



Maryland Correctional Enterprises

## *Building Positive Pathways*



# ANNUAL REPORT

FY 2012



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# MARYLAND CORRECTIONAL ENTERPRISES

## ANNUAL REPORT FY2012

**Stephen M. Shiloh, CCE**  
**Chief Executive Officer**

**September 1, 2012**

# "MESSAGE FROM THE CEO"

SEPTEMBER 2012

Greetings,

All of us at Maryland Correctional Enterprises (MCE) are proud to report another successful year for Maryland's Prison Industry Program.

MCE Fiscal Year 2012 revenues exceeded \$53 million. That's a record! MCE has not seen a sales figure like that since 2009 when we hit the \$52.9 million mark. One of the most important parts of our mission is providing inmates with employment-giving them work skills and a work ethic. In FY '12, MCE provided employment for 2,065 inmates and touched the lives of more than 3,000 providing over 2.76 million hours of inmate employment and training.

MCE maintains its top 10 ranking by the National Correctional Industries Association in both sales and inmate employment levels. Those numbers are strengthened by our positive effect on recidivism. If inmates work for MCE they are less than half as likely to return to prison within three years of release as compared to inmates that did not have the opportunity to work for us.

MCE saw many positives in FY '12. MCE developed and promoted all things "green" as part of the subcommittee for the State of Maryland's Green Purchasing Guideline. MCE continues making "green purchasing" simple for our customers. MCE was also a large part of the "War of 1812 Celebration." Inmate workers at MCI-W continue to produce the 1812 replica "Star Spangled Banner Flag." MCE also opened a new business unit. Inmates at North Branch Correctional Institution are working for our new upholstery operations.

Here at MCE we feel that along with returning offenders to Maryland communities with work skills and a work ethic, they should also experience the satisfaction one receives when "giving back" - performing community service. MCE inmates begin that process before they ever leave prison. MCE inmate workers prepared food and textiles that are donated to Special Olympics. Inmate crews cook and debone turkeys - feeding more than 35,000 families in need for the Bea Gaddy Thanksgiving Dinner. Laundry workers cleaned over 8,000 bras to raise money for breast cancer awareness and research. This year, MCE also transported food and water to citizens of Port Deposit during last September's flooding. All of these products and services were donated by Maryland Correctional Enterprises in an effort to help our fellow citizens.

As we move forward into a new fiscal year, we would like to say THANK YOU. DPSCS Secretary Gary D. Maynard, Deputy Secretary J. Michael Stouffer and their staff, thank you for continuing to be a source of unwavering support for MCE. To our customers we offer profound thanks. As we all know their patronage and support provides for the very existence of MCE; without them we do not exist.

We are all charged with a very important task - helping to keep our communities a safer place to live and work. We feel we have succeeded in that mission - that we MAKE A DIFFERENCE! We hope after taking a look at our accomplishments outlined in this year's Maryland Correctional Enterprises Annual Report for FY '12, you will be proud MCE calls Maryland, "Home."

Sincerely,



Stephen M. Shiloh, CCE  
Chief Executive Officer  
Maryland Correctional Enterprises



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# HISTORICAL PERSPECTIVE

Prison industry programs in Maryland have been authorized since at least 1916, and in the United States since the 19th century. Poor prison work conditions, inmate exploitation, and the advent of the Depression caused Congress to enact legislation making the transport of prisoner-made goods in interstate commerce a Federal criminal offense and prohibiting the use of prison labor to fulfill federal contracts in excess of \$10,000. "State Use Laws" were passed which required units of state governments to purchase products made by prison industries programs. In Maryland, this culminated in 1941 in the creation of State Use Industries (SUI) as a unit within the Maryland Division of Correction.

In the late 1970's prison populations began growing rapidly and several riots occurred throughout the country, including the disastrous 1978 Pontiac, Illinois prison riot, which led directly to Senator Charles Percy (R-Ill.) to draft the Prison Industry Enhancement (PIE) Act (Section 827 of the Justice System Improvement Act of 1979), enacted on December 27, 1979. This legislation and rising prison populations led to a gradual resurgence of correctional industries to supply items such as: clothing, beds, mattresses, etc.

Maryland State Use Industries experienced extreme financial difficulties that constantly plagued the program into the 1980's. In an effort to reverse this trend, the General Assembly enacted the State Use Industries Act in Fiscal Year 1982. Increased sales and the amelioration of the stigma associated with inmate-made goods were established as major goals by SUI. The entire line of products was completely revamped, with emphasis on production, marketing and customer service. As sales increased, SUI became self-supporting. Increased sales also permitted an expansion of SUI. Thus, the modern era of State Use Industries began in 1982 with the creation of the State Use Industries Act, Article 27, 680-681K of the Annotated Code of Maryland. In FY2000, the State Use Industries Act was rewritten as the Correctional Services Article (Sections 3-501 through 3-528).

In 2005, Senate Bill No. 136, was approved by the General Assembly changing the name of "State Use Industries" to "Maryland Correctional Enterprises" effective October 1, 2005.

Maryland Correctional Enterprises (MCE), the prison industry arm of the Maryland Department of Public Safety and Correctional Services (DPSCS), provides an environment for the operation of correctional industries that resembles the environment for the business operations of a private corporate entity as closely as possible. Inmates are taught job skills and are provided with constructive employment, which lead to the development of both technical and social skills, and improve the employability of the inmate upon release. The training and employment with MCE has resulted in recidivism rates which are half of the DPSCS rate. Furthermore, the training and employment of inmates reduces idleness, which is a leading cause of violence and disruptions in prisons. Even the prospect of obtaining employment with Maryland Correctional Enterprises serves as a deterrent to disruptive behavior in the prisons as the eligibility requirements for inmates are to be infraction free for the last three months and to possess a high school diploma or G.E.D. Maryland Correctional Enterprises has increased sales and inmate employment. This has been due to expansion, the introduction of new products and services, the upgrading of furniture lines, improved quality control, and improved customer service.



# MISSION STATEMENT

*The mission of Maryland Correctional Enterprises (MCE) is to provide structured employment and training activities for offenders in order to improve employability upon release, to enhance safety and security, to reduce prison idleness, to produce quality, saleable goods and services, and to be a financially self-supporting State agency.*

## ORGANIZATION

### MANAGEMENT

Chief Executive Officer	Steve Shiloh
* Chief Operating Officer	Joe Sommerville
Chief Administrative Officer	Shirley Sipe
Chief Development Officer	Rick Rosenblatt
Marketing Manager	Lida Poole
Exec. Director of Management Council	David Jenkins
Director of Sales	Todd Deak
Sales Manager	Jim Hook
Human Resources Director	Shadrick Phillips
Chief Financial Officer	Mark Rowley
Operations Manager	Stephen Sanders
Projects Consultant	Cliff Benser
Customer Service Manager	Shari Hoffman
** Design Manager	Terry Hill
Chief Information Officer	Jose Bacasnot
Re-Entry Services Director	David Jenkins

\* NCIA At-Large Board Member 2012-2013

\*\* MCE Employee of the Year

### REGIONAL MANAGERS

Hagerstown/North Branch	Greg Haupt
Jessup/ECI Furniture Restoration	Dan Bickford
Textiles/ECI Liason	Donna Beck
Graphics	Mike Giuffre
Central Warehouse Manager	Paul Rosenblatt
Hagerstown Warehouse Manager	Ron Brown
Laundry/Agriculture/Recycling/WCI	Mathew Hall



Embroidery  
Sew Plant - MCI-W  
Jessup, Md  
and  
ECI - Westover, Md.



