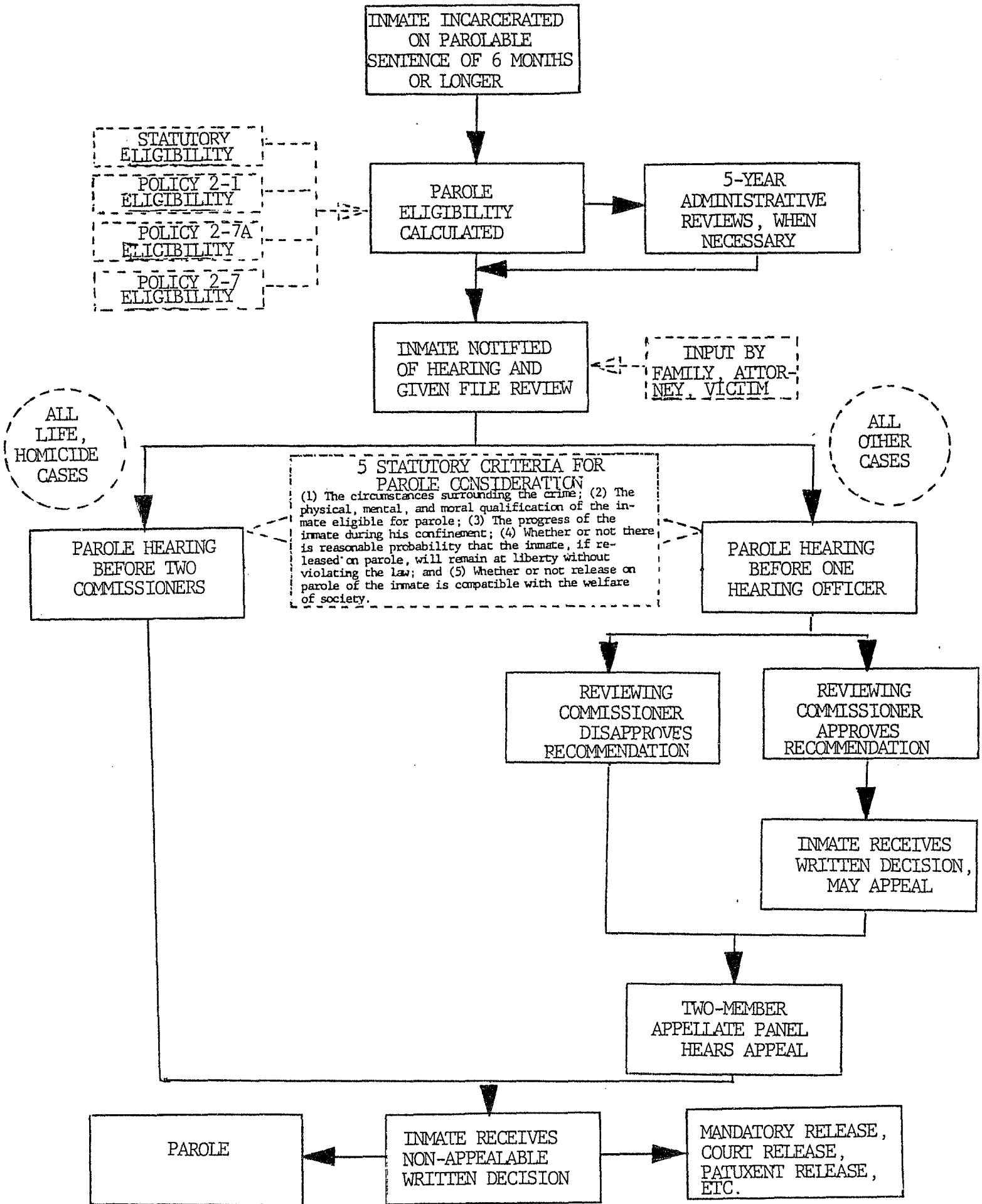
There were 779 revocation hearings held in FY 1986. As a result, 509 inmates were reincarcerated and 181 were continued on parole. The remaining 89 cases were either closed administratively or held for further evaluation.

