

PS COMMITTEE # 1  
April 21, 2015

**MEMORANDUM**

April 20, 2015

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst *SJF*

SUBJECT: **FY16 Operating Budget: Department of Correction and Rehabilitation**

Those expected to attend this worksession include:

Robert Green, Acting Director, Department of Correction and Rehabilitation (DOCR)  
Stefan LoBuglio, Chief, Pre-Release and Reentry Services  
Angela Talley, Chief, Pre-Trial Services  
Craig Dowd, DOCR  
Bruce Meier, Office of Management and Budget

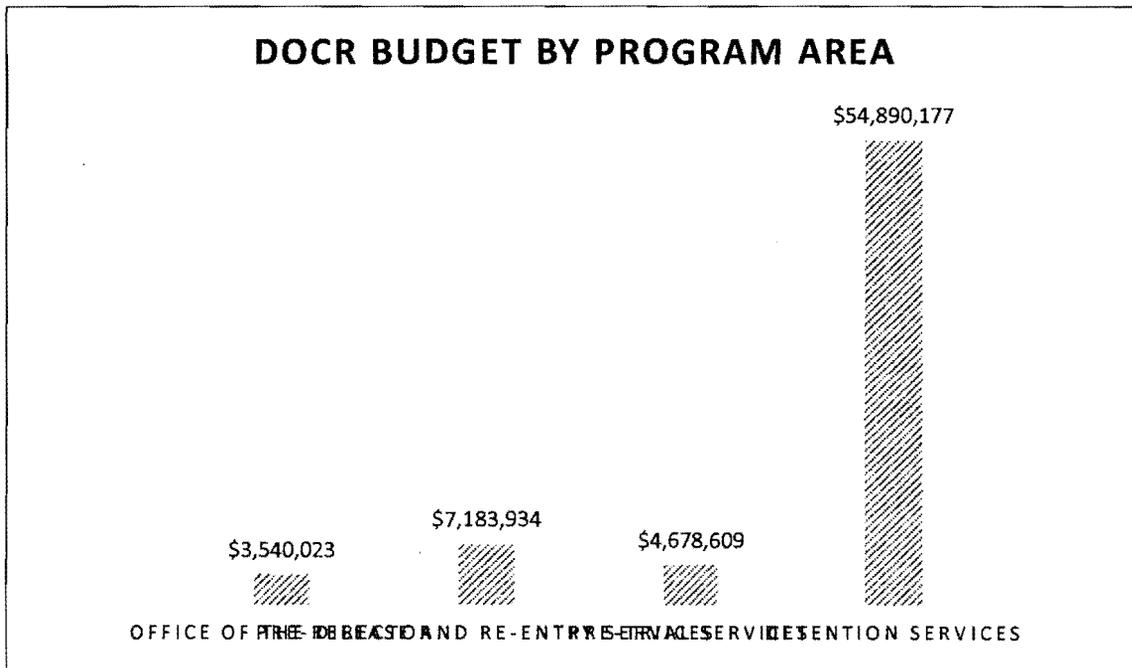
**Budget Summary:**

- The Recommended FY16 operating budget abolishes three positions, including the Deputy Warden of Operations, the Assistant Food Services Manager, and an Intervention Program for Substance Abusers (IPSA) Correctional Specialist II.
- Lapse increases by \$500,000, bringing the FY16 total to \$1,362,512.
- Declining inmate population at Montgomery County Correctional Facility (MCCF) has allowed DOCR to close a housing pod, reassign staff, and reduce overtime.

## Overview

For FY16, the Executive recommends total expenditures of \$70,292,743 for DOCR, a 1.2% decrease from the FY15 approved budget.

	<i>FY14 Actual</i>	<i>FY15 Approved</i>	<i>FY16 Recommended</i>	<i>% Change FY15 - FY16</i>
<b>Expenditures by fund</b>				
General Fund	\$69,183,620	\$71,135,891	\$70,292,743	-1.2%
Grant Fund	\$6,233	\$0	\$0	-
<b>Total Expenditures</b>	<b>\$69,189,853</b>	<b>\$71,135,891</b>	<b>\$70,292,743</b>	<b>-1.2%</b>
<b>Positions</b>				
Full-Time	516	526	524	-0.4%
Part-Time	2	2	2	-
<b>FTEs</b>	<b>517.8</b>	<b>526.3</b>	<b>524.82</b>	<b>-0.3%</b>



The FY16 County Executive recommendation is a decrease of \$843,148 or 1.2%. This decrease comes from the following identified same services adjustments:

<b>Identified Same Service Adjustments</b>	
Increase Cost: FY16 Compensation Adjustment	\$2,201,609
Increase Cost: Group Insurance Adjustment	\$151,830
Increase Cost: Internal Investigations	\$105,000
Increase Cost: Annualization of FY15 Lapsed Positions	\$99,331
	<b>Total Increases:</b> \$2,557,770
Decrease Cost: Motor Pool Rate Adjustment	(\$13,509)
Decrease Cost: Annualization of FY15 Personnel Costs	(\$20,903)
Decrease Cost: Printing and Mail	(\$52,203)
Decrease Cost: Electronic Health Records	(\$60,000)
Decrease Cost: Reduce medical re-pricing no longer necessary due to ACA	(\$65,000)
Decrease Cost: Through Partnership with Montgomery College for Educ. Services	(\$65,000)
Decrease Cost: Hospital costs through ACA	(\$100,000)
Decrease Cost: Reduced caseload in IPSA (Pre-Trial)	(\$106,106)
Decrease Cost: Food Services Management	(\$145,773)
Decrease Cost: Facility maintenance operations management	(\$171,335)
Decrease Cost: Close a housing pod at MCCF due to declining population	(\$300,000)
Decrease Cost: Increase lapse by keeping non-security positions vacant for six months.	(\$500,000)
Decrease Cost: Retirement Adjustment	(\$1,801,089)
	<b>Total Decreases:</b> (\$3,400,918)
<b>NET SAME SERVICES ADJUSTMENT TOTAL:</b>	<b>(\$843,148)</b>