Graphics  
Sign Plant - Patuxent  
Jessup, Md



## MANAGEMENT COUNCIL

(Defined in Section 3-521 of the Correctional Services Article)

The Management Council serves in an advisory capacity on MCE issues including the establishment of new industries, inmate employment and training, reviewing occupational health and safety needs, the Prison Industry Enhancement (P.I.E.) Program, customer satisfaction, and budget review.

### Management Council Members

*Dr. H. David Jenkins, Executive Director*  
*Ms. Paula Matthews, DPSCS Education Liaison*  
*Ms. Renata Seergae, Staff Assistant*

#### Name

The Honorable Joseph "Sonny" Minnick  
The Honorable Nathaniel McFadden  
Mr. J. Michael Stouffer  
Mr. Stephen M. Shiloh  
Judge Pamela J. Brown  
Mr. Jerome W. Klasmeier  
Ms. Barbara Bice  
Ms. Lin Robinson  
Ms. Alice Wirth  
Mr. Joseph Evans  
Vacant  
Mr. Leonard G. (Bud) Schuler  
Mr. Jack Weber  
Mr. Philip Holmes  
Mr. Melvin Forbes

#### Affiliation

State Delegate and Council Chair  
State Senator  
Deputy Secretary, DPSCS  
Chief Executive Officer, Maryland Correctional Enterprises  
Associate Judge, District Court of Md., District 10, Howard Co.  
Assistant Comptroller of the Treasury  
Maryland State Department of Education  
Governor's Office of Crime Control and Prevention  
Department of Labor, Licensing, and Regulation  
University System of Maryland  
Organized Labor (Public Sector)  
Plumbers and Steamfitters Local 486  
Uptown Press, Inc.  
Goodwill Industries of the Chesapeake, Inc.  
Wilkerson Sports Enterprise

## CUSTOMER COUNCIL

(Defined in Section 3-528 of the Correctional Services Article)

The Customer Council serves in an advisory capacity on MCE issues concerning products, sales, customer satisfaction, marketing, and performing an annual review of the MCE Catalog and Business Plan.

### Customer Council Members

#### Name

Mr. Steve Shiloh  
Mr. Joe Sommerville  
Mr. John Pirro, Jr.  
Vacant  
Vacant  
Mr. Ranier Harvey, Sr.  
Ms. Trisha O'Neal  
Mr. David Beard  
Ms. Sandra Filippi  
Mr. Churchill Worthley  
Ms. Carlietha "Lisa" Benbow  
Mr. Todd Deak  
Ms. Lida Poole  
Ms. Thomasina Hiers

#### Affiliation

Chief Executive Officer, Maryland Correctional Enterprises and Council Chair  
Maryland Correctional Enterprises  
Department of Budget and Management  
Department of Business and Economic Development  
Department of General Services  
Department of Human Resources  
Maryland Department of Transportation  
Maryland Higher Education Commission  
Montgomery College  
Morgan State University  
Department of Health and Mental Hygiene  
Maryland Correctional Enterprises  
Maryland Correctional Enterprises  
Baltimore City Mayor's Office



# FISCAL YEAR 2012

## PLANT LOCATIONS



New Upholstery Plant -  
North Branch Correctional Institution



Picture Frame Plant - Patuxent Institution



North Branch Correctional Institution

Western Correctional Institution

Maryland Correctional Institution Hagerstown

Roxbury Correctional Institution

Maryland Correctional Training Center

Central Maryland Correctional Facility

Jessup Correctional Institution

Maryland Correctional Institution - Jessup

Maryland Correctional Institution - Women

Patuxent Institution

MCE Headquarters/Central Warehouse

Eastern Correctional Institution

Metal Plant - MCI - Hagerstown



## SALES AND INMATES EMPLOYED - FISCAL YEAR 2012

Business Units	Inmates	Sales
<b>Jessup Correctional Institution</b>		
Wood – office, lounge and dormitory furniture, tables, library shelving	208	3,637,168
Tag – metal motor vehicle license tags, picnic furniture	66	4,426,645
Sew – inmate uniform items	148	3,350,088
<b>Maryland Correctional Institution – Jessup</b>		
Graphics I – complete line of letterheads, forms, related special products, four color printing	104	2,279,905
Graphics II – envelopes, plaques, business cards and name tags	42	1,912,238
Quick Copy Service – digital b/w and color copying, binding, finishing, packaging, shipping, collating, stapling	38	392,622
<b>Maryland Correctional Institution for Women</b>		
Sew/Flag – shirts, gowns, bathrobes, flags and aprons	132	1,283,713
Mailing and Distribution – bulk mailing, distribution service, news clipping service	93	2,601,787
Data Entry – data keyed and verified, tape output, word processing, pick-up and delivery service available	15	153,538
Design and Planning – office design using CADD system	15	0
<b>Maryland Correctional Institution – Hagerstown</b>		
Metal – shelving, beds, tables, wastebaskets, chairs & benches, Flexstation	82	4,395,135
Metal (P.I.E.) – fabrication, painting and assembly of switchgear components	0	77,088
Upholstery – new sofas and chairs (fabric & vinyl)	87	7,253,519
Meat – ground beef, chopped steaks, meat loaf, roasts, chops, ribs, hotdogs, lunch meats, sausage	77	6,297,292
Hagerstown Maintenance/Services – maintenance services	0	0
Hagerstown Warehouse – backhaul operations, shipment of products produced in Hagerstown	25	15,803
<b>Roxbury Correctional Institution</b>		
RCI Graphics – file folders, interoffice envelopes, report covers, vinyl binders; production of MVA vehicle registrations and special orders	129	1,863,288
Recycling – recycling of aluminum and steel cans, cardboard, paper, pallets, and plastic	83	177,543
Agriculture – apple orchard, field crops, shoreline grasses, trees	16	465,892
<b>Maryland Correctional Training Center</b>		
Partition – work stations, office panels, sight screens	30	3,569,044
Brush & Carton – utility brushes & corrugated cartons, furniture assembly	18	495,636
<b>North Branch Correctional Institution</b>		
NBCI Upholstery	15	0
<b>Western Correctional Institution</b>		
WCI Furniture – laminated component parts and various furniture items	33	1,430,656
<b>Eastern Correctional Institution</b>		
Furniture Restoration – refinishing/restoration of wood, metal, and upholstered furniture	125	1,464,278
Textiles – towels, washcloths, hats, uniform clothing/shirts, mattresses	118	1,963,310
<b>Patuxent Institution</b>		
Sign – street signs, custom made signs to order, vehicle wraps	54	1,133,768
Picture Frame – custom framing of pictures, including the Great Seal of Maryland	0	0
<b>Laundry Operations – CMCF, MCI-H, WCI, ECI</b>		
Laundry – Industrial cleaning of laundry for institutional and non-profit entities	270	1,248,084
<b>Central Maryland Correctional Facility</b>		
Cleaning Products – All-purpose and germicidal cleaners	6	818,832
<b>Jessup Area</b>		
Central Warehouse – shipment of all products produced at Baltimore metropolitan area prisons, moving, labor, and courier service	36	319,666
<b>Totals</b>	<b>2,065</b>	<b>53,026,538</b>

