

**OFFICE OF LEGISLATIVE OVERSIGHT**

**MEMORANDUM REPORT**

**FUNDING FOR CRIMINAL AND JUVENILE JUSTICE  
AND DELINQUENCY PREVENTION PROGRAMS  
IN MONTGOMERY COUNTY**



**October 7, 1998**

## **MEMORANDUM REPORT**

October 7, 1998

TO: County Council

FROM: Joan M. Pedersen *JMP* Program Evaluator  
Office of Legislative Oversight

SUBJECT: Funding For Criminal and Juvenile Justice and Delinquency Prevention  
Programs in Montgomery County

### **PURPOSE**

This memorandum represents the second report on Phase 1 of the OLO project to examine State and County funding and workload data. The purposes of this report are to:

- apprise the Council about the completion of fieldwork for Phase 1 of the OLO project to study and report on funding for criminal and juvenile justice and delinquency prevention services in Montgomery County, and
- describe the availability of State and County budgets, expenditures, and workyears allocated, present data acquired to date, and provide recommendations for follow up activities.

This report provides the Council with information on the organization, responsibilities, workloads, budgets, expenditures, and staffing of the selected State and County departments and offices that provide criminal and juvenile justice services in Montgomery County.

The Health and Human Services Committee and Public Safety Committee will jointly discuss the OLO memorandum report on October 22, 1998.

**OFFICE OF LEGISLATIVE OVERSIGHT**

**MEMORANDUM REPORT**

**FUNDING FOR CRIMINAL AND JUVENILE JUSTICE  
AND DELINQUENCY PREVENTION PROGRAMS  
IN MONTGOMERY COUNTY**

**October 7, 1998**

**OLO MEMORANDUM REPORT  
FUNDING FOR CRIMINAL AND JUVENILE JUSTICE  
AND DELINQUENCY PREVENTION PROGRAMS  
IN MONTGOMERY COUNTY**

**October 7, 1998**

**TABLE OF CONTENTS**

<b>I. AUTHORITY, SCOPE, METHODOLOGY, AND ACKNOWLEDGMENTS .....</b>	<b>1</b>
Cites the authority for conducting the OLO project, provides the reader with an overview of the scope for the two phases of the project, lists some of the sources and methodologies used to gather and present data in the report on Phase 1, and acknowledges the efforts of those who contributed to the project or report.	
<b>II. AVAILABILITY OF CRIMINAL AND JUVENILE JUSTICE FUNDING DATA .....</b>	<b>3</b>
Describes the information requested and received from various State and County departments and offices or acquired by OLO from other sources. Part A describes what information the County requested from the State of Maryland for selected criminal and juvenile justice agencies and indicates the information that was received or acquired independently by OLO. Part B provides similar information for the County offices and departments that provide criminal and juvenile justice services and delinquency prevention programs.	
<b>III. SUMMARIES, OBSERVATIONS, AND OLO RECOMMENDATIONS .....</b>	<b>9</b>
Presents OLO's observations relating to the availability and content of budget, expenditure, staffing, and workload data for the various departments and offices included in OLO's inquiry on funding for criminal and juvenile justice and delinquency prevention in Montgomery County. This section includes observations about workloads and increases/decreases in State and County spending and staffing for offices and departments included in the OLO study. The section also offers OLO's recommendations on identifying and acquiring relevant spending, staffing, and workload data for criminal and juvenile justice and delinquency prevention programs in Montgomery County.	
<b>IV. ORGANIZATION, BUDGETS, EXPENDITURES, STAFFING AND WORKLOADS FOR COMPONENTS EXAMINED.....</b>	<b>29</b>
Presents information on the organization, responsibilities, and workloads for the various State and County departments and offices that provide criminal and juvenile justice programs and services in Montgomery County. The chapter also includes tables and charts that depict budget, expenditures, and staffing data that OLO was able to acquire on the selected State and County offices and departments. The chapter includes ten modules, and a detailed table of contents for each module is included in the chapter on pages 30-31.	
<b>APPENDIX A.....</b>	<b>A-1</b>
Contains detailed lists summarizing what data was acquired or not acquired for each of the State and County offices/departments included in OLO's inquiry.	
<b>APPENDIX B.....</b>	<b>B-1</b>
Contains information on State and Federal aid, reimbursements and grants expended by the Montgomery County departments and offices that provide criminal and juvenile justice and delinquency prevention programs and services.	

## **I. AUTHORITY, SCOPE, METHODOLOGY, AND ACKNOWLEDGMENTS**

### **A. Authority**

Montgomery County Council Resolution No. 13-939, FY 1998 Work Program of the Office of Legislative Oversight, adopted June 24, 1997.

### **B. Scope**

This OLO project was initiated to provide the Council with a comprehensive picture of how the County and State have funded the criminal and juvenile justice and delinquency prevention programs in Montgomery County since 1990, and how the workloads and resources of the different agencies relate to one another. In addition to assisting the Council in making informed budget decisions, this information should be useful to the County's Delegation and Office of Intergovernmental Relations. OLO continues to work closely with the Montgomery County Criminal Justice Coordinating Commission (CJCC) throughout the conduct of the project.