### MAP Negotiations

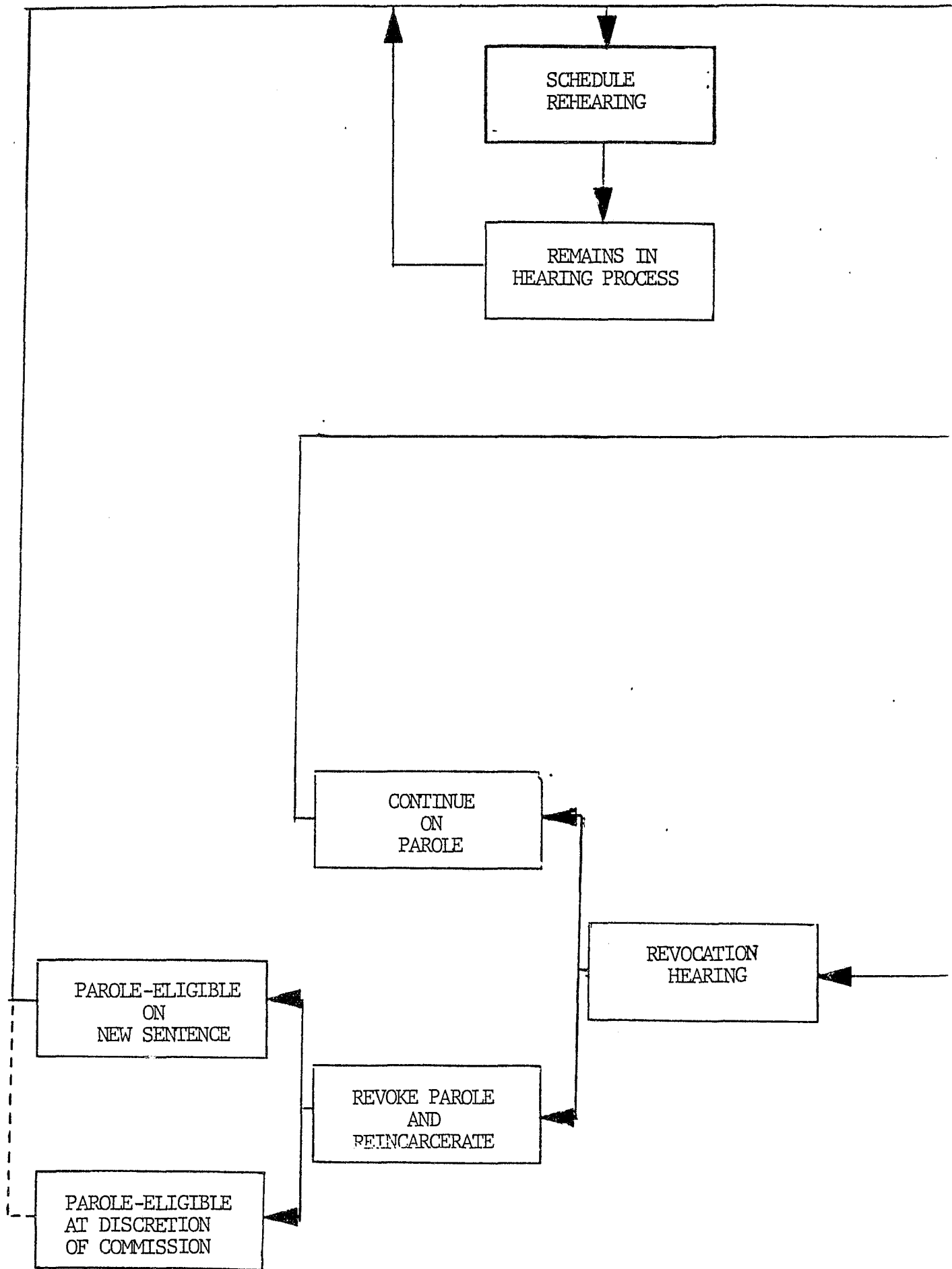
Since September 1974, the Commission has participated in a program called Mutual Agreement Programming (MAP). The MAP process involves an assessment by the Division of Correction of an inmate's needs, strengths, and weaknesses followed by the development of an individualized program utilizing available institutional resources. The inmate and the MAP office prepare an individual plan and negotiations involving the inmate, Division of Correction staff, and two Parole Commissioners take place. If the three parties reach agreement, a written contract is prepared which specifies parole release at a certain time in the future, contingent upon the inmate's good adjustment and satisfactory performance of the obligations undertaken (e.g., completion of GED, completion of alcohol therapy, etc.). A MAP agreement may be cancelled or renegotiated at any time by any one of the signatory parties.