# SALES - FISCAL YEAR 2012

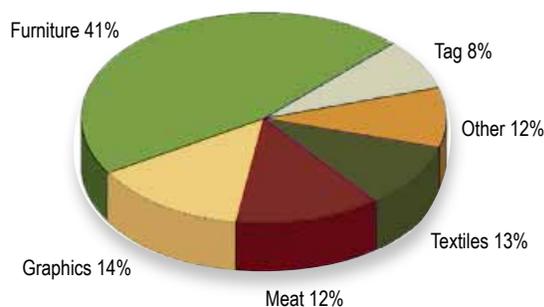
Maintaining MCE's steady increase of sales over the years continues to be based on a commitment to quality products and services and a keen sense of urgency to satisfy customers. Focused sales and marketing activities are derived from the analysis of existing sales accounts and customers to maximize sales. Focus groups are held with the MCE New Products Committee to explore new lines of products and services to add to MCE's product mix. Library furniture, high density filing systems and new desk lines have emerged from these sessions. Expansion of K-12, mainly furniture restoration, and non-profit institution sales have been a main focus. Continued efforts to increase sales to county governments, hospitals, and contractors are on-going. New/Restoration of chalkboards, a wide variety of bird houses, modular homes, and solar panels are areas that continue to be explored. Expansion of existing industries such as recycling and agriculture by adding customers and increasing production in areas such as crops, bay grasses, trees, and invasive eradication maintenance continue to expand sales and product offerings. MCE is also active in seeking new opportunities to employ and train inmates by partnering with private industries in Prison Industry Enhancement (PIE) programs. Purchasing practices of MCE's customers are continually evaluated to determine strengths and analyze data.

## PROHIBITIONS

Maryland Correctional Enterprises is prohibited by law from selling its products and services on the open market. Sales to State agencies in FY2012 represented 97% of MCE's total sales, with 3% to non-state and not-for-profit agencies.

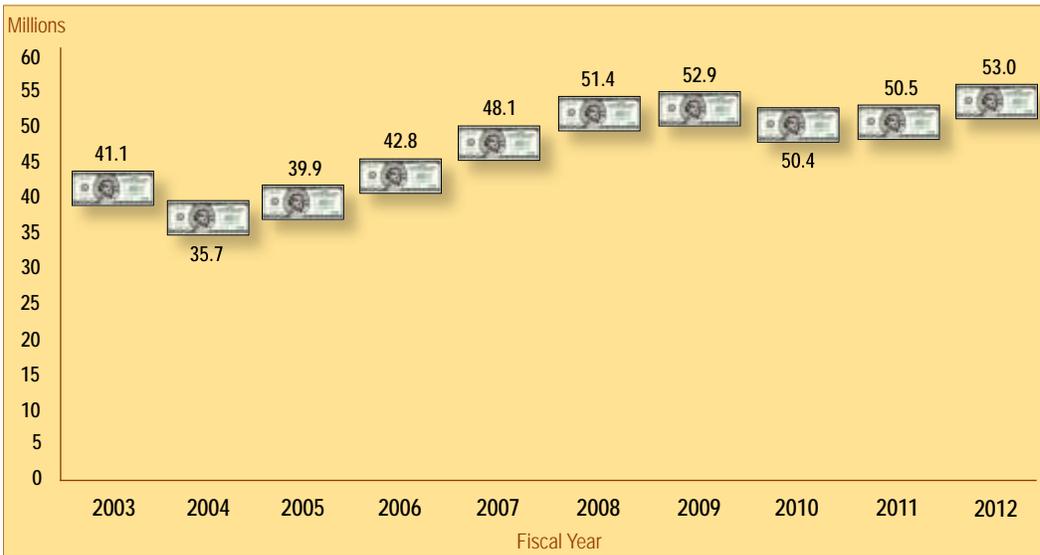
FY	Sales	State	Non-State
2008	51,469,601	95%	5%
2009	52,877,915	97%	3%
2010	50,432,574	97%	3%
2011	50,549,517	97%	3%
2012	53,026,538	97%	3%

## FY2012 SALES BY INDUSTRY GROUP



## HISTORICAL GROWTH

### Maryland Correctional Enterprises Sales



## RANKING IN U.S.

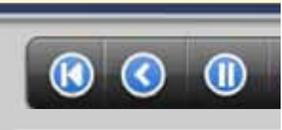
Rank	State	Total Sales
1	California	\$164,000,000
2	North Carolina	90,200,000
3	Colorado	66,493,765
4	Pennsylvania	65,065,750
5	Florida	64,391,116
6	Texas	64,306,465
7	New York	56,147,344
8	Washington	55,988,559
9	Virginia	54,328,101
10	MARYLAND	50,549,517

### Correctional Industries Sales Ranking for 2011

*From Data contained in the 2012  
National Correctional Industries Association  
(NCIA) Directory*

*MCE has ranked in the top 10  
in sales in 9 of the past 10 years.*

ounge Seat



*At a Glance...*  
 The history of correctional enterprise industry arm of the  
**MCE Web Video**



**Products & Services Catalog FY2013**

**Literature**

**Green Steps**

## TOP 10 CUSTOMERS FY 2012

Ranking	Name	Amount	%
1	Department of Public Safety & Correctional Services	\$12,241,040.65	23.08%
2	University System of Maryland	10,172,122.86	19.18%
3	Department of Transportation	9,575,390.16	18.06%
4	Department of Health & Mental Hygiene	4,252,301.60	8.02%
5	Community Colleges of Maryland	3,865,058.50	7.29%
6	Morgan State University	2,167,671.75	4.09%
7	Department of Labor, Licensing & Regulation	1,937,852.66	3.65%
8	Department of Human Resources	1,631,879.32	3.08%
9	Department of Juvenile Services	1,350,096.66	2.55%
10	Comptroller	820,222.98	1.55%

**Total Top 10 Customers: \$48,013,637.14**

**MCE Total Sales: \$53,026,538.00 Total Percent of MCE Sales: 90.55%**

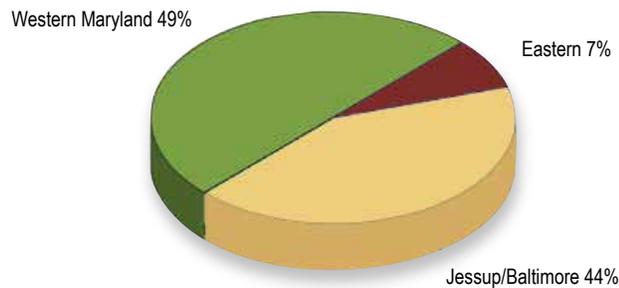
## TOP 10 PLANT/SERVICE CENTERS FY 2012

	Plant/Services	Institution	FY2012 Sales	% Sales
1	Upholstery	MCI-H	\$7,253,519	13.7
2	Meat	MCI-H	6,297,292	11.9
3	Tag	JCI	4,426,645	8.3
4	Metal	MCI-H	4,395,135	8.3
5	Furniture Manufacturing	JCI	3,637,168	6.9
6	Partition	MCTC	3,569,044	6.7
7	Sew	JCI	3,350,088	6.3
8	Mailing & Distribution	MCI-W	2,601,787	4.9
9	Graphics I	MCI-J	2,279,905	4.3
10	Textiles	ECI	1,963,310	3.7

**Top Ten Total: \$39,773,893**

**Total Percent: 75.0**

## FY 2012 SALES BY REGION



# CAPITAL PROJECTS - FY2012

Maryland Correctional Enterprises worked on Capital Project specifications in FY12 that totaled \$15.8 million. \$10.6 million was delivered in FY12. In FY13 an estimated sales value of \$12.0 million for Capital Projects will be delivered.