## FY16 Expenditure Issues

### Personnel Complement

The FY16 recommended budget contains a net loss of two full-time positions. The current complement is 526 full-time positions and two part-time positions. The recommended budget reflects the mid-year addition of a Correctional Captain who would assist the department with internal investigators. This position was never filled due to the hiring freeze. Filling it for FY16 increases expenditures by \$105,000. The FY16 recommended budget also abolishes three other full-time positions, including:

- Deputy Warden of Operations, Detention Services (-\$171,335);
- Assistant Food Services Manager, Detention Services (-\$145,773);
- Correctional Specialist II, Intervention Program for Substance Abusers (IPSA), Pre-Trial Services (-\$106,106).

These changes would reduce the authorized complement to 524 full-time positions and two part-time positions. In addition, the Executive's recommended budget increases lapse by \$500,000, bringing the FY16 total to \$1,362,512. The lapse increase will not impact filling security and certain other positions such as Correctional Officers, Sergeants, Resident Supervisors, Correctional Dietary Officers, and Correctional Health Nurses. A current vacancy list is included on ©9.

Council staff is very concerned about any further reduction of DOCR staff. The department had 568 authorized positions in FY09, only to see that number cut by 50 positions during the recession. Over the past several years, the Council has restored several positions, primarily security and mental health-related positions. The Executive has added back several administrative positions as well. And while not all 50 positions need to be restored, the current total complement is still very low and does not optimally meet operational needs. Much of the work continues to be performed with overtime.

**Recommended for Abolishment:**

***Abolish Deputy Warden of Operations (-\$171,335)***

This Deputy Warden position is responsible for overseeing routine and major building maintenance, and maintenance of the security systems.

***Abolish Food Services Management (-\$145,773)***

This action abolishes one Program Manager I, Assistant Food Services Manager, reducing supervision and onsite accountability monitoring of all food services operations.

***Abolish Correctional Specialist II, IPSA (-\$106,106)***

IPSA is a diversion program that allows certain defendants charged with misdemeanor drug offenses to participate in the program instead of being prosecuted. Last year, Maryland legislation decriminalized marijuana, providing that possession of 10 grams or less was a civil offense rather than a criminal offense. This change significantly changed the number of IPSA cases. Last year the program had an average daily population of 475 defendants. During FY15, the average daily population has been 150 cases.

***Council staff recommends restoring the Deputy Warden position by adding \$171,335 to the Reconciliation List. DOCR has already lost one Warden (MCDC) in budget cuts, and this Deputy Warden position oversees facilities maintenance, which is critical for buildings where people are living and working round-the-clock. Council staff also recommends reducing the proposed lapse to permit more flexibility in hiring critical positions over the next year. To achieve this, Council staff recommends adding two increments of \$125,000 each to the Reconciliation List.***

**CRIMS Update**

The Correction and Rehabilitation Information Management System (CRIMS) is a web-based records management application chosen by the County to replace the old mainframe-based system. The first phase of CRIMS included Intake and Release modules. The second phase of CRIMS was supposed to support jail management.

Last year, the Committee touched on CRIMS briefly when it discussed the number of improper releases that had occurred in FY14 and the reasons behind them. The CountyStat report on performance measures, which noted the number of improper releases, indicated that the next phase of CRIMS would be helpful in minimizing or eliminating improper releases. The product was not delivered, and DTS and the County Attorney are in the process of completing a settlement agreement with the vendor.

DTS is still taking steps to provide DOCR with the functionality that was promised in CRIMS Phase II. The previous DOCR director opted to implement the State Offender Case Management System using a County contract. *The Committee should understand the impact of the contractual change, the proposed implementation date, and whether the State case management system will provide the required functionality. Will this system integrate with the first phase of CRIMS, or will it replace it?*

### **Electronic Health Records (-\$60,000)**

This measure delays the implementation of electronic health records. The full cost of implementation is \$380,000. *The Committee should understand the impact of delayed implementation on operations and potentially on inmate health care.*

### **Cost Reductions Related to the American Care Act (ACA)**

**Reduce Medical Repricing (-\$65,000):** DOCR has taken several steps to maximize savings under the ACA. The first initiative partners with Shady Grove Hospital to have inmates' insurance status reviewed prior to billing the County. Shady Grove staff now bills Medicaid directly for all eligible inmates.

**Reduced Hospital Costs through ACA (-\$100,000):** The ability to have inmates covered under ACA is expected to reduce hospital costs in FY16.

### **Education Services through Montgomery College (-\$65,000)**

DOCR is partnering with Montgomery College to provide education services. The arrangement will reduce DOCR expenditures on education services.