During FY 1986, the Commission participated in 580 MAP negotiations and 140 renegotiations. In addition, the Commission reviewed 470 amendments to MAP plans, of which 376 were approved and 94 were denied.

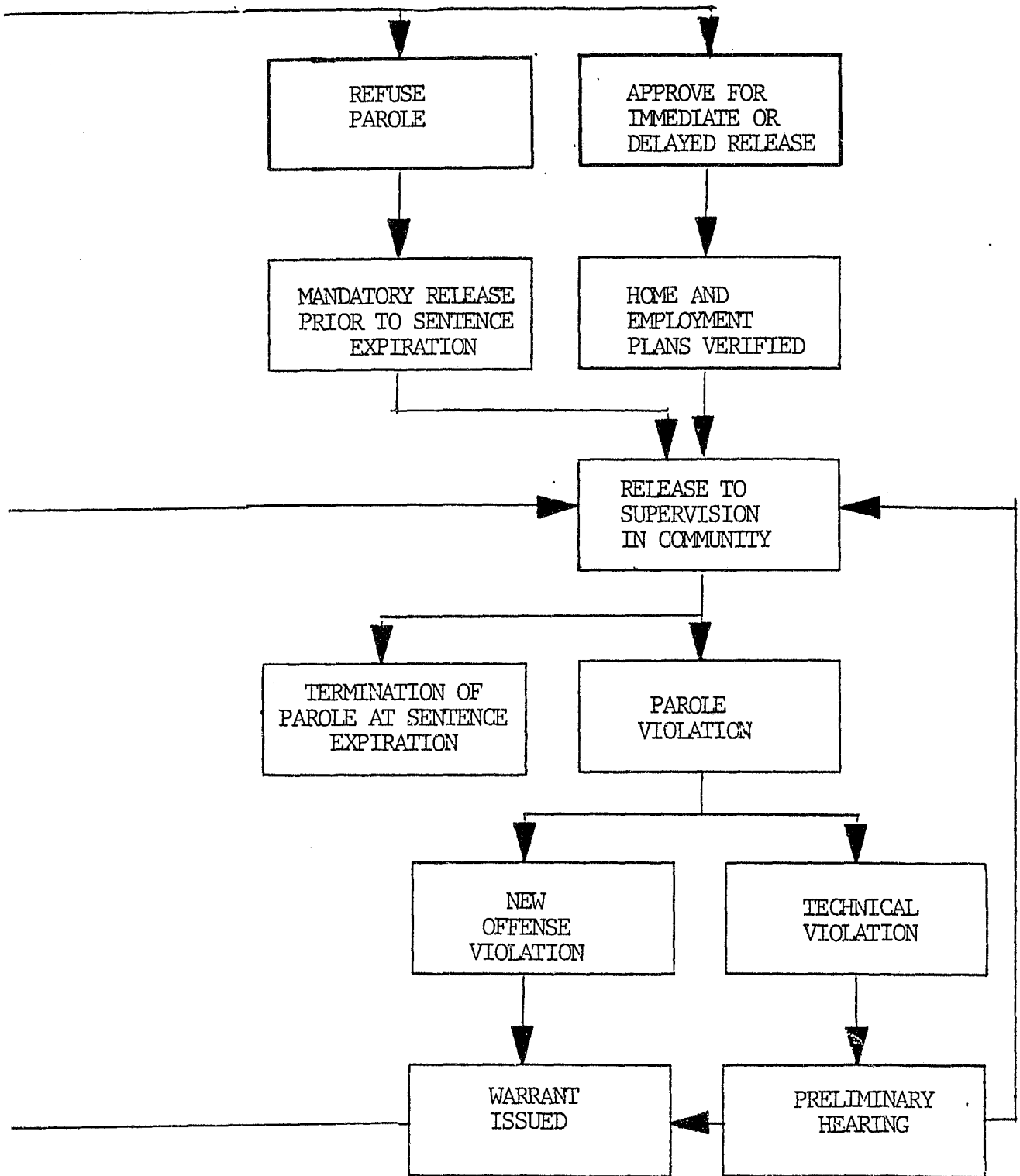
PAROLE HEARING PROCESS



PAROLE HEAR -



ING DECISIONS



## **EXECUTIVE CLEMENCY**

The Parole Commission is charged by statute with the responsibility of making recommendations to the Governor concerning applications for pardon or commutation of sentence. Both are extraordinary remedies reserved for special circumstances.

### **Commutations**

A commutation is the reduction of an inmate's sentence by the Governor, upon the recommendation of the Commission and after application by the inmate. Any inmate may request of the Commission a recommendation to the Governor that a sentence be commuted when all legal remedies are exhausted and the circumstances of the case are unusual. A sentence can be commuted to time served and the inmate released, or to a number of years.

In addition, the Governor traditionally awards commutations during the Christmas season. The Governor's Office establishes criteria and potential candidates are then identified by Division of Correction personnel and local correctional authorities. The list of candidates is reviewed by the Commission, which selects appropriate inmates for recommendation to the Governor. Each inmate so released from confinement in FY 1986 had a mandatory release date between December 24, 1985 and May 31, 1986. A total of 59 jail inmates and 125 Division of Correction inmates had their sentences commuted during the 1985 Christmas season.

### **Pardons**

A pardon is basically an act of forgiveness, absolving an individual from the guilt of a criminal act and exempting the person from any civil penalties imposed as a result of the criminal act. A pardon does not, however, expunge the criminal record, although a pardon is the first step required for expungement of a single conviction for a non-violent offense. A pardon request may be initiated by petition or letter directed to the Parole Commission.

The Governor may establish certain conditions precedent to the granting of a pardon. Prerequisites for consideration for a pardon as established by Governor Hughes include the existence of an actual conviction (as opposed to probation before judgment, stet, etc.) and a five year period of crime-free behavior in the community following release from incarceration and after the expiration of any supervision. Before making its recommendation to the Governor, the Commission requests a comprehensive investigation to be conducted by the Division of Parole and Probation. In FY 1986 the Commission submitted 51 pardon recommendations to the Governor, of which 37 were approved and 14 were pending at the close of the fiscal year.