## Total value of Capital Projects Delivered in FY2012: \$10.6 million

- University of Maryland at College Park (Oakland Hall)
- Maryland Fire and Rescue Institute (N.E. Regional Training Facility)
- Garrett College (Aquatic Center)
- Bowie State University (Fine Performing Arts Center)
- Hagerstown Community College (STEM Building)
- Morgan State University (CBEIS Building)
- Prince George's Community College (Center for Health Studies)
- Colleges of Southern Maryland (BU Building)
- Maryland State Police (Hagerstown Barracks)

## DESIGN UNIT

As part of the MCE Sales Division, the Design Group is responsible for producing office layouts of the modular furniture line. The Design Group meets with customers to determine requirements and transfers these requirements via AutoCad, into computerized design layouts which are then reviewed and approved by the customer. The Design Unit located at Maryland Correctional Institution for Women trains inmates in space planning, office design, the use of AutoCad, and actually produces office design layouts for customer approval.

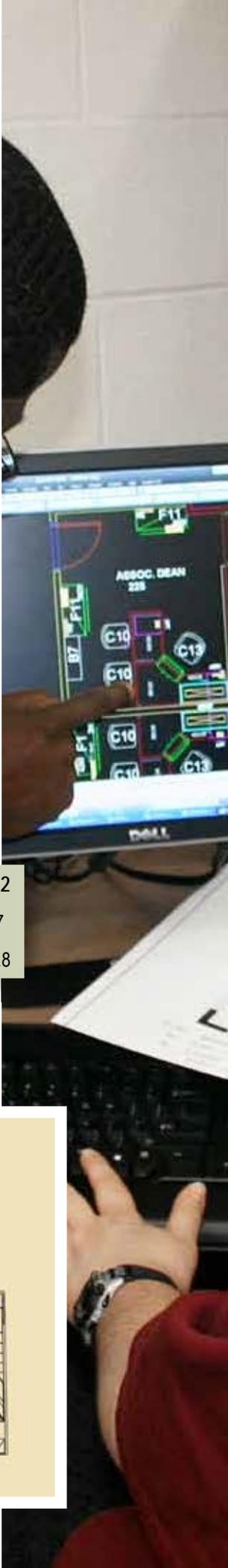
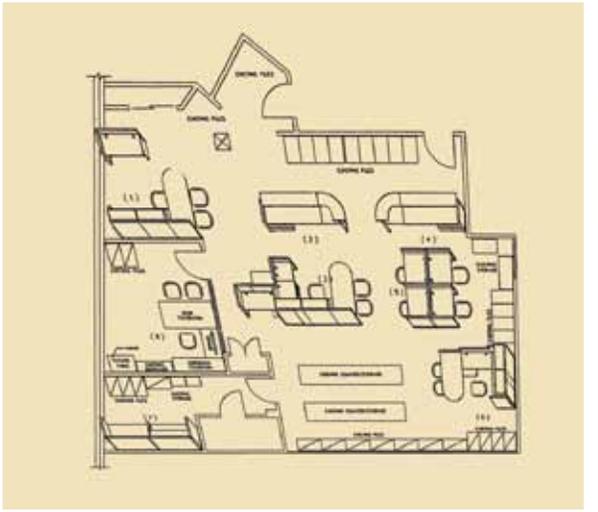
### Projects developed by the Design Unit of MCE's Sales Division

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
No. of Projects	570	593	645	670	685	680	587	475	541	607
Sales Values (millions)	\$14.8	\$18.2	\$12.1	\$23.9	\$23.3	\$25.2	\$30.3	\$22.6	\$25.6	\$27.8

## NEW PRODUCTS

Maryland Correctional Enterprises introduced the following new products in FY2012:

- Print on Demand Garment Printing
- Konstrux Workstations, Training Tables & Conference Tables
- Inertia Chairs
- Jaguar Chair
- Opus Chair
- Comtempo Chair
- Classroom Stool
- All-In-One Desks
- Knit Hat
- Solid Wood Plaques
- Desk Organizer



## CUSTOMER SATISFACTION

### Overall Customer Ratings for MCE Products and Services - Fiscal Year 2012



The majority of respondents rated MCE **GOOD** overall in Customer Satisfaction, Prices, Quality and Delivery Time.

## DELIVERY TIME REPORTS

In an effort to continue to increase customer satisfaction, during FY2001 MCE developed a Delivery Time Report. This report is utilized to measure the effects of improving efficiencies in warehousing and fleet operations, thus improving delivery time to customers.

### Delivery Time Report - Period Ending June 30, 2012

	1 - 30 Days		31 - 60 Days		61 - 90 Days		Over 90 Days		Average Delivery Time	
	Number of Deliveries	%	Number of Deliveries	%	Number of Deliveries	%	Number of Deliveries	%	Number of Deliveries	Days
Totals	6,447	76.2	1,286	15.2	461	5.5	265	3.1	8,459	23.5

## “QUICK SHIP”

In response to customer wishes to have a swifter delivery time of certain products, beginning July 1, 2002 MCE initiated a “Quick Ship” program. This program was available to all MCE customers and offered two types of desks, a bookcase, and two choices of chairs. Delivery time is within 15 business days, with a maximum quantity of five for any item. The “Quick Ship” program was placed on eMaryland Marketplace on November 1, 2002.

The program was greatly expanded since January 2005 and currently includes the following items:

- Desk Systems (wood)
- File cabinets (wood & metal, vertical & lateral)
- Bookcases (wood & metal)
- Tables
- Wastebasket
- Seating (task & side)
- Beds Sheets, Pillowcases & Blankets
- Mattresses & Pillows
- Towels & Washcloths
- GP66 Cleaner
- Record Storage Boxes & File Folders
- Print on Demand Garment Printing
- Portfolios & Pad Holders

## GREEN INITIATIVES



MCE is part of the subcommittee for the State of Maryland’s Green Purchasing Guidelines which was implemented in 2011. The purpose is to provide best practices to all State Agencies in obtaining, utilizing, and disposing of office equipment. The “Environmentally Preferred Purchasing (EPP)” was developed to meet the Green Maryland Act of 2010 enacted in the Annotated Code of Maryland Chapter 593 (Senate Bill 693). All State Agencies have been tasked with reporting the use of recycled content in purchases.

MCE is proactive in making both purchasing and reporting easier for our customers. Many of our products have EPP qualities and are manufactured with recycled materials whenever possible. We are continually striving to reduce our negative impact to the environment with new and innovative practices and procedures. The “Buy Green” logo is featured on our website and listed in our Products & Services catalog, indicating which products and services meet this state mandate.



MCE was GREENGUARD Indoor Air Quality certified on December 12, 2008. These products were tested and certified for their low emitting chemical emissions performance, which were designed to improve indoor air quality to create a healthy and environmentally friendly work space.