The project was intended to include at least two phases and result in production of two or more memorandum reports to the County Council. This report is the second memorandum report relating to Phase 1 of the project. The first memorandum report, issued January 9, 1998, examined and compared salaries for criminal and juvenile justice employees working in selected State offices providing criminal and juvenile justice services in Montgomery County. The salary study was initiated in response to the CJCC's concern that State criminal and juvenile justice offices have difficulty hiring and retaining Montgomery County employees because other jurisdictions in the Washington metropolitan area offer higher salaries. The CJCC will conduct follow up activities relating to the OLO salary study.

The scope of each phase is described as follows:

#### **Phase 1. Overview of Criminal and Juvenile Justice Funding.**

The intended scope for Phase 1 of the project was for OLO to gather and analyze several years of State and County budget, expenditure, staffing, and workload data for various offices and departments that provide criminal and juvenile justice and delinquency prevention services in Montgomery County. The scope was designed to gather information that could be used to answer these kinds of questions:

1. What has been Montgomery County's share this decade of the State's budgets, expenditures, and staffing for criminal and juvenile justice and delinquency prevention
  - (a) What were the Statewide budgeted and actual dollars and staffing each year, and what were Montgomery County's annual shares for the criminal justice component?
  - (b) What were the Statewide budgeted and expended dollars and staffing each year, and what were Montgomery County's annual shares for the juvenile justice and delinquency prevention component?

2. What has been Montgomery County's annual share of the Statewide workloads this decade for the various State criminal and juvenile justice departments/offices?
  - (a) What were the Statewide workloads each year, and what were Montgomery County's annual workload shares for the criminal justice component?
  - (b) What were the Statewide workloads each year, and what were Montgomery County's annual workload shares for the juvenile justice and delinquency prevention component?
3. What has been the annual workload per staff this decade for State offices operating in Montgomery County to provide criminal and juvenile justice services?
  - (a) What were the annual workloads per staff for the offices\departments in the criminal justice component?
  - (b) What were the annual workloads per staff for the offices\departments in the juvenile justice and delinquency prevention component?
4. How much did Montgomery County budget and spend and what were the workloads this decade for County-funded criminal and juvenile justice and delinquency prevention services and activities?
  - (a) How much did Montgomery County budget and spend annually, and what were the annual workloads this decade for the County's criminal justice component?
  - (b) How much did Montgomery County budget and spend annually, and what were the annual workloads this decade for the County's juvenile justice component?
  - (c) How much did Montgomery County budget and spend annually, and what were the annual workloads this decade for the County's delinquency prevention component?

The departments/offices to be examined in Phase 1 included the following:

**County-funded**

- Circuit Court
- States Attorney
- Sheriff
- Police
- Correction and Rehabilitation
- Health and Human Services (juvenile justice and delinquency prevention services)
- County Attorney (child protective cases)

**State-funded**

- Public Defender
- Parole and Probation
- Juvenile Justice
- District Court
- District Court Commissioners
- Circuit Court Judges/Clerks

**Phase 2. Technical Support to Council Committees and Follow-up Activities**

Phase 2 of the project will consist of following up on specific issues that may be identified by the Public Safety and Health and Human Services Committees when reviewing this report.

### **C. Methodology**

This project was conducted by Joan M. Pedersen of the Office of Legislative Oversight with significant research and analytical support from Robert J. Hiss, Research Assistant, and follow-up assistance from Scott L. Goldman, Public Administration Intern. Research and other project-related activities performed by OLO included:

- ⇒ reviewing criminal and juvenile justice services and funding issues discussed in studies, articles, documents, and Internet pages.
- ⇒ reviewing CJCC minutes and other documents and attending Commission and subcommittee meetings.
- ⇒ reviewing full Council and Committee packets and minutes for worksessions on criminal and juvenile justice funding initiatives.
- ⇒ interviewing County and State managers and administrators of criminal and juvenile justice departments and offices, programs and activities, and grants.
- ⇒ collecting and analyzing several years of budget, expenditure, staffing, and workload data on State and County offices and departments that deal with criminal and juvenile justice programs from the Montgomery County and State of Maryland published budget documents.
- ⇒ following-up with personnel in the other jurisdictions to clarify information related to position descriptions, salary schedules, and grade assignments.
- ⇒ compiling databases and spreadsheets and preparing graphs and charts.

### **D. Acknowledgments**

The Office of Legislative Oversight acknowledges the courteous cooperation received from administrators and staff in the following State and County offices and departments: Maryland Department of Juvenile Justice, Parole and Probation, Public Defender, District Court, and District Court Commissioners, Montgomery County Sheriff, Police, Health and Human Services, Correction and Rehabilitation, County Attorney, State's Attorney, and Circuit Court. OLO extends special thanks to Russ Hamill, Executive Director of the Criminal Justice Coordinating Commission.

## **II. AVAILABILITY OF CRIMINAL AND JUVENILE JUSTICE FUNDING DATA**

This chapter of the report describes the sources and types of information that can currently be acquired on funding, staffing, and workloads trends for criminal and juvenile justice and delinquency prevention services being provided in Montgomery County. The parts of this chapter are organized as follows:

Part A. Locating and Acquiring Data from State-Funded Departments/Offices: Describes the information requested from selected State offices and departments that provide criminal and juvenile justice services to Montgomery County and what information was received from State offices and departments or gathered independently by OLO.