## AGENCY WORKLOAD STATISTICS

Following are the Parole Commission's hearing statistics for FY 1986:

### PAROLE HEARINGS

	DOC	JAILS	TOTAL
Heard	5008	753	5761
Approved	1404	234	1638
Refused	1284	445	1729
Rehear	1625	32	1657
Hold	695	42	737

### REVOCATION HEARINGS

Heard		779
Continue on parole-	New Offense	118
	Technical	63
	Total	181
Revoked	-New Offense	453
	Technical	56
	Total	509
Held		13
Closed administratively		76

### TOTAL HEARINGS\*

Parole	5761
MAP Negotiation	580
MAP Renegotiation	140
Revocation	779
Total	7260

\*Excludes administrative reviews, reprimands, and appeals.

In addition to their hearing workload, the Commissioners engage in a number of administrative tasks. Following are statistics for FY 1986:

Parole Appeal Reviews	894
Pardon Recommendations	51
Office Appointments & Reprimands	191
Parolee Evaluative Reviews*	3707

\*Includes requests for warrants, requests for modification of special conditions of parole, and requests for abatement of supervision.

## ADMINISTRATIVE OPERATIONS

The Chairperson is responsible for assigning specific duties to the other Commission members, as well as acting as the agency's spokesperson. The Commissioners conduct all parole hearings for inmates sentenced to life imprisonment or convicted of homicide; review summarily all Hearing Officer recommendations; hear all appeals of Hearing Officer recommendations; conduct all parole revocation and reprimand hearings; act on all requests for action relating to parolees, including amendments to special conditions of parole, abatement of supervision, and requests for warrants; negotiate all tri-party mutual agreement programming (MAP) contracts; and recommend pardons and commutations to the Governor. In addition, the Commissioners conduct interviews with attorneys, relatives, and other persons interested in discussing an inmate's case. The Commissioners meet in executive session once a month and conduct meetings open to the public once a month. The seven Hearing Officers conduct all parole hearings not specifically reserved to the Commissioners, i.e., non-life and non-homicide cases, and administratively review the files every five years of all persons who have not yet reached parole eligibility.