Seating		Systems Furniture	Tables	Accessories
Alta	Severn	Flexstation	Venue	Power-up
Dorsal	Sterling 2	Amberg	Barron	Venus Overhead
Engage	Bel Air	Powerworks	Portico	Systems XXI Files
New Windsor	Bel Air Jr.	Systems XXI	Novel	Tablet Arm
Pilot	Dakota	Volition		
Preston	Engage Stool	Genesis		
Rockville	Rockville Cafe			
Sapphire	Severn Cafe			

In keeping with the Governor’s Smart, Green and Growing initiative, MCE expanded the recycling operation to satisfy the needs of the Department of Public Safety and Correctional Services. MCE Recycling, located in Hagerstown, Maryland is now processing recycling materials for Maryland Correctional Institution-Hagerstown, Roxbury Correctional Institution, Maryland Correctional Institution for Women, the Maryland Correctional Training Center, Brockbridge Correctional Facility, the Pre-Release Administration Building and Jessup Pre-Release Unit. The Central Maryland Correctional Facility will soon be added to the list of satisfied customers. Trailers are set within the institutions to be filled with recyclable materials (cardboard, aluminum, plastic, and metal). Containers are supplied to the institutions for recycling collection. Once filled, MCE picks up the trailers filled with recyclable materials and transports the contents to the recycling facility in Hagerstown where they are processed. To prepare for the added demands on this business unit, two new bailers were purchased and installed. This is a win/win situation for MCE, DPSCS and the State of Maryland. MCE has been able to reduce the cost of recycling to DPSCS and the State and has increased the volume of materials that are recycled within the institutions on a daily basis. Additionally, the inmate workforce has expanded to meet the growing demand to recycle and to keep the environment clean.

MCE continued to plant two acres of shoreline grasses at Poplar Island this spring and the green house is full of new plants. The SHA/ICC tree planting also continues with the largest job yet being planted at REF 3-5. MCE is also planting the descendants of the historic Wye Oak tree along the ICC. Signs are being made by MCE commemorating these famous local trees.



# COMMUNITY OUTREACH/MEDIA RECOGNITION

## COMMUNITY OUTREACH

Building positive pathways with job skill training through the evolving line of quality goods and services has become the hallmark of innovation behind the engine that drives MCE. There are several layers that make up the complete component of MCE's mission and one of those layers is Community Outreach. Along with helping inmate employees develop viable skill sets and work ethics, MCE also encourages "restorative justice" principles in which inmates have the opportunity to make a positive impact in the community. MCE has donated food and apparel to Special Olympics, prepared turkeys for Bea Gaddy Thanksgiving Day dinner, planted trees at Antietam Battlefield, and donated laundry services to "Bras for a Cause," which supports breast cancer awareness. The caring hand of MCE has not only made a difference in the community, but also in the lives of inmates.

For twenty years, Maryland Correctional Enterprises' Meat Plant has annually prepared, deboned and cooked approximately 700 – 900 turkeys for Bea Gaddy's annual Thanksgiving Day dinner in Baltimore that serves more than 35,000 needy people. One full week in November is devoted by the facilities and personnel of the Meat Plant for this activity.



The bras collected at the annual Bras for a Cause event are cleaned by MCE's Laundry Plant, then donated to local women's shelters and charities.



To aid the citizens of Port Deposit in the aftermath of the torrential rain and flooding, on September 9, 2011, MCE transported a trailer load of food and water from BWI Airport to the Department of Human Resources at 311 West Saratoga Street. The Department of Human Services transported the food and water to Port Deposit.

## HISTORICAL 1812 FLAGS ARE PRODUCED AT SEW PLANT #104

MCE Sew Plant # 104 located at the Maryland Correctional Institution for Women, has added a flag to their current offerings. The 1812 Star-Spangled flag is now available, along with the United States, Maryland, and DPSCS flags. It has 15 stars and



15 stripes rather than the traditional 50 stars and 13 stripes. On September 11, 2010 Governor Martin O'Malley issued a proclamation that "when their American flag is in such condition that it is no longer a fitting emblem for display, after disposal in a dignified way, all public facilities owned by the State of Maryland shall, henceforth, display the 15-star, 15-stripe Star-Spangled Banner."



In 2012, Maryland commemorates the 200th anniversary of the "War of 1812." During this war with Britain, the famous Battle of Fort McHenry took place on September 12-14, 1814. It was this battle which gave birth to the Star Spangled Banner.



Maryland played a pivotal role during the War of 1812, particularly during 1814 when the British captured and burned Washington, D.C. and then made their way to Baltimore. The British planned to attack Baltimore by land at North Point and by sea at Fort McHenry, which stood in defense of the Baltimore Harbor. It was during the bombardment of Fort McHenry that Francis Scott Key, a Maryland-born attorney brought by truce ship to negotiate the release of an American prisoner, was inspired to write the words to what became the United States' National Anthem.

## ANTIETAM BATTLEFIELD

A partnership between the National Park Service and Maryland Correctional Enterprises was formed in 2010 to help restore the Antietam Battlefield, site of the bloodiest battle in American history. On September 17, 1862 Union and Confederate forces met, and at day's end there were 23,000 casualties. Over the last several years MCE inmates have planted thousands of trees in order to restore the site to the way it was prior to the battle.

Although the battle was tactically inconclusive, it had significance as enough of a victory to give President Abraham Lincoln the confidence to announce his Emancipation Proclamation, and also discouraged the British and French governments from potential plans for recognition of the Confederacy.



## MEDIA RECOGNITION

Md. Selling Prison-Grown Apples to Food Bank WTTG-TV 09/19/2011  
<http://www.myfoxdc.com/story/17966825/md-selling-prison-grown-apples-to-food-bank>

Food for Thousands of Maryland Families WHAG-TV 09/20/2011  
[http://your4state.com/fulltext?nxd\\_id=209197](http://your4state.com/fulltext?nxd_id=209197)

Prison Programs Help Inmates Cope, Prepare for Future Carroll County Times 10/02/2011  
[http://www.carrollcountytimes.com/news/local/prison-programs-help-inmates-cope-prepare-for-future/article\\_a1e4ddf4-eca5-11e0-906f-001cc4c03286.html](http://www.carrollcountytimes.com/news/local/prison-programs-help-inmates-cope-prepare-for-future/article_a1e4ddf4-eca5-11e0-906f-001cc4c03286.html)

Inmates Prepare Turkeys for the Hungry WHAG-TV 11/04/2011  
[http://your4state.com/fulltext?nxd\\_id=217837](http://your4state.com/fulltext?nxd_id=217837)

Local Inmates Prepare Thanksgiving Turkeys WHAG-TV 11/08/2011  
[http://your4state.com/fulltext?nxd\\_id=218577](http://your4state.com/fulltext?nxd_id=218577)

Inmates Make Maryland Greener Behind Bars WHAG-TV 01/10/2012  
[http://your4state.com/fulltext?nxd\\_id=230222](http://your4state.com/fulltext?nxd_id=230222)

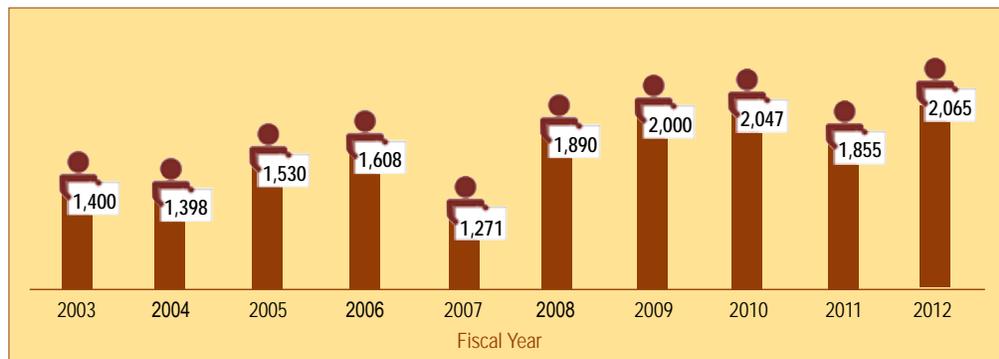
Offenders Wash, Dry and Fold 'Bras for a Cause' NCIA News, Spring 2012  
Reprinted from "The Patch" (12/16/11)

Inmate Work Project WMDT-TV 05/02/2012  
<http://www.wmdt.com/story/18066202/inmate-work-project>

## INMATE EMPLOYMENT AND TRAINING

### HISTORICAL GROWTH

Inmates Employed



#### Notes:

During August 2006, incidents at the Maryland House of Correction (MHC) led to a "lock-down" situation which negatively affected MCE's production, revenues, and inmate employment. Incidents and lock-downs continued until the Maryland House of Correction was closed on March 17, 2007. As FY2007 ended, incidents and lock-downs affected the Maryland Correctional Institution – Hagerstown (MCI-H) where only skeleton inmate crews were working.