### **Closed Housing Pod at MCCF (-\$300,000)**

The average daily population levels have been consistently lower. DOCR was able to redistribute the inmate population in a manner that does not risk security. If the inmate population increases significantly, or the population mix becomes more complex (when jail population is such that certain inmates must be kept separate from others), DOCR may have to reopen the housing pod.

## **One Stop Program Funding Maintained in FY16**

The One-Stop Program, which offers comprehensive job services to inmates in preparation for release, maintains the same funding in FY16 as in FY15. Funding totals \$160,000 for the year, which is \$80,000 general funds and \$80,000 Workforce Investment Act funds. This funds two Workforce Solutions Group (WSG) employment coaches and one part-time administrative support position at MCCF.

In addition, a \$60,000 Council grant was provided in FY15 to fund an Offender Employment Specialist at the WSG Wheaton Employment Center to serve ex-offenders. This position is a critical link to post-release lawful employment. WSG has requested \$70,785 through the Council's grant process for FY16.

## **Status Update on FY15 Non-Competitive Grants**

DOCR relies on several contracts to provide core services. Council staff asked for an update on the FY15 contracts, including whether the contracts are expected to be funded in FY16.

**Adventist Healthcare (FY15 Funding: \$850,000):** This is the program that DOCR has utilized to provide inpatient and complex day services to the inmate population. Under Constitutional guidelines, a community standard of healthcare is required for an incarcerated prisoner population. This funding remains, and will cover same services.

**Catholic Charities (FY15 Funding: \$51,150):** This program administered by the Archdiocese of Washington, DC. It selects highly trained volunteers from faith community organizations in the Metropolitan DC area who provide direct services to residents at the Pre-Release Center. This funding remains, and will cover same services.

**Identity (FY15 Funding: \$81,850):** This contract provides Spanish language support and re-entry assistance services.

**Shady Grove Radiological (FY15 Funding: \$105,000):** This contract imaging services that cannot be done inside the correctional environment. The funding remains and will cover same services.

**ARC (FY15 Funding: \$35,000):** This contract supports training and meaningful work for persons with developmental disabilities. They provide maintenance and cleaning services in the administrative area of our maximum-security facility. This funding remains, and will cover same services.

**Workforce Solutions (FY15 Funding: \$60,000):** For FY16, WSG did apply to the Council for \$70,785 grant funding for the re-entry program. The funding pays for the offender employment specialist located at the Wheaton Employment Center.

**Council Staff Recommendation:** *Council staff recommends restoring the Deputy Warden position by adding \$171,335 to the Reconciliation List. Council staff also recommends reducing the proposed lapse by adding two increments of \$125,000 each to the Reconciliation List. Council staff recommends approval of the rest of the budget as submitted by the Executive.*

**This packet contains**

DOCR Recommended FY16 Operating Budget  
DOCR Responses

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# Correction and Rehabilitation

## MISSION STATEMENT

The mission of the Department of Correction and Rehabilitation (DOCR) is to protect and serve the residents of Montgomery County and the general public by providing progressive and comprehensive correctional, rehabilitative, and community re-entry services. These functions are achieved through the employment of well-managed and effective correctional programs, including: the use of pretrial supervision; secure incarceration; community treatment; reintegration programs; highly accountable security methods and procedures in each operating unit and program; and effective and progressive administration and management oversight.

## BUDGET OVERVIEW

The total recommended FY16 Operating Budget for the Department of Correction and Rehabilitation is \$70,292,743, a decrease of \$843,148 or 1.2 percent from the FY15 Approved Budget of \$71,135,891. Personnel Costs comprise 90.3 percent of the budget for 524 full-time positions and two part-time positions, and a total of 524.82 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 9.7 percent of the FY16 budget.

## LINKAGE TO COUNTY RESULT AREAS

While this program area supports all eight of the County Result Areas, the following are emphasized:

- ❖ **Safe Streets and Secure Neighborhoods**

## DEPARTMENT PERFORMANCE MEASURES

Performance measures for this department are included below, with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY15 estimates reflect funding based on the FY15 approved budget. The FY16 and FY17 figures are performance targets based on the FY16 recommended budget and funding for comparable service levels in FY17.

Measure	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
<b>Multi-Program Measures</b>					
Accreditation standards from the Maryland Commission on Correctional Standards and the Correctional Education Association - Percent of standards met	100%	100%	100%	100%	100%
Percent of inmate bed needs met, percent of inmates receiving a bed assignment before overcrowding measures need to be taken	100%	100%	100%	100%	100%
Zero Tolerance security incidents - Number of inappropriate releases of an inmate	0	4	0	0	0
Zero tolerance security incidents - Number of inappropriately released inmates returned	0	4	0	0	0
Zero Tolerance security incidents - Number of inmate suicides	0	1	0	0	0
Zero Tolerance security incidents - Number of jail escapes	0	0	0	0	0
Zero Tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents <sup>1</sup>	3	1	0	0	0

<sup>1</sup> FY14 had 1 substantiated case and 20 allegations.