The day-to-day operation of the Parole Commission is the responsibility of the Administrator, who organizes the schedule and activities of the Commissioners, and supervises and organizes the schedules and activities of the Hearing Officers, administrative staff, and support personnel. The Administrator also is responsible for all fiscal and personnel matters, serves as the interagency liaison with various other agencies and departments, and serves on panels and committees as the official representative of the Parole Commission at the direction of the Chairperson.

The five Administrative Specialists are responsible for responding to telephone inquiries and correspondence on a rotating basis, in addition to their other duties. One Administrative Specialist is responsible for the agency's research and planning efforts, including the compilation of agency statistics. The other four Specialists supervise one or more employees.

An Administrative Specialist is responsible for supervising the functions of thirteen (13) employees within the Parole Services Section (PSS). The PSS is responsible for preparing all case files of parole-eligible inmates entering the Division of Correction (DOC) and the 24 local jails; docketing all hearings (except appeals); maintaining approximately 16,000 parole files, including Sentence Status Change Reports; and preparing parole release orders for inmates approved for parole.

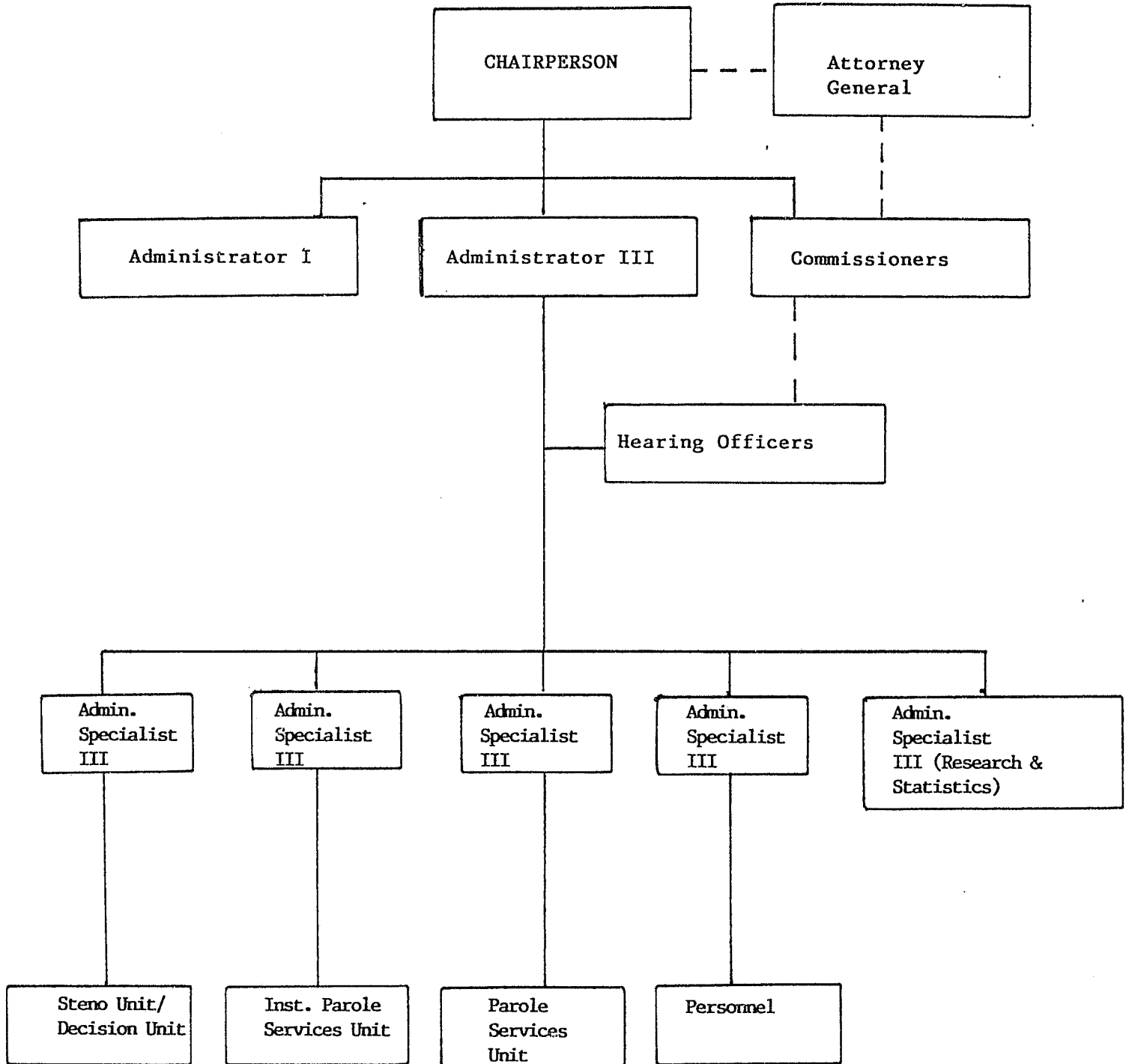
Another Administrative Specialist supervises fourteen (14) Casework Associates and clerk typists in the Institutional Parole Services (IPS) Unit, which serves as the Commission's liaison in the delivery of parole services to the DOC population. Included in this Unit's duties are timely notification and explanation of parole hearings; inmate file review; certification of the delivery of all Commission decisions and parole violation notices; receipt of inmate appeals; and release of parolees.