During FY2011, elimination of PINS via budget cuts and MCE's forced participation in the VSP negatively affected inmate employment.

The traditional method of reporting Inmate Employment is to use those inmates on the payroll during the final month (June) of the fiscal year, as depicted on the previous page.

A second method of reporting Inmate Employment is to use the number of inmate hours worked during the fiscal year. During Fiscal Year 2012, MCE provided over 2.76 million hours of inmate employment/training.

Other methods of reporting Inmate Employment are to use the highest number of inmates employed in a plant/service center during the course of a fiscal year, and “Average Monthly Inmate Employment.”

During FY 2012, MCE touched the lives of 3,097 inmate workers.

## RANKING IN U.S.

### Correctional Industries Inmate Employment Rank for 2011

*From Data contained in the 2012 National Correctional Industries Association (NCIA) Directory*

Rank	State	Inmates Employed
1	Texas	5,978
2	California	5,251
3	Florida	2,238
4	New York	2,228
5	North Carolina	2,092
6	Arizona	2,041
7	Indiana	1,942
<b>8</b>	<b>MARYLAND</b>	<b>1,861</b>
9	South Carolina	1,754
10	Colorado	1,544

Maryland ranks 20th in correctional population and 19th in state population.

## PRISON INDUSTRY ENHANCEMENT (PIE) PROGRAM

Prison Industry Enhancement allows Maryland Correctional Enterprises to enter into partnerships and be a sub-contractor to private industry by producing goods and/or services using inmate labor. Inmates under the PIE program must be paid the prevailing wage and no less than the Federal Minimum Wage. Deductions are allowed from the inmates' wages for taxes, room and board, family support and contributions to a victims' compensation program, (the DPSCS Criminal Injuries Compensation Board). Benefits to the private sector include a stable and motivated work force, reduced overhead, production availability, an alternative to “off-shore” operations, and a label affixed to the product which can state “made in the USA.”

Effective August 28, 1992, Maryland Correctional Enterprises was granted “provisional” certification from the Bureau of Justice Assistance for the Prison Industry Enhancement (PIE) Program. Upon successful completion of the final piece of necessary legislation (HB 583 was signed into law on May 1, 1994), Maryland Correctional Enterprises was granted full certification on March 2, 1995 by the Bureau of Justice Assistance.

# EXPANSION PROGRAM

Maryland Correctional Enterprises growth in sales and inmate employment has been due to expansion, the introduction of new products and services, the upgrading of furniture lines, improved quality control, improved customer service, MCE website, development of catalogs, and expanded customer base to include county governments and schools.

## EXPANSION PROJECTS - FY 2012



The 20,000 sq. ft. MCE Upholstery Plant at North Branch Correctional Institution was issued substantial completion as of October 28, 2011. The warranty period officially commenced on October 31, 2011. Final completion of the building was November 27, 2011. The hiring of supervision for this new Business Unit was affected by the State's budget constraints and hiring freeze. Supervision was hired, trained, and began to occupy the facility on April 24, 2012. The six month inspection for this facility occurred on June 6, 2012.

The 23 month Warranty Inspection of the Hagerstown Warehouse was completed on January 19, 2012. As of February 9, 2012, all warranty repair items were completed.

The Sign Plant located at Patuxent Institution continues to evolve with customized vehicle wraps.

*MCE sales vehicle wrap before, during and after:*



*More vehicle wraps produced at the MCE Sign Plant:*



A Toner Remanufacturing operation has been researched and is planned to be implemented in the Brush and Carton Plant in FY 2013.

A new PIE program with Brodart for the upholstery of benches is scheduled to be established in the Hagerstown Upholstery Plant in FY 2013.

## SUMMARY OF MCE EXPANSION PROJECTS PLANNED FOR FY 2013 - FY 2022

1. MCE Furniture Restoration Plant Expansion at Eastern Correctional Institution in FY 2018 (25 inmate positions).

The program for a 2,500 sq. ft. addition to the MCE Furniture Restoration Plant at the Eastern Correctional Institution was completed and forwarded to the Division of Capital Construction on November 8, 2011. This addition will provide a dust-free drying area for the plant to eliminate the "temporary" area enclosed by vinyl curtains, thus providing more space inside of the plant for production/packaging/shipping.

2. New 20,000 sq. ft. MCE Graphics/Textile Plant at Jessup Correctional Institution in FY 2018 (180 inmate positions)

Design Funding is anticipated in FY 2017 for a 20,000 sq. ft. pre-engineered metal building to house a Graphics Plant and a Textile Plant. The revised program was submitted to the Division of Capital Construction on June 30, 2011. (MCI-W Sew transferred in total to new JCI Textile Plant. Envelope Plant at Graphics II transferred in total to new JCI Graphics Plant. 50 inmate positions added at Mailing & Distribution and 20 inmate positions added at Graphics II).

3. New MCE Meat Processing Plant at Maryland Correctional Training Center in FY 2020 (80-120 inmate positions).

Design Funding is anticipated in FY 2019 for a 25,000 sq. ft. Meat Processing Plant at the Maryland Correctional Training Center. The program was submitted to the Division of Capital Construction on June 15, 2007.

4. New MCE Distribution Center at Eastern Correctional Institution in FY 2021 (15 inmate positions).

In order to decrease multiple handlings of items and to provide a dry, secure area to store manufactured goods, a program for a MCE Distribution Center at Eastern Correctional Institution (ECI) was prepared. This program is for a 10,000 sq. ft. pre-engineered metal MCE Warehouse building and a 20,000 sq. ft. area for truck turn-around and trailer/truck parking, to be located outside the fence at ECI. The program was completed and submitted to the Division of Capital Construction on January 31, 2012.

5. New MCE Systems Furniture/Textile at the Maryland Correctional Training Center in FY 2022 (120 inmate positions).

Design Funding is anticipated in FY 2021 for a 40,000 sq. ft., two-story, Systems Furniture/Textile Plant at the Maryland Correctional Training Center. The program was submitted to the Division of Capital Construction on May 6, 2005.

A new MCE Business Unit will be established in the existing Partition Plant in FY 2022 (20 inmate positions).



# RE-ENTRY & EMPLOYMENT OF EX-OFFENDERS

During FY2009, MCE implemented CARES (Continuing Allocation of Re-Entry Services) to assist inmate employees in transitioning to civilian employment upon release. Flyers and other promotional literature were developed to increase awareness of the program with inmate employees and staff. During FY 2012, presentations were made to case management staffs at several correctional facilities as well as to the Maryland Parole Commission to make them aware of the CARES reentry program and the contribution MCE training and CARES can make to a successful transition of offenders to Maryland's communities.