Part B. Locating and Acquiring Data from County-Funded Departments/Offices: Describes the information requested from selected County offices and departments that provide criminal and juvenile justice services and delinquency prevention programs and what information was received from the County offices and departments or gathered independently by OLO.

**A. Locating and Acquiring Data from State-Funded Departments/Offices**

In July 1997, the Council requested information on OLO's behalf from the State of Maryland on Statewide budgets and actual expenditures and Montgomery County allocations for several fiscal years. The initial request was sent by the Council President to the State's Office of Management and Budget. The Council specifically requested budget, expenditure, and staffing information for Fiscal Years 1990 through 1998 related to the following offices and departments:

- Public Defender
- Parole and Probation
- Juvenile Justice
- District Court
- District Court Commissioners
- Circuit Court Judges and Clerks

The Council also asked for information covering the same period for Statewide and Montgomery County capital projects. The State was asked to describe the capital projects and show the costs of major renovations or new construction of facilities for criminal and juvenile justice programs and activities. Projects related to juvenile justice were requested to be shown separately by year.

In addition, the Council requested information on major grant awards and State aid payments for each year of the study period (FYs 90-98). The specific request was for amounts awarded by Maryland for criminal or juvenile justice purposes throughout the State and for Montgomery County, with any juvenile justice grants or aid listed separately by year.

In November 1997, the CJCC requested top administrators of the State Public Defender's Office, Division of Parole and Probation, and the Department of Juvenile Justice to provide a written advisory regarding certain staff assigned to Montgomery County annually from 1990 through 1997. The CJCC specifically requested information on the assigned number of assistant public defenders and support staff; probation officers and support staff; juvenile intake officers, juvenile counselors/probation officers, and support staff. In addition, the CJCC asked that each of the positions be identified as to whether they are State classified or contractual employees, whether they are full-time or part-time, and whether or not they receive State leave, medical, and retirement benefits.



**Office of the Public Defender.** OLO did not receive the Statewide information requested. However, staff acquired Statewide operating budgets, expenditures, workyears, and workload data from the State budget books for FYs 90-99. In response to the request for a breakout of State budgeted and expended amounts for Montgomery County, OLO received two years of budgeted (FYs 98-99) and one year of expended amounts (FY 97) from the State office. The State office also sent OLO copies of the Public Defender's Annual Report for FYs 1993 and 1995 and a listing of the number of cases opened Statewide and for Montgomery County for FYs 90-97.

In addition, the CJCC provided OLO with a copy of the State's response to the CJCC information request on staff assigned in Montgomery County. The State memorandum included staffing information for FYs 90-97.

**Division of Parole and Probation.** **OLO received Statewide budgeted and** expended amounts for the personnel and operating cost categories for FYs 90-98 and information on the County's share of grants for FYs 95-98. To supplement this information, staff acquired Statewide operating budgets, expenditures, and trends from the State budget books for FYs 90-99. OLO also obtained the Parole and Probation's Supervision Workload Report for calendar years 1992-97 and extracted workload data for Montgomery County from these reports.

In addition, the CJCC provided OLO with a copy of the State's response to the CJCC information request on staff assigned in Montgomery County. The State memorandum included staffing information for FYs 90-98.

**Department of Juvenile Justice.** OLO did not receive the Statewide information requested. However, staff acquired Statewide operating budgets, expenditures, workyears, and workload data from the State budget books for FYs 90-99. In response to the request for information regarding a breakout of State budgeted and expended amounts in Montgomery County, OLO was advised that budgets and expenditures are not broken out separately by county. OLO obtained budgets (6 yrs.) and expenditures (5 yrs.) for Area III from the local DJJ office. (Note that Area III includes the counties of Montgomery, Frederick, Allegany, Washington, and Garrett). Staff also obtained the Department of Juvenile Justice Annual Statistical Report for FYs 93-96 and the Department of Juvenile Justice Statistics and Trend Analyses: A Fiscal Year 1995-96 Comparison Report. From these reports, OLO extracted Statewide and Montgomery County workload and intake data.

In addition, the CJCC provided OLO with a copy of the State's response to the CJCC information request on staff assigned in Montgomery County. The State memorandum included staffing information for FYs 90-97.

**District Court.** OLO did not receive the Statewide information requested. However, staff acquired Statewide operating budgets, expenditures, workyears, and caseload data from the State budget books for FYs 90-99. In response to our request for information regarding a breakout of State budgeted and expended amounts in Montgomery County, OLO received a letter indicating that budgets and expenditures are not broken out by county.

**District Court Commissioners.** In response to the request for information on district court commissioners, OLO received a letter stating that operating budgets, expenditures, and workyears are not broken out separately for commissioners or by county. The amounts budgeted and expended for district court commissioners are included in the Statewide district court data. OLO staff obtained the District Court Commissioner's Annual Report for Calendar Years 1993-1997 from the commissioner's local office and extracted Statewide and Montgomery County positions and workload data for CYs 93-97.