## ACCOMPLISHMENTS AND INITIATIVES

- ❖ **The Pre-Trial Division supervised an average daily population of 1,866 defendants and received 643 domestic violence case referrals resulting in a 96.6% court appearance rate and a 1.7% re-arrest rate. Diversion programs performed 102,111 hours of community service at a value of \$740,305.**
- ❖ **The department successfully implemented the Richmond Decision mandates impacting the arrest/booking of 12,000 arrestees per year.**
- ❖ **The Department is one of the first jail systems in the country to successfully complete the Prison Rape Elimination Act audit for all three secure facilities.**

- ❖ **Achieved 100% compliance with all major accreditation standards for the Montgomery County Correctional Facility and the Montgomery County Detention Center.**
- ❖ **Detention Services continued its linkage and professional development efforts with Montgomery College in the areas of adult education, workforce development, and reentry planning. The partnership with Montgomery College continues to expand focusing on areas of inmate personal growth and development at lower cost.**
- ❖ **Productivity Improvements**
  - **Integrated correctional health care services with the provisions of the Affordable Care Act resulting in savings to the County over \$150,000 and increasing the number of insured residents.**
  - **Implemented an inmate locator search on the Department's web site enabling a first name/last name search to ascertain the individual's location and related primary charge and bail amount.**
  - **Implemented wireless access in the commissioner area of the Montgomery County Detention Center to allow panel lawyers mobile access to criminal booking information for arrestees at commissioner hearings based on the DeWolfe v. Richmond decision.**
  - **Implemented a second fingerprinting machine in the Montgomery County Detention Center Central Processing Unit, enhancing efficiencies in the booking process.**
  - **Implemented a department Pre-Shift training system for the department training section to replace the manual tracking system which enhanced the accuracy and improved efficiencies for the training section audit process.**

## PROGRAM CONTACTS

Contact Craig Dowd of the Department of Correction and Rehabilitation at 240.777.9982 or Bruce R. Meier of the Office of Management and Budget at 240.777.2785 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Office of the Director

The Director's Office provides oversight and direction for all Department of Correction and Rehabilitation activities in coordination with the Chief Administrative Officer and County Executive. Personnel, Budget and Procurement, Information Technology, and Fiscal Services are support functions within the Director's Office.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>3,463,357</b>	<b>24.00</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	76,666	0.00
<b>FY16 CE Recommended</b>	<b>3,540,023</b>	<b>24.00</b>

### Pre-Release and Re-Entry Services

The Pre-Release and Re-Entry Services Division (PRRS) provides community-based residential and non-residential alternatives to secure confinement for sentenced adult offenders in which they engage in work, treatment, education, family involvement, and other services to prepare them for release. The program primarily serves inmates who are within one year of release and who are sentenced to DOCR. In addition, the program also provides re-entry services to Federal and State sentenced inmates and Federal probationers who are within six months of release and who are returning to Montgomery County and the greater Washington Metro area upon release.

The residential program, located at the 171-bed Pre-Release Center, Rockville, has a capacity to serve individuals who live within the Center's one female and three male housing units. The non-residential Home Confinement program, allows 40-50 individuals to live in their homes, although they are required to report to the Pre-Release Center several times a week for drug testing and for meetings with counselors.

<b>Program Performance Measures</b>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Security incidents - Number of escapees apprehended or returned to the Pre-Release Center, a community located, minimum security program	5	6	3	3	3
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program with 600 yearly admissions	5	6	3	3	3

	Actual FY13	Actual FY14	Estimated FY15	Target FY16	Target FY17
Self growth and development programs - Percent of inmates at the Pre-Release Center participating in programs	100%	100%	100%	100	100%

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>7,363,425</b>	<b>60.80</b>
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-179,491	-1.00
<b>FY16 CE Recommended</b>	<b>7,183,934</b>	<b>59.80</b>

### **Pre-Trial Services**

The Pre-Trial Services Division (PTS) is responsible for assessing newly arrested defendants for the possibility of release from incarceration while awaiting trial and for follow through while supervising those defendants safely in the Community. The PTS Division also supervises those defendants who are offered diversion from trial in return for satisfactorily completing a community service or substance abuse program. There are four independent programs within the Division: Pre-Trial Assessment Unit, Pre-Trial Supervision Unit, Alternative Community Service Program (ACS), and Intervention for Substance Abusers Program (IPSA).

The Assessment Unit is housed at the Montgomery County Detention Center and is responsible for assessing those who have been newly arrested and have been unable to make bond. Staff verifies personal information, analyzes criminal histories, and formulates recommendations to the Court to enable the Judge to make informed bond decisions. Recommendations are made with public safety as the main priority following the national models of assessment for the judicial system.

The Supervision Unit provides monitoring of Court ordered conditions to offenders released to the Community while awaiting trial. Advanced technology such as GPS tracking and Radio Frequency Curfew equipment are used to monitor offenders' movements in the community. Drug testing is also performed. Violations of release conditions are immediately reported to the Court for possible re-incarceration.

The diversion programs, ACS and IPSA, are predominantly for first-time misdemeanor offenders who will ultimately have their charges expunged following successful completion of one of these programs. Community service, drug education, and treatment are core functions of these programs. There is an administrative fee with these programs.

<b>FY16 Recommended Changes</b>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>4,576,051</b>	<b>38.38</b>
Decrease Cost: Reduced caseload in the Intervention for Substance Abusers Program	-106,106	-1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	208,664	1.00
<b>FY16 CE Recommended</b>	<b>4,678,609</b>	<b>38.38</b>

### **Detention Services**

Under the supervision of the Warden, Detention Services is responsible for the operation of two detention facilities, the Montgomery County Detention Center (MCDC) located in Rockville, and the Montgomery County Correctional Facility (MCCF) located in Clarksburg.