A full time Workforce Development Specialist provides transitional services to MCE inmate employees nearing release. Part time trainers provide the Thinking for a Change and Employment Readiness Workshop components of CARES. A part time director coordinates the program. MCE was able to recruit and hire individuals with considerable experience and qualifications to staff the CARES program. The Employment Readiness Workshop trainer was selected as the Workforce Development Professional of the Year by Maryland Works in 2011.

MCE inmate employees nearing release were identified and presented the opportunity to participate in CARES at the Central Maryland Correctional Facility (formerly the Central Laundry Facility) to work in the commercial laundry and participate in the MCE CARES program.

The CARES program has quantifiable outcome measures including recidivism. Specifically, the CARES program seeks to:

Reduce the level of recidivism of CARES participants by 20% when compared to the recidivism rate of the MCE release population.

In Maryland, recidivism is defined as the return to the DPSCS as a result of a new conviction or a violation of the condition of parole or mandatory release.

A large and expanding body of research demonstrates the positive impact of prison industries employment on post release success and lower rates of recidivism. These findings have been reported by the Washington State Institute of Public Policy, the Urban Institute, the Federal Bureau of Prisons as well as by the Department of Public Safety and Correctional Services which has compared the three year recidivism rates of MCE releases with one year or more experience with the general release population. Since 1990, the three year DPSCS recidivism rate has averaged 47.5% while the MCE rate averaged 22%. The CARES program was designed to reduce this already lower rate of recidivism by the provision of a structured reentry program.

Average recidivism rates		1 Year	2 Years	3 Years
for DPSCS and MCE (1990-2004):	DPSCS	22.4%	38.3%	47.5%
	MCE	7.6%	15.7%	22.0%

From a study of the 166 men that participated (graduates and non-graduates) in the CARES reentry program and who were released from 02/05/09 to 06/30/12, only 2% were returned with new convictions.

Effective 07/01/12, the Workforce Development Specialist was appointed the Acting Director of Re-entry Services upon the retirement of the part time director. A new contractual T4C instructor was selected and will begin work on 07/02/12.



David Jenkins

Rhonda Gaines, Workforce Development Specialist, completed the course work for a Masters of Social Work (MSW) from the University of Maryland. This high level of professional training will substantially improve the quality of services available to CARES participants and other MCE inmate employees nearing release.

The Director of Re-entry Services earned certification as a Offender Employment Specialist from the OWDS partnership (DPSCS/DLLR).



Rhonda Gaines



Stephen Shiloh

Maryland Correctional Enterprises (MCE) has taken the lead in offender reentry by not only providing a six month reentry course – Continuing Allocation of Re-Entry Services (CARES), but also by hiring ex-offenders who have the skills and work habits needed by MCE to be a successful employee and productive citizen.

Currently, ten ex-offenders are employed in a variety of positions at MCE Headquarters and Central Warehouse. Given the limited size of the MCE Headquarters workforce (60 employees) and the specific skills required for many positions, this level of ex-offender employment reflects a strong commitment in providing opportunity to deserving individuals.

MCE Chief Executive Officer Stephen Shiloh summarizes the MCE experience of including qualified ex-offenders in the MCE workforce stating, “One of many goals in correctional enterprises is to give these men and women a brighter future and more positive options in life, i.e. – to make a difference. When you can see the proof standing right in front of you, it is very rewarding. Everything that we as an organization have worked towards, everything that they as an individual have worked for has led to our mutual success – and the accomplishment of one of our most important goals.”

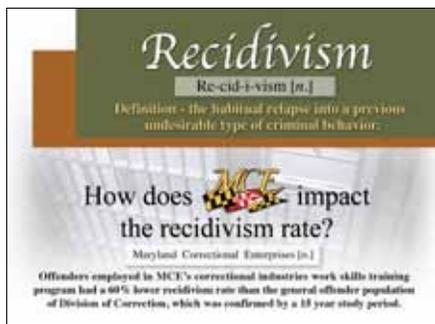


## CARES GRADUATES

2009	79
2010	61
2011	56
2012	15
<b>Total Graduates</b>	<b>211</b>

**Note:** As a result of the new CARES schedule of 2 cycles per year, 3 of the 18 men who participated in the 6/27/12 graduation event had only completed the ERW course and will complete the T4C class in September. They will be included in the September graduation count.

# RECIDIVISM



In a cooperative endeavor with the Policy and Regulations Unit of the Department of Public Safety and Correctional Services (DPSCS), a method of determining the recidivism rate of those inmates who were employed by Maryland Correctional Enterprises for at least twelve months, was developed.

The follow up of releases who worked for Maryland Correctional Enterprises is conducted on the basis of a manual review of inmate payrolls to obtain the names of inmates who worked for MCE at least one year. This information is compiled by MCE Plant Managers on an annual basis. These tabulations are then submitted to the DPSCS Policy and Regulations Unit who compare this

information with inmate data contained in the "Repeat Incarceration Supervision Cycle" (RISC) reporting system.

Information gathered by MCE compares to the standard that DPSCS utilizes to generate recidivism studies. In very basic terms, recidivism is defined as a new conviction resulting in a return to the Department of Public Safety and Correctional Services or to probation supervision within three years of the intake date or release date.

Since the retirement of one of its employees on June 30, 2009, the Office of Planning, Policy, Regulations and Statistics (OPPRS) Unit of the Department of Public Safety and Correctional Services (DPSCS) has been unable to supply additional data for MCE's Recidivism Study. The following has been excerpted from a letter from Yolanda Jiggetts, dated December 15, 2009:

"Until the Offender Case Management System (OCMS) produces recidivism data, OPPRS recommends utilization and reference to MCE's historical and consistent recidivism rates. As was pointed out in the 2008 DOC Annual Report, "Over a 15 year study period, the comparison of released MCE inmates with the DOC general population reflects that MCE recidivism rates are 66% lower than the DOC rate in the first year, 59% in the second year, and 54% in the third year. Therefore, MCE recidivism rates are 60% lower than the DOC rate." It is highly unlikely that the MCE recidivism record would change during the period when recidivism statistics are unavailable.

However, OPPRS is available to assist in developing written talking points to include in MCE's annual report and we are confident that MCE's fifteen year historical recidivism rates will continue to support and compliment the successes of the division until a new recidivism methodology is developed.

We apologize for any inconveniences and look forward to working with MCE in the future and on the development of a new recidivism report for the department's implementation of OCMS."

Published reports by professors of Economics substantiate the theories and practices which Maryland Correctional Enterprises put into place decades ago. The environment for the operation of MCE replicates the environment for the business operations of a private corporate entity as closely as possible where inmates are taught job skills and are provided with constructive employment. This combination leads to the development of both technical and social skills and improves the employability of the inmate upon release. This employment and training, in both job skills and the "work ethic" has resulted in recidivism rates which are 60% lower than the general population rate, and is documented as stated in the above letter. This theory is woven into the MCE Mission Statement and is the compelling reason behind the expansion of inmate employment opportunities and the continuing search for Prison Industry Enhancement (PIE) partnerships.

Over a fifteen year study period, the comparison of released MCE inmates with the general population reflects that MCE recidivism rates are 66% lower than the general rate in the first year, 59% in the second year, and 54% in the third year. Therefore, as an average, MCE recidivism rates are 60% lower than the general population rate.

MCE inmate workers are not assigned on a random basis. A minimum education level (High School/GED) is required for employment.

Lower recidivism also translates into monetary savings. A recent publication states that in Maryland the annual cost of State prisons per inmate in FY 2010 was over \$38,000.