**Circuit Court Judges and Clerks.** OLO did not receive the Statewide information requested. However, staff acquired Statewide operating budgets, expenditures, workyears, and workload data from the State budget books for FYs 90-99. In addition, OLO obtained FYs 93-97 budgets and workload data from the local circuit court for the judges and the court clerk in Montgomery County.

## **B. Locating and Acquiring Data from County-Funded Departments/Offices**

During July 1997, OLO gathered budget, expenditure, workyear, and trend information from the County's recommended and approved operating budget documents for Fiscal Years 1990 through 1999.

This information was entered into a database and reports were compiled for several criminal justice departments and offices that the County funds. These reports were distributed to the affected departments with a request that they review the reports for accuracy and identify the more significant workload indicators.

OLO also requested a yearly breakout of any grants or juvenile justice and delinquency prevention services included in the department budgets, expenditures, and workload data. The following offices and departments were contacted:

- Circuit Court Administration
- State's Attorney
- Sheriff
- Police
- Correction and Rehabilitation

In August 1997, OLO contacted the County Attorney's office to request budget, expenditure, and trend information for FYs 90-98 on child protective cases. OLO also contacted the Department of Health and Human Services (DHHS) for budget, expenditure, workyear, and trend information on juvenile justice and delinquency prevention programs handled by the department.

**Circuit Court Administration.** OLO acquired operating budgets, expenditures, workyears, and caseload data from the County recommended and adopted budget books for FYs 90-99. Staff also acquired grant information from the County's annual financial reports and budget books for the same time frame. OLO received feedback on the budgets, expenditures, grants, and workload reports that were sent to the agency.

**Office of the State's Attorney.** OLO acquired operating budgets, expenditures, workyears, and workload data from County recommended and adopted budget books for FYs 90-99. Staff also acquired grant information from the County's annual reports and budget books for the same time frame. OLO received feedback on the budgets, expenditures, grants, and workload reports that were sent to the agency. OLO also received a breakout of budgets, expenditures, and caseload for juvenile services. For Phase 2, OLO will work with the office to update budget, expenditure, and staffing information and refine workload.

**Sheriff's Office.** OLO acquired operating budgets, expenditures, workyears, and workload data from the County recommended and adopted budget books for FYs 90-99. Staff also acquired grant information from the County's annual financial reports and budget books for the same time frame. Additional trend information was obtained from the Warrant Status Report for FYs 95-97. OLO received feedback on the budgets, expenditures, grants, and workload reports that were sent to the office.

**Police Department.** OLO acquired operating budgets, expenditures, workyears, and workload data from County recommended and adopted budget books for FYs 90-99. Staff also acquired grant information from the County's annual financial reports and budget books for the same time frame.

Additional workload information was gathered from the Quarterly Crime Report for calendar years 1990-97. OLO also obtained juvenile arrest data for calendar years 1990-97 from the Youth Services Investigations Division. OLO received feedback on the budgets, expenditures, and grants reports that were sent to the department.

**Department of Correction and Rehabilitation.** OLO acquired operating budgets, expenditures, workyears, and workload data from County recommended and adopted budget books for FYs 90-99. Staff also acquired grant information from the County's annual reports and budget books for the same time frame. OLO received feedback on the budgets, expenditures, grants, and workload reports that were sent to the department.

**Department of Health and Human Services (juvenile justice and delinquency prevention).** OLO gathered data on budgets, expenditures, and grants for several DHHS programs and activities for FYs 90-98 and provided the information to DHHS. From this and other in-house sources of information, DHHS compiled and forwarded to OLO two separate tables containing nine years of expenditure information (FYs 90-98). One table prorated DHHS expenditures on delinquency prevention activities and programs and the second table prorated expenditures for intervention and treatment services.

DHHS provided OLO with two years of budget information (FYs 97-98) for many of the juvenile justice and delinquency prevention programs and activities that Children, Youth and Family Services provides. DHHS also provided feedback to OLO on State and Federal grants expenditures by DHHS in FYs 90-97 for delinquency prevention or intervention and treatment services to juveniles.

For purposes of this study, *delinquency prevention* activities are defined as those programs and services which serve children and youth who are at risk of entering the juvenile justice system for delinquent or status offenses. *Intervention and treatment* activities are defined as those programs and services serving children and youth who have become involved in the juvenile justice system for delinquent or status offenses.

**County Attorney's Office** (child protective cases).. OLO acquired operating budgets, expenditures, and workyears for the entire office from the County recommended and adopted budget books for FYs 90-98. County Attorney staff provided four years of estimated expenditures and the number of child protective cases handled, but indicated the office did not track any other workload indicators. County Attorney staff work closely with DHHS on the child protective cases. DHHS estimates that approximately 5 percent of the child protective cases involve juvenile delinquency intervention and treatment activities, and 95 percent of the cases relate to delinquency prevention.

(See Appendix A for more detailed listings of what information OLO did or did not acquire for each of the State and County departments/offices)

### III. Summaries, Observations, and OLO Recommendation

This chapter of the report presents summaries, observations, and OLO recommendations on the availability and content of data relating to annual budgets, expenditures, staffing, and workloads for the selected criminal and juvenile justice and delinquency prevention departments and offices included in the OLO review. Part A contains summaries and general observations that often relate to more than one criminal or juvenile justice office or department. Part B contains summaries and observations arranged by office or department. Part C contains OLO's recommendations.