A third Administrative Specialist supervises both the Steno Unit (7 employees) and the Decision Unit (7 employees). The Steno Unit is responsible for routing all incoming correspondence and telephone calls to the appropriate staff; transcribing correspondence; docketing and typing all appeals; processing hold cases; screening of appointments with Commissioners; and preparing materials for gubernatorial review. The Decision Unit is responsible for the timely transcription of all decisions rendered by the Commission.

Finally, a fourth Administrative Specialist supervises the Personnel Clerk, oversees all fiscal and personnel matters, and serves as the agency's systems administrator.

The Parole Commission employed 62 people during Fiscal Year 1986. All staff are located at 6776 Reisterstown Road in Baltimore, with the exception of 10 Casework Associates and 4 clerk typists who are located at institutions in Baltimore, Jessup, and Hagerstown.

MARYLAND PAROLE COMMISSION  
Organizational Chart



**BUDGET SUMMARY**

Following is the budget breakdown by object, reflecting expenditures in FY 1986. All monies were appropriated from the general fund. The Parole Commission received no federal funds in FY 1986.

Wages & Salaries.....	\$1,514,685
Technical & Special Fees.....	80,330
Communications.....	23,376
Travel.....	20,166
Motor Vehicle Operations and Maintenance.....	14,074
Contractual Services.....	105,041
Supplies & Materials.....	18,679
Equipment-Replacement.....	2,602
Equipment-New.....	6,019
Fixed Charges.....	102,275
Total Operating Costs.....	372,562
 TOTAL BUDGET.....	 \$1,887,247

## FY 1986 ACCOMPLISHMENTS

- **Parole Information System (PARIS) Planning**

The Parole Commission is a paper-driven organization, marked by an almost totally manual mode of operation. In order to increase the speed, accuracy, and efficiency of information processing, the Commission initiated a study of the use of an automated information processing system to support Commission operations. A "Needs Analysis" was completed by the Public Safety Data Center in FY 1985. During FY 1986, the Center completed a factual analysis and appraisal of the current system and developed a proposal for a parole information system. PARIS is expected to come on line in early 1987 following extensive programming efforts to meet the special needs of the Commission. It is hoped that PARIS will relieve (except for hearings) the Commission's dependency on the manual retrieval of files to obtain information.