MCDC is primarily responsible for the intake and law enforcement processing of adult male and female offenders arrested in Montgomery County and has a facility capacity to accommodate approximately 200 inmates. Over 15,000 offenders annually arrive at MCDC's Central Processing Unit (CPU).

The CPU conducts psychological screening, medical screening, and risk assessment to determine the appropriate classification level of inmates and provides for the initial care, custody, and security of inmates for up to 72 hours prior to transfer to MCCF. At this facility, bond hearings are conducted by the Maryland District Court Commissioners via closed circuit television between MCDC and the District Court. The Office of the Public Defender determines eligibility of offenders for legal representation.

Following an initial intake at MCDC, inmates transfer to the 1,029-bed Montgomery County Correctional Facility (MCCF), usually within 72 hours. MCCF is responsible for the custody and care of male and female offenders who are either in a pre-trial status of serving sentences of up to 18 months. Progressive, and comprehensive correctional services are provided to all inmates covering substance abuse, mental health issues, cognitive behavioral modification, basic education, life skills, and work force preparation.

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<i>Program Performance Measures</i>	<b>Actual FY13</b>	<b>Actual FY14</b>	<b>Estimated FY15</b>	<b>Target FY16</b>	<b>Target FY17</b>
Self growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) participating in programs.	80%	87%	80%	80%	80%

<i>FY16 Recommended Changes</i>	<b>Expenditures</b>	<b>FTEs</b>
<b>FY15 Approved</b>	<b>55,733,058</b>	<b>403.12</b>
Increase Cost: Internal Investigations	105,000	1.00
Decrease Cost: Electronic health records	-60,000	0.00
Decrease Cost: Reduce medical re-pricing no longer necessary due to Affordable Care Act implementation with Shady Grove Hospital	-65,000	0.00
Decrease Cost: Through partnership with Montgomery College for education services	-65,000	0.00
Decrease Cost: Hospital costs through Affordable Care Act	-100,000	0.00
Decrease Cost: Food Services management	-145,773	-1.00
Decrease Cost: Facility maintenance operations management	-171,335	-1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	-340,773	0.52
<b>FY16 CE Recommended</b>	<b>54,890,177</b>	<b>402.64</b>

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# BUDGET SUMMARY

	Actual FY14	Budget FY15	Estimated FY15	Recommended FY16	% Chg Bud/Rec
<b>COUNTY GENERAL FUND</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	40,516,502	42,399,482	42,158,549	43,118,893	1.7%
Employee Benefits	20,458,087	21,589,215	21,358,126	20,382,368	-5.6%
<b>County General Fund Personnel Costs</b>	<b>60,974,589</b>	<b>63,988,697</b>	<b>63,516,675</b>	<b>63,501,261</b>	<b>-0.8%</b>
Operating Expenses	8,209,031	7,147,194	7,434,312	6,791,482	-5.0%
Capital Outlay	0	0	0	0	—
<b>County General Fund Expenditures</b>	<b>69,183,620</b>	<b>71,135,891</b>	<b>70,950,987</b>	<b>70,292,743</b>	<b>-1.2%</b>
<b>PERSONNEL</b>					
Full-Time	516	526	526	524	-0.4%
Part-Time	2	2	2	2	—
FTEs	517.80	526.30	526.30	524.82	-0.3%
<b>REVENUES</b>					
Alternative Community Services	405,847	440,000	550,000	550,000	25.0%
Care of Federal/State Prisoners	2,077,732	1,639,310	1,703,690	2,038,313	24.3%
Home Confinement Fees	105,747	41,000	41,000	41,000	—
Illegal Alien Inmate Reimbursement	828,861	808,500	584,351	600,000	-25.8%
Miscellaneous Revenues	23,074	0	0	0	—
Substance Abusers Intervention Program (IPSA)	270,364	359,950	100,000	105,000	-70.8%
Other Charges/Fees	53,797	45,100	45,100	45,100	—
Other Intergovernmental	110,469	130,000	241,516	150,000	15.4%
<b>County General Fund Revenues</b>	<b>3,875,891</b>	<b>3,463,860</b>	<b>3,265,657</b>	<b>3,529,413</b>	<b>1.9%</b>
<b>GRANT FUND MCG</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	0	0	0	0	—
Employee Benefits	0	0	0	0	—
<b>Grant Fund MCG Personnel Costs</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
Operating Expenses	6,233	0	0	0	—
Capital Outlay	0	0	0	0	—
<b>Grant Fund MCG Expenditures</b>	<b>6,233</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
<b>REVENUES</b>					
Federal Grants	38,678	0	0	0	—
<b>Grant Fund MCG Revenues</b>	<b>38,678</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>69,189,853</b>	<b>71,135,891</b>	<b>70,950,987</b>	<b>70,292,743</b>	<b>-1.2%</b>
<b>Total Full-Time Positions</b>	<b>516</b>	<b>526</b>	<b>526</b>	<b>524</b>	<b>-0.4%</b>
<b>Total Part-Time Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>—</b>
<b>Total FTEs</b>	<b>517.80</b>	<b>526.30</b>	<b>526.30</b>	<b>524.82</b>	<b>-0.3%</b>
<b>Total Revenues</b>	<b>3,914,569</b>	<b>3,463,860</b>	<b>3,265,657</b>	<b>3,529,413</b>	<b>1.9%</b>