#### A. Summaries and General Observations

A-1. Most of the State-funded public safety components that offer criminal and juvenile justice programs and services cannot easily provide information on budget allocations, expenditures, or staffing by organizational region or by county. The table below shows the current availability of information for various organizational levels.

Criminal or Juvenile Justice Component	For Entire Component	Total for Field Offices	Field Offices/Courts by Geographic Area	Montgomery County Only
Public Defender	published	published for total of 12 districts	in-house by district since 1997 (Districts 1-12) (Montgomery County is District 6)	in-house by district since 1997
Parole & Probation	published	published for total of 4 regions	not printed by region (Regions 1-4) (Montgomery County is part of Region 4)	not printed by county
Juvenile Justice	published	published for total of 5 areas	in house by area (Areas I-V) (Montgomery County is part of Area III)	not printed by county
District Court	published	not printed for total of 12 districts	not printed by district (Districts 1-12) (Montgomery County is District 6)	not printed by county
District Court Commissioners	not printed	not printed for total of 12 districts	not printed by district (Districts 1-12) (Montgomery County is District 6)	not printed by county
Circuit Court Judges	published	not printed for total of 8 circuits	not printed by circuit (Circuits 1-8) (Montgomery County is part of Circuit 6)	in-house by county
Circuit Court Clerks	published	not printed for total of 8 circuits	not printed by circuit (Circuits 1-8) (Montgomery County is part of Circuit 6)	published by county

#### Key:

- published = data is presented in published budget documents and available in local libraries
- in-house = data is printed for management use and can be made available upon request
- not printed = to OLO's knowledge, this level of detail is not included in published documents or printed for in-house management use

**A-2.** For the period FY 90 through FY 97, various State-funded components that provided criminal and juvenile justice services showed increases in Statewide expenditures ranging from 22.9 to 37.4 percent. State-funded court obligations and the Public Defender's Office also received increases in permanent staffing. However, the Division of Parole and Probation and the Department of Juvenile Justice experienced significant reductions in permanent full-time equivalent (FTE) staffing during the FY 90-97 period. The table below displays the changes in expenditures and permanent staffing for the period FY 90 through FY 97.

**Changes in Statewide Expenditures and Permanent Staffing  
Fiscal Years 1990 through 1997**

Office/Department	Increase in Actual Expenditures	Workyear Changes for Permanent Staffing
Public Defender	\$ 8,341,606 (+ 29.5%)	+ 42.0 FTE (+ 8.9%)
Parole and Probation	\$ 9,574,652 (+ 22.9%)	-101.5 FTE (- 8.4%)
Juvenile Justice	\$ 25,919,194 (+ 28.7%)	-511.5 FTE (- 33.0%)
District Court	\$ 20,169,301 (+ 37.4%)	+ 47.0 FTE (+ 4.5%)
Circuit Court Judges	\$ 5,564,896 (+ 31.6%)	+ 18.0 FTE (+ 15.5%)
Circuit Court Clerks	\$ 10,484,412 (+ 27.0%)	+ 8.5 FTE (+ 0.8%)

**A-3.** Maryland departments and offices did not track the full-time equivalent (FTE) workyears for their contractual positions until the mid-1990s. Displayed below are the changes in contractual staffing for the period FY 95-99 for various State-funded entities that provide criminal and juvenile justice services to the counties. Note that in the FY 99 budget, the Office of the Public Defender, Division of Parole and Probation, and Department of Juvenile Justice significantly increased their reliance on contractual staffing. The table below shows FTE contractual activity since FY 95.

**Summary of Actual or Budgeted Contractual Staffing  
Fiscal Years 1995 through 1999**

Office or Department	----- Contractual Staffing -----					
	Actual FTE Contractual Workyears FY 95	Actual FTE Contractual Workyears FY 96	Actual FTE Contractual Workyears FY 97	Budgeted FTE Contractual Workyears FY 98	Budgeted FTE Contractual Workyears FY 99	Change in FTE Contractual Workyears FYs 95-99
Public Defender	167.9	254.0	166.5	166.5	198.5	+ 30.6 (+ 18.2%)
Parole and Probation	37.6	52.9	61.0	95.3	221.3	+ 183.7 (+ 488.6%)
Juvenile Justice	310.4	381.5	381.3	397.8	598.5	+ 288.1 (+ 288.1%)
District Court	228.0	227.0	237.0	237.0	237.0	+ 9.0 (+ 0.4%)
Circuit Court Judges	none	none	none	none	none	none
Circuit Court Clerks	none	none	none	none	3.5	+ 3.5 (+ 100.0%)

The table on the next page summarizes changes in all resources (financial, permanent staffing, and contractual staffing) since FY 95 for the various criminal and juvenile justice components funded by the State of Maryland.