- **Implementation of Policy 2-1**

The Parole Commission's Policy 2-1, applicable to inmates whose crimes were committed after January 1, 1985, established a refined and consistent form of assessment to be applied at all initial parole hearings, which (except in life cases) are scheduled to occur at such time as the inmate has served one-fourth of his or her sentence or total aggregate sentences. The policy sets forth an assessment standard for determination of the base sentence to be served. Due to a predictable lag period, decisions rendered pursuant to this policy did not become relatively commonplace until Spring 1986. Because this policy is in its infancy, the Commission is committed to monitoring and analyzing its actions pursuant to the policy and assessing the policy's impact on the parole process.

- **Interagency Task Force**

During FY 1986, the Parole Commission, along with the Division of Correction and the Division of Parole and Probation, formed an Interagency Task Force. This Task Force meets regularly to address problems of mutual concern before they near crisis proportions and to coordinate, or at least mutually comprehend, policy and programming which impact one agency upon the other.

- **Victim Legislation**

The 1986 General Assembly passed into law the Guidelines for Victims and Witnesses of Crime Act, effective July 1, 1986, which details what services should be provided by criminal justice agencies to victims and witnesses of crime. The Guidelines supplement the 1985 legislation that provided that the Commission automatically notify certain victims, upon request, of parole hearings and decisions. Because the Commission traditionally has provided parole status information on current inmates to requesting victims, the new Guidelines' references to Commission services to victims simply represent the codification of existing practice.

- **Commission Retreat**

The seven Commissioners and seven Hearing Officers participated in a three-day working retreat in April 1986 at the Donaldson Brown Center in Port Deposit, Maryland. The purpose of the retreat was to identify areas of concern, generate proposed solutions, promote interagency understanding, and formulate goals directed at enhancing the quality of paroling decisions and the general operations of the Commission. The Commissioners and Hearing Officers held a number of working sessions among themselves. In addition, presentations were

made by Commissioner of Correction Arnold Hopkins, William DeVance, Director of Parole and Probation, and George A. Eichhorn, III, Assistant Attorney General. As a result, a number of working committees were established and the schedules of the Commissioners and Hearing Officers have been adjusted to provide one day each month during which the committees can meet to address the various issues raised.

- **Leadership in A.P.A.I**

The Association of Paroling Authorities International is an organization composed of over 350 Parole Board chairs and members of their staffs. Its purpose is to extend, develop, and promote parole work and programs throughout the United States, Canada, and other jurisdictions by increasing public interest and support through conferences and cooperative programs. During FY 1986, two members of the Maryland Parole Commission were appointed to leadership roles within the organization. Chairperson Dantes was appointed as the Northeastern Regional Vice President. Administrative Specialist Rebecca Gowen was appointed to chair the Standing Committee on Research.

- **Office Relocation**

In January 1986, the Parole Commission, together with the other Department of Public Safety and Correctional Services agencies, moved from the Investment Building in Towson to the Caldor Office Building in Baltimore. The move entailed the packing and transportation of approximately 16,000 inmate parole files. Despite the magnitude of the packing and unpacking process, the move was accomplished with minimal disruption to hearings and other services.

## FY 1987 PROJECT GOALS

The Commission Chairperson has identified the following initiatives as his major areas of focus during FY 1987:

- **Revision of Policies and Regulations**

The Commission's operations are guided by and subject to a number of policies and regulations. A comprehensive review and revision of these items has not been undertaken since 1980. During the early part of FY 1987, a Special Assistant to the Chairperson will be hired to review all policies and regulations and to initiate appropriate revisions by the Commissioners.

- **Staff Training**

Adequate training is essential to maintaining an effective work force. Current plans call for strengthening both in-house and external training efforts by developing an employee orientation process, including an employee manual, and implementing a comprehensive training track for all employees. In addition, all employees will receive training on use of the PARIS system. Training opportunities for Commissioners and Hearing Officers will include the creation of a legal manual, incorporating relevant statutes, policies, regulations, and case law, and provision of periodic workshops conducted by outside experts.

- **Management Information System**

A major thrust of the Parole Commission is the creation of a functional, up-to-date management information system. Key areas of impact of such a system will be in personnel and fiscal services. In addition, such routine matters as inventory management and control will be greatly enhanced by the installation of an automated system.