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## FY16 RECOMMENDED CHANGES

	Expenditures	FTEs
<b>COUNTY GENERAL FUND</b>		
<b>FY15 ORIGINAL APPROPRIATION</b>	<b>71,135,891</b>	<b>526.30</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: FY16 Compensation Adjustment	2,201,609	0.00
Increase Cost: Group Insurance Adjustment	151,830	0.00
Increase Cost: Internal Investigations [Detention Services]	105,000	1.00
Increase Cost: Annualization of FY15 Lapsed Positions	99,331	0.00
Decrease Cost: Motor Pool Rate Adjustment	-13,509	0.00
Decrease Cost: Annualization of FY15 Personnel Costs	-20,903	0.52
Decrease Cost: Printing and Mail	-52,203	0.00
Decrease Cost: Electronic health records [Detention Services]	-60,000	0.00
Decrease Cost: Reduce medical re-pricing no longer necessary due to Affordable Care Act implementation with Shady Grove Hospital [Detention Services]	-65,000	0.00
Decrease Cost: Through partnership with Montgomery College for education services [Detention Services]	-65,000	0.00
Decrease Cost: Hospital costs through Affordable Care Act [Detention Services]	-100,000	0.00
Decrease Cost: Reduced caseload in the Intervention for Substance Abusers Program [Pre-Trial Services]	-106,106	-1.00
Decrease Cost: Food Services management [Detention Services]	-145,773	-1.00
Decrease Cost: Facility maintenance operations management [Detention Services]	-171,335	-1.00
Decrease Cost: Close a housing pod at MCCF due to declining population, reassigning staff and reducing overtime	-300,000	0.00
Decrease Cost: Increase lapse by keeping non-security positions vacant for six months	-500,000	0.00
Decrease Cost: Retirement Adjustment	-1,801,089	0.00
<b>FY16 RECOMMENDED:</b>	<b>70,292,743</b>	<b>524.82</b>

## PROGRAM SUMMARY

Program Name	FY15 Approved		FY16 Recommended	
	Expenditures	FTEs	Expenditures	FTEs
Office of the Director	3,463,357	24.00	3,540,023	24.00
Pre-Release and Re-Entry Services	7,363,425	60.80	7,183,934	59.80
Pre-Trial Services	4,576,051	38.38	4,678,609	38.38
Detention Services	55,733,058	403.12	54,890,177	402.64
<b>Total</b>	<b>71,135,891</b>	<b>526.30</b>	<b>70,292,743</b>	<b>524.82</b>

## CHARGES TO OTHER DEPARTMENTS

Charged Department	Charged Fund	FY15		FY16	
		Total\$	FTEs	Total\$	FTEs
<b>COUNTY GENERAL FUND</b>					
Fleet Management Services	Motor Pool Internal Service Fund	110,799	1.00	113,139	1.00
General Services	County General Fund	103,694	1.00	105,887	1.00
<b>Total</b>		<b>214,493</b>	<b>2.00</b>	<b>219,026</b>	<b>2.00</b>

## FUTURE FISCAL IMPACTS

Title	CE REC.			(\$000's)		
	FY16	FY17	FY18	FY19	FY20	FY21
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>COUNTY GENERAL FUND</b>						
<b>Expenditures</b>						
<b>FY16 Recommended</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>	<b>70,293</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>	<b>475</b>
These figures represent the estimated annualized cost of general wage adjustments, service increments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>70,293</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>	<b>70,768</b>

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## **DOCR – FY16 Operating Budget Questions**

- ✓ 1. The number of positions is decreasing from 526 to 524. Please describe staffing changes, including any mid-year additions/reductions.

The FY15 CC Approved Operating Budget for DOCR included 526 full-time positions and 2 part-time positions. A mid-year addition of 1 (one) full-time position was approved to assist the Department with internal investigations. This increased staffing to 527 full-time positions. The new position was created as a Correctional Captain. The Department has frozen the position as a budget containment measure for FY15.

The FY16 CE Recommended Operating Budget for DOCR includes the abolishment of 3 (three) full-time positions:

Manager III, Deputy Warden of Operations, Detention Services  
Program Manager I, Assistant Food Services Manager, Detention Services  
Correctional Specialist II, Intervention Program for Substance Abusers, Pre-Trial Services.

The recommended position reductions will decrease DOCR's complement of full-time positions to 524.

- ✓ 2. Please describe the \$105,000 increase for internal investigations.

A mid-year addition of one full-time position was approved to assist DOCR with internal investigations. This was the result of an agreement with OMB and MCPD to shift 1 (one) FTE from MCPD to DOCR. This position was created as a Correctional Captain but the Department has frozen the position as a budget reduction measure for FY15. The \$105,000 increase for internal investigations is for this new position.

- ✓ 3. Please describe the \$60,000 reduction for electronic health records.

Given the cost of fully implementing this project, the budgeted amount of \$60,000 was included in the cost savings plan resulting in further postponement of the initiative. DOCR will also gain benefits from the lessons learned by the full implementation in HHS. The cost to fully implement EHR in Corrections is \$380,000.

- ✓ 4. Please describe the \$65,000 reduction related to ACA implementation.