**Changes in Statewide Expenditures and Staffing  
Fiscal Year 1995 (Actual) to Fiscal Year 1999 (Budget)**

Office/Department	Increase in Expenditures	Workyear Change for Permanent Staffing	Workyear Change for Contractual Staffing
Public Defender	\$ 4,256,528 (+ 11.8%)	- 26.0 FTE (- 4.8%)	- 30.6 FTE (+ 15.4%)
Parole and Probation	\$ 11,205,338 (+ 22.8%)	- 25.0 FTE (- 2.2%)	+183.7 FTE (+ 488.6%)
Juvenile Justice	\$ 17,018,974 (+ 14.6%)	- 39.1 FTE (- 3.6%)	+288.1 FTE (+ 92.8%)
District Court	\$ 15,928,058 (+ 24.0%)	+ 76.0 FTE (+ 7.1%)	+ 9.0 FTE (+ 3.9%)
Circuit Court Judges	\$ 3,340,620 (+ 16.3%)	+ 9.0 FTE (+ 6.9%)	no contractual staffing
Circuit Court Clerks	\$ 9,258,235 (+ 20.8%)	+ 5.5 FTE (+ 0.5%)	+ 3.5 FTE (+ 100.0%)

A-4. For the period FY 90 through FY 98, County offices/departments that provide criminal and juvenile justice services reported increases in expenditures ranging from 32.8 percent to 70.3 percent. Full-time equivalent (FTE) staffing also increased in all components examined in the OLO study. The table below summarizes increases in expenditures and staffing from FY 90 to FY 98 for County-funded components providing criminal and juvenile justice services.

**Changes in County Expenditures and Staffing for FYs 1990-98**

Office or Department	Expenditure Increase	Workyear Increase
<i>Expended FY 90 to Estimated FY 98</i>		
Circuit Court Operations	\$ 2,348,299 ( 56.0%)	0.9 FTE ( 1.0%)
State's Attorney	\$ 1,532,176 ( 32.8%)	0.6 FTE ( 0.7%)
Police	\$ 35,378,474 ( 46.8%)	196.2 FTE ( 16.4%)
Sheriff	\$ 2,542,909 ( 43.8%)	15.0 FTE ( 13.5%)
Correction & Rehabilitation	\$ 10,354,983 ( 65.7%)	72.7 FTE ( 25.6%)
<i>Expended FY 95 to FY 98</i>		
County Attorney (child protective cases)	\$ 195,607 ( 70.3%)	1.0 FTE ( 33.3%)
<i>Expended FY 90 to FY 98</i>		
Health & Human Services (juvenile justice and delinquency prevention services)	\$ 2,831,200 ( 54.2 %)	data not acquired

A-5. The County-funded public safety components that offer criminal and juvenile justice programs and services can easily provide information on annual budget allocations, expenditures, and staffing for their organizations, but have some difficulty breaking out the dollars, staffing, and workloads devoted to providing juvenile justice and delinquency prevention services. Therefore, OLO acquired very little County juvenile justice and delinquency prevention data.

A-6. Workloads for the selected State and County criminal and juvenile justice components are summarized in the table that follows on the next two pages.

### Workload Trends in the 90s for Selected Criminal and Juvenile Justice Components

COMPONENT	WORKLOAD INDICATOR	TRENDS		LATEST REPORTED
		FY 90-94	FY 95 -Beyond	
<b>Public Defender</b>	District court cases opened - Montgomery County	↑	↓	9,490 district court cases opened (FY 97)
	Circuit court cases opened – Montgomery County	↑	↓	2,231 circuit court cases opened (FY 97)
	Juvenile court cases opened – Montgomery County	↓	↓	826 juvenile court cases opened (FY 97)
	New trial cases opened – Montgomery County	↑	↓	12,547 new trial cases opened (FY 97)
	New trial cases opened– District-wide	↑	↓	150,930 new trial cases opened (FY 97)
	Trial cases opened per budgeted attorney - Montgomery County	↑	↓	448.1 cases per budgeted attorney (FY 97)
<b>Parole and Probation</b>	Criminal supervision cases per budgeted agent - Montgomery County	↓	↑	149.6 cases per agent position budgeted (FY 97)
	Criminal supervision cases per actual agent - Montgomery County	↓	↑	190.4 case per agent position filled (FY 97)
	Criminal supervision cases per parole and probation agent - Statewide	↓	↑	181.1 cases per agent positions filled (FY 97)
	Caseload per drinking driver monitor – Montgomery County	Unknown	↓	316.2 cases per actual monitor (FY 97)
	Caseload per drinking driver monitor – Statewide	Unknown	↓	227.4 cases per actual monitor (FY 97)
<b>Juvenile Justice</b>	Juvenile supervision per budgeted counselor - Montgomery County	↓	↓	30.4 cases per budgeted counselor staff (FY 96)
	Juvenile intake caseload per budgeted staff - Montgomery County	↓	↑	731.6 cases per budgeted staff (FY 96)
	DJJ intake cases – Montgomery County	↓	↑	4,459 DJJ intake cases (FY 96)
	DJJ intake cases – Statewide	↑		49,796 DJJ intake cases (FY 96)
<b>District Court</b>	Cases filed or processed per district court judge - Montgomery County	Unknown	↓	24,426 cases filed/processed per judge (FY 97)
	Cases filed or processed per district court judge - Statewide	Unknown	↓	20,628 cases filed or processed per judge (FY 97)
	Activity per budgeted district court commissioner - Montgomery County	Unknown	↑	3,097 activities per budgeted commissioner (FY 97)
	Activity per budgeted district court commissioner - Statewide	Unknown	↑	3,169 activities per budgeted commissioner (FY 97)
<b>Juvenile Court</b>	Juvenile cases filed per juvenile court judge - Montgomery County	Unknown	↓	2,260 juvenile cases filed per judge (FY 97)
	Juveniles cases terminated per juvenile court judge - Montgomery County	Unknown	↑	2,194 juvenile cases terminated per judge (FY 97)
<b>Circuit Court</b>	Civil cases filed per circuit court judge - Montgomery County	Unknown	↑	1,528 civil cases filed per judge (FY 97)
	Civil cases terminated per circuit court judge - Montgomery County	Unknown	↑	1,406 civil cases terminated per judge (FY 97)
	Criminal cases filed per circuit court judge – Montgomery County	Unknown	↓	282 criminal cases filed per judge (FY 97)
	Criminal Cases terminated per circuit court judge – Montgomery County	Unknown	↓	273 criminal cases terminated per judge (FY 97)