# FINANCIAL

## ECONOMIC IMPACT

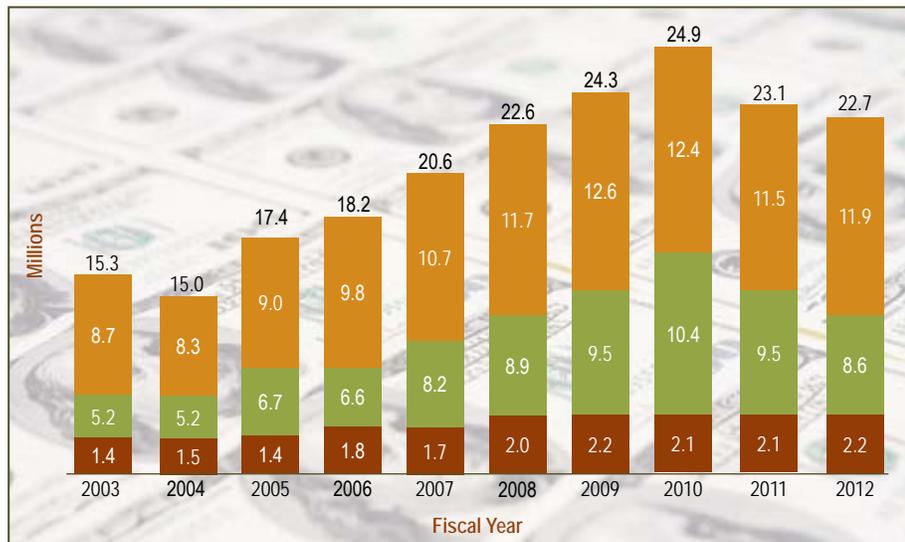
“Economic Impact” consists of the three major areas where Maryland Correctional Enterprises payments were made during the Fiscal Year. The three major areas of “Economic Impact” are: “Goods and Services,” “Employee Payroll,” and “Inmate Payroll.”

### Direct Economic Impact - Fiscal Year 2012

AREA	GOOD AND SERVICES	EMPLOYEE PAYROLL	INMATE PAYROLL	ECONOMIC CONTRIBUTION
Annapolis	3,585	0	0	3,585
Baltimore City	2,411,498	3,911,315	0	6,322,813
Baltimore County	190,808	515,455	0	706,263
Eastern Shore	287,570	1,034,810	232,167	1,554,547
Hagerstown	563,356	3,434,332	820,162	4,817,850
Jessup	2,568,629	1,794,891	1,145,762	5,509,282
Montgomery County	57,356	0	0	57,356
Northeast Maryland	2,450,804	736,486	0	3,187,290
Prince George's County	86,694	264,182	0	350,876
Southern Maryland	0	0	0	0
Western Maryland	51	162,178	7,718	169,947
Maryland Total	\$8,620,351	\$11,853,649	\$2,205,809	\$22,679,809
Out of State Total	\$27,767,521	\$1,042,056	\$0	\$28,809,577
Grand Total	\$36,387,872	\$12,895,705	\$2,205,809	\$51,489,386

MCE's Direct and Secondary Impact to the State's Economy was approximately \$112.6 million in FY 2012.

### Economic Impact



## OPERATING COST

This section provides operating cost and staffing configurations for FY2012.

	<u>Operating Cost</u>
.01 General Administration (Q00B0901)	\$50,814,250
.02 Custodial Care	N/A
.03 Dietary Services	N/A
.04 Plant Operation and Maintenance	N/A
.05 Clinical and Hospital Service	N/A
.06 Classification, Recreation and Religious Service	N/A
Daily Per Capital Cost	N/A
Annual Per Capital Cost	N/A
Rated Capacity	N/A
Operating Capacity	N/A
Average Daily Population	N/A
Inmate to Staff Ratio	N/A
Inmate to Custody Staff Ratio	N/A

*A recent installation featuring the new MCE Konstrux line of products . . .*



# FISCAL STATEMENTS

## MARYLAND CORRECTIONAL ENTERPRISES

### Statements of Net Assets

As of June 30, 2011 and 2012 (unaudited)

	2011	2012 (unaudited)
<b>ASSETS</b>		
<b>Current Assets:</b>		
Cash	\$10,809,660	\$13,218,621
Accounts Receivable	8,837,884	5,692,683
Inventories	9,164,364	10,732,426
Other Assets	76,507	90,108
<b>Total Current Assets</b>	<u>28,888,414</u>	<u>29,733,838</u>
<b>Current Assets, Net of Accumulated Depreciation:</b>		
Equipment	5,482,403	4,959,353
Structures and Improvements	2,875,262	2,779,444
Infrastructure	45,474	35,780
Construction in Progress	0	0
<b>Total Capital Assets, Net</b>	<u>8,403,139</u>	<u>7,774,577</u>
<b>Total Assets</b>	<u>37,291,553</u>	<u>37,508,415</u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>Liabilities:</b>		
<b>Current Liabilities</b>		
Accounts Payable and Accrued Liabilities	2,394,193	1,596,995
Accrued Vacation and Workers Compensation Costs	826,834	1,073,123
Deferred Revenue	1,522,870	631,866
<b>Total Current Liabilities</b>	<u>4,743,897</u>	<u>3,301,984</u>
<b>Non current Liabilities:</b>		
Accrued Vacation and Workers Compensation Costs	576,984	321,000
<b>Total Liabilities</b>	<u>5,320,881</u>	<u>3,622,984</u>
<b>Net Assets:</b>		
Invested in Capital Assets	8,403,139	7,774,577
Unrestricted	23,567,532	26,110,854
<b>Total Net Assets</b>	<u>\$31,970,671</u>	<u>\$33,885,431</u>

## MARYLAND CORRECTIONAL ENTERPRISES

### Statements Revenue, Expenses, and Change in Net Assets

For the Years Ended June 30, 2011 and 2012 (unaudited)

	2011	2012 (unaudited)
<b>Operating Revenue:</b>		
Sales and Services	\$50,575,354	\$53,026,538
<b>Operating Revenue:</b>		
Cost of Sales and Services	40,369,042	41,608,572
Selling, General, and Administrative Expenses	5,927,718	6,179,236
Other Selling, General, and Administrative Expenses	1,457,152	1,663,883
Depreciation	1,476,212	1,329,588
Total Operating Expenses	49,230,124	50,781,279
<b>Operating Income</b>	<b>1,345,230</b>	<b>2,245,259</b>
 <b>Nonoperating Revenue and Expenses:</b>		
Transfer to U.S. Department of Health & Human Services	(241,185)	0
Miscellaneous Income	0	0
Loss on Disposal of Assets	(30,901)	(39,604)
Nonoperating Expenses, Net	(272,086)	(39,604)
 <b>Income (Loss) Before Transfers and Contributed Capital</b>	<b>1,073,144</b>	<b>2,205,655</b>
Contributed Capital	138,360	34,105
Transfer to State of Maryland General Fund	(376,650)	(325,000)
 <b>Change in Net Assets</b>	<b>834,854</b>	<b>1,914,760</b>
<b>Net Assets, Beginning</b>	<b>31,135,817</b>	<b>31,970,671</b>
<b>Net Assets, Ending</b>	<b>\$31,970,671</b>	<b>\$33,885,431</b>



MARYLAND CORRECTIONAL ENTERPRISES

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[www.mce.md.gov](http://www.mce.md.gov)



Martin O'Malley, *Governor*  
Anthony G. Brown, *Lt. Governor*  
Gary D. Maynard, *Secretary*

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