Under the Affordable Care Act, more inmates potentially have access to private insurance. DOCR has partnered with HHS to assist inmates' enrollment through Maryland's health insurance marketplace. An HHS staff person is on-site at MCCF to work through this process. Also, pre-trial inmates can be eligible for Medicaid. Furthermore, Warden Green has implemented an initiative with Shady Grove Hospital to have DOCR inmates' insurance status reviewed prior to billing Montgomery County. Shady Grove staff will directly bill Medicaid for all eligible inmates. In the short time since its implementation, this has already shown considerable savings to DOCR and Montgomery County. Due to the required reductions to DOCR, this was offered as a savings measure.

✓ **5. Please describe the \$65,000 reduction for education services through Montgomery College.**

Education is a core element of inmate growth and development, as well as security operations and population management (diminution credits). DOCR is finalizing the arrangement with Montgomery College.

✓ **6. Please describe the reduced caseload in IPSA.**

The IPSA Program has a reduced population because of the recent legislative changes regarding marijuana offenses. Therefore, IPSA resources are being reduced as part of DOCR's required cost saving measures (-1 FTE, Correctional Specialist II, currently vacant).

The IPSA program serves eligible defendants charged with misdemeanor drug offenses, referred from the Office of the State's Attorney, to participate in the IPSA diversion program in lieu of prosecution. In April 2014 Marijuana Bill SB364 was passed de-criminalizing possession of less than 10 grams of marijuana from a criminal offense to a civil offense. The State's Attorney's Office implemented several changes, effective May 12, 2014 to all possession of marijuana cases that dramatically decreased the number of IPSA clients. The State's Attorney's office extended the \$100 fine to mostly all possession of paraphernalia related and possession of marijuana cases. Prior to the passing of the Marijuana Bill, those cases were referred to the IPSA program and the program maintained an ADP of 475 defendants (clients), with the majority charged with less than 10 grams or paraphernalia possession. The SAO still refers to the IPSA program possession of other illegal substances (cocaine, pills), which are individuals with more serious substance abuse issues requiring full drug education and/or treatment. The IPSA program's ADP for FY15 is 150 cases. The changes to the IPSA program can be sustained with the remaining complement provided the ADP does not rise.

✓ **7. Please describe the reduction for Food Services Management.**

DOCR will now have reduced supervision and reduced onsite accountability monitoring of all food services operations (-1 FTE, Program Manager I, Assistant Food Services Manager).

✓ **8. Please describe the reduction associated with closing a housing pod at MCCF. Is this sustainable through FY16?**

The opportunity to close a housing pod was the result of the average daily population level and ability to redistribute the inmate population in a manner that does not create security breaches. DOCR does this exercise as part of good jail management, unrelated to the budget process. Since this was a cost savings, DOCR was able to apply the savings as part of their required reductions.

In the event that the ADP rises or the complexity of the population increases (keep separate orders, administrative segregation necessities, etc.), the vacant housing pod will be re-opened. DOCR continues to seize every opportunity to enact cost containment measures but never at the expense of good jail management.

9. Please describe the increased lapse of \$500,000. What will total lapse be for FY16? Please describe any impact this may have on overtime costs.

DOCR was able to use lapse of positions for savings in the FY16 budget. The department will be having a new Director, and until that time selective non mission critical positions will be held vacant. Security and certain positions such as Correctional Officers, Sergeants, Resident Supervisors, Correctional Dietary Officers, and Correctional Health Nurses will be filled with no restrictions. Other positions can be filled as needed using the Position Exemption Request Form and process.

Total lapse in the FY16 will be \$1,362,512.

10. Please provide a vacancy list by division (PRRS, PTS, MCCF, MCDC).

The positions below are from Oracle as of 4-13-15.