### Workload Trends in the 90s for Selected Criminal and Juvenile Justice Components (continued)

COMPONENT	WORKLOAD INDICATOR	TRENDS		LATEST REPORTED
		FY 90-94	FY 95-Beyond	
State's Attorney	Circuit court criminal cases filed - Montgomery County	↑	↓	1,082 circuit court criminal cases filed (FY 97)
	District court cases screened- Montgomery County	↓	↑	5,188 district court cases screened (FY 97)
	District court criminal cases filed- Montgomery County	↓	↑	13,785 district court criminal cases filed (FY 97)
	District court DWI cases filed- Montgomery County	↓	↑	5,317 district court DWI cases filed (FY 97)
	District Court jury demands/appeals filed – Montgomery County	↓	↓	1,264 district Court jury demands/appeals filed (FY 97)
	District Court jury demands/appeals closed – Montgomery County	↓	↓	1,320 district Court jury demands/appeals closed (FY 97)
	Juvenile cases petitioned to State's Attorney – Montgomery County	↑	↓	1,486 Juvenile cases petitioned (FY 96)
	Juveniles charged – Montgomery County	↑	↓	1,571 juveniles charged (FY 97)
	Juvenile court petitions filed– Montgomery County	↑	↓	1,545 juvenile cases petitioned to court (FY 97)
Sheriff	Percentage of bench warrants served – Montgomery County	↑	↑	108.4 percent of bench warrants received (FY 97)
	Percentage of civil and criminal warrants served – Montgomery County	Unknown	↑	99.5 percent of civil & criminal warrants received (FY 97)
	Percentage of summons and subpoenas served – Montgomery County	↑	↑	75.3 percent of summons and subpoenas received (FY 97)
	Criminal warrants received for serving – Montgomery County	Unknown	↓	1,249 criminal warrants received (FY 97)
	Civil warrants received for serving – Montgomery County	Unknown	No trend	492 civil warrants received (FY 97)
	Bench warrants received for serving – Montgomery County	↓	↓	2,504 bench warrants received (FY 97)
	Summons and subpoenas received for serving – Montgomery County	↓	↓	13,520 summons and subpoenas received (FY 97)
	Child support summons received for serving – Montgomery County	Unknown	↑	2,053 child support summons received (FY 97)
	Domestic violence orders served – Montgomery County	↑	↑	2,300 domestic violence petitions served (FY 97)
Police	Adult arrests – Montgomery County	↓	↑	10,672 adult arrests (CY 97)
	Juvenile arrests – Montgomery County	↓	↑	12,703 juvenile arrests (CY 97)
	Part 1 crimes reported - Montgomery County	↑	↓	31,571 Part 1 crimes reported (CY 97)
	Part 1 arrest rate - Montgomery County	↓	↑	13.4 percent (CY 97)
	Part 2 crimes reported - Montgomery County	↓	↑	44,818 Part 2 crimes reported (CY 97)
	Part 2 arrest rate – Montgomery County	↑	↑	18.6 percent (CY 97)
Correction and Rehabilitation	Average daily population for detention center – Montgomery County	↓	↑	612 average daily population (FY 97)
	Average daily population for CART program – Montgomery County	↑	↓	24 average daily population (FY 97)
	Average daily population for Pre-Release Center – Montgomery County	↓	↓	110 average daily population (FY 97)

This page is intentionally blank

## B. Summaries & Observations on Specific Criminal and Juvenile Justice Offices

### 1. Maryland Office of the Public Defender

**1a)** From FY 90 to FY 97, expenditures for the Public Defender's office increased Statewide by 29.5 percent and staffing increased by 42.0 FTE workyears. The share of spending for district-wide operations increased by 36.6 percent and 35.5 FTE workyears during the FY 90-97 time period. No information was available on State spending in Montgomery County, but FTE staffing in the County decreased by 8.5 FTE workyears for the period. The table below summarizes some of the changes in budget, expenditures, and staffing trends this decade.

**Changes in Public Defender Expenditures and Staffing for FYs 1990-99**

<b>Public Defender</b>	<b>Changes in Actual Spending FYs 90-97</b>	<b>Changes from FY 97 Spending Through FY 99 Budgeted</b>
<i>Statewide</i>		
Dollar changes	\$ 8,341,606 (+ 29.5%)	\$ 3,695,471 (+ 10.1%)
Permanent staffing changes	+ 42.0 FTE (+ 8.9%)	+ 27.0 FTE (+ 5.3%)
Contractual staffing	up to 254.0 FTE	+ 32.0 FTE (+ 19.2%)
<i>District Allocations (for 12 Districts)</i>		
Dollar changes	\$ 8,078,774 (+ 36.6%)	\$2,981,638 (+ 9.9%)
Permanent staffing changes	+ 35.5 FTE (+ 9.3%)	+ 23.0 FTE (+ 5.5%)
Contractual staffing	up to 236.0 FTE	+ 26.0 FTE (+ 16.7%)
<i>Montgomery County Allocations (District 6)</i>		
Dollar changes	data not acquired	\$ 524,414 (+ 20.1%)
Permanent staffing changes	- 12.0 FTE (- 23.5%)	data not acquired
Contractual staffing changes	+ 3.5 FTE (- 41.2%)	data not acquired

**1b)** The Montgomery County Public Defender's Office lost 8.5 FTE workyears of staffing from FY 90 to FY 97, and the mix of staffing (permanent versus contractual) changed somewhat. The office was allocated more contractual staffing in FY 97. In addition, one less attorney and 7.5 fewer support staff were allocated to the County in FY 97. The chart below shows staffing allocated to the County in FY 90 versus FY 97.

**Montgomery County Public Defender's Office  
Permanent and Contractual FTE Staffing in FY 90 Versus FY 97**

<b>Budgeted Full-time Equivalent Staffing</b>	<b>Fiscal Year 1990</b>		<b>Fiscal Year 1997</b>		<b>Differences</b>		
	<b>Attorneys</b>	<b>Support</b>	<b>Attorneys</b>	<b>Support</b>	<b>Attorneys</b>	<b>Support</b>	<b>Net</b>
Permanent	27.0	24.0	21.0	18.0	- 6.0	- 6.0	- 12.0
Contractual	2.0	6.5	7.0	5.0	+ 5.0	- 1.5	+ 3.5
<i>Total or Net</i>	<i>29.0</i>	<i>30.5</i>	<i>28.0</i>	<i>23.0</i>	<i>- 1.0</i>	<i>- 7.5</i>	<i>- 8.5</i>

**1c)** Workloads for new trial cases opened by Montgomery County Public Defender attorneys fell from 9.9 percent of the District-wide cases in FY 90 to 8.3 percent in FY 97. However, the workload of trial cases opened per budgeted Montgomery County attorney was higher in FY 97 (448.1 cases) than in FY 90 (443.9 cases). These caseload statistics are based on budgeted attorneys, without adjustment for any turnover in personnel. Turnover in personnel would produce higher caseloads per attorney than those cited in this report.

**1d)** From FY 90 to FY 97, the number of trial cases handled annually by Montgomery County Public Defender attorneys dropped only slightly (2.5 percent lower in FY 97 than in FY 90). However, the mix of cases shifted substantially. For instance, juvenile court cases represented 12.0 percent of total cases handled in FY 90, but only 6.6 percent of the total cases in FY 97. The table below shows the mix of court cases in FY 90 versus FY 97.

**Mix of New Trial Cases Opened by Montgomery County Public Defenders  
FY 90 Versus FY 97**

	<b>Cases Opened in FY 90</b>	<b>Percent of Total Cases</b>	<b>Cases Opened in FY 97</b>	<b>Percent of Total Cases</b>	<b>Change FY 90-97</b>
District Court	8,295	64.4 %	9,490	75.6 %	+ 14.4 %
Circuit Court	3,039	23.6 %	2,231	17.8 %	- 26.5 %
Juvenile Court	1,539	12.0 %	826	6.6 %	- 46.3 %
Totals	12,873	100.0 %	12,547	100.0 %	- 2.5 %

Note that data in the table above does not include Children in Need of Assistance (CINA) cases, which are handled by a separate Statewide office

## **2. Maryland Division of Parole and Probation**

**2a)** From FY 90 to FY 97, expenditures for parole and probation services increased Statewide by 22.9 percent, but permanent staffing decreased by 101.5 FTE workyears. The share of spending for district-wide operations increased by 21.3 percent, while permanent staffing declined by 92.5 FTE workyears during the same time period. No information was acquired on State spending in Montgomery County, but OLO learned that FTE staffing decreased by 22.0 FTE workyears for the FYs 91-97 period. The table on the next page summarizes some of the changes this decade in the budget, expenditure, and staffing relationships.

### Changes in Parole and Probation Expenditures from FY 90 to FY 99

Parole and Probation	Actual Spending FYs 90-97	FY 97 Actual Spending to FY 99 Budgeted
<u>Statewide</u>		
Dollar changes	\$ 9,574,652 (+ 22.9%)	\$ 9,036,820 (+ 17.6%)
Permanent staffing changes	- 101.