**Vacant Positions**

Position	HR Organization	Position Category	Position Job
<b>DIRECTORS OFFICE</b>			
003550.Director Department of Correction and Rehabilitation.007942.FT.E.	COR 42 DO Director	Fulltime	Department Director
017713.Accountant/Auditor II.000210.FT.P.	COR 42 DO Fiscal Services	Fulltime	Accountant/Auditor
<b>DETENTIONS SERVICES</b>			
017791.Correctional Unit Commander (Captain).003233.FT.P.	COR 42 DS Detention Services	Fulltime	Public Safety Supervisor
012863.Office Services Coordinator.009273.FT.P.1	COR 42 DS Detention Services	Fulltime	Office Coordinator
014120.Correctional Dietary Officer II.203229.FT.P.1	COR 42 DS Food Services	Fulltime	Correctional Officer
014122.Correctional Dietary Officer II.203229.FT.P.1	COR 42 DS Food Services	Fulltime	Correctional Officer
003375.Nurse Practitioner.002309.FT.P.	COR 42 DS Health Services	Fulltime	Nurse Practitioner
003368.Correctional Health Nurse II.003266.FT.P.	COR 42 DS Health Services	Fulltime	Nurse
013890.Correctional Records Technician.003258.FT.P.	COR 42 DS Inmate Records	Fulltime	Correctional Records Technician
003363.Correctional Specialist IV.003247.FT.P.	COR 42 DS MCCF Case Managers Unit 3	Fulltime	Correctional Specialist Supervisor
013839.Correctional Specialist II.003248.FT.P.	COR 42 DS MCCF Case Managers Unit 3	Fulltime	Correctional Specialist
013126.Correctional Shift Commander (Lieutenant).003235.FT.P.	COR 42 DS MCCF Unit 1 Security	Fulltime	Public Safety Supervisor
003486.Correctional Officer III (Corporal).003237.FT.P.	COR 42 DS MCCF Unit 1 Security	Fulltime	Correctional Officer
016964.Correctional Officer III (Corporal).003237.FT.P.	COR 42 DS MCCF Unit 1 Security	Fulltime	Correctional Officer
003530.Correctional Shift Commander (Lieutenant).003235.FT.P.	COR 42 DS MCCF Unit 2 Security	Fulltime	Public Safety Supervisor
013159.Correctional Shift Commander (Lieutenant).003235.FT.P.	COR 42 DS MCCF Unit 3 Security	Fulltime	Public Safety Supervisor
013105.Correctional Officer III (Corporal).003237.FT.P.	COR 42 DS MCCF Unit 3 Security	Fulltime	Correctional Officer
011520.Correctional Officer III (Corporal).003237.FT.P.	COR 42 DS MCDC Custody and Security	Fulltime	Correctional Officer
<b>PRERELEASE AND REENTRY SERVICES</b>			
003580.Correctional Specialist II.003248.FT.P.1	COR 42 PRRS Reentry Services and	Fulltime	Correctional Specialist
003634.Correctional Specialist II.003248.FT.P.1	COR 42 PRRS Reentry Services and	Fulltime	Correctional Specialist
<b>PRETRAIL SERVICES</b>			
003603.Correctional Specialist II.003248.FT.P.	COR 42 PTS Alternative Community	Fulltime	Correctional Specialist
012374.Correctional Specialist II.003248.FT.P.	COR 42 PTS Intervention Program for	Fulltime	Correctional Specialist
014881.Correctional Specialist II.003248.FT.P.	COR 42 PTS Intervention Program for	Fulltime	Correctional Specialist
003609.Principal Administrative Aide.009274.PT.P.	COR 42 PTS Intervention Program for	Parttime	Aide
011187.Correctional Specialist III.003245.FT.P.2	COR 42 PTS Supervision	Fulltime	Correctional Specialist

11. What is the recommended FY16 funding for the One Stop program? How much is general funds and how much is expected from grants?

As in FY15, the FY16 recommended funding is \$80,000 from the DOCR Budget and \$80,000 from DED/Workforce Investment Act Funds (considered grant funds). This covers 2.5 WSG positions at MCCF. (Two employment coaches and one part-time administrative support position.)

\$60,000 was provided by Council in FY15 as a Council Grant. That funding provides the Offender Employment Specialist located at the WSG Wheaton Employment Center to service ex-offenders. This position provides services that are the critical link to post release offender lawful employment. For FY16, DOCR understands that WSG requested \$70,785 through the Council's grant process.

✓ 12. Last year, the Committee discussed the number of improper releases mentioned in the CountyStat report. Last year the Council added one Correctional Records Coordinator to assist with recordkeeping. The CountyStat report also indicated the next phase of CRIMS would be helpful as well.

a. Please provide the number of improper releases that occurred in FY14 as well as year-to-date in FY15.

FY14 Total: 4

FY15 YTD (07/01/14 to 04/01/15) Total: 1 (The improper release during FY 15 occurred in November 2014 just prior to the selection of the CRC Diminution Specialist.)

✓ b. Please provide a brief status update on CRIMS.

CRIMS Phase I is being used to process new arrests and bookings in the CPU. It is also used to commit and release inmates. There is an interface from CRIMS to the CJCMS system that the DTS/IJIS team created to replace the old County CJIS jail management system in October 2013 in preparation for the shutdown of the County mainframe.

DTS and the County Attorneys are in the process of completing a settlement agreement with Syscon, the CRIMS vendor, for CRIMS Phase II.

The next steps to provide DOCR with the functionality that was planned to be in CRIMS Phase II are under the direction of the DTS IJIS Program Director, Lisa Henderson. The following two options were presented to the previous DOCR Director, Arthur Wallenstein:

1. RFP
2. Implement the State Offender Case Management System (OCMS) using a county contract amendment to the State Contract.

The previous Director, Arthur Wallenstein, selected option #2. DTS will receive a copy of the State Contract amendment once the State has approved it.

13. Please provide a status update on the six non-competitive contracts you had in FY15:

- a) **Adventist Healthcare:** \$850,000 - provides hospital treatment to DOCR inmates.
- b) **Catholic Charities:** \$51,150 - provides Welcome Home Re-entry services to PRRS residents and ex-offenders.
- c) **Identity:** \$81,850 - provides Spanish language support and re-entry assistance services.
- d) **Shady Grove Radiological:** \$105,000 - provides inmate hospital in care and outpatient services.

e) **ARC:** \$35,000 - ARC continues to provide good quality of custodial services in the MCCF administrative area while providing job training skills and experience.

f) **Workforce Solutions:** FY15 \$60,000 Community Grant awarded. For FY16, WSG did apply to the County Council for grant funding of \$70,785 for the re-entry program. This funding pays for an Offender Employment Specialist located at the Wheaton Employment Center that links ex-offenders with employers.

**Are all still needed?** Yes

**Have any been awarded yet?** Contracts are written and in the Procurement process queue for the first five. The WSG contract is drafted in the hope of a Council Appropriation.

**Are you seeking any others for FY16?** DOCR feels that the Community-based Offender Employment Specialist is a most critical component of the Offender Employment Program and would appreciate Council restoring that vital link to lawful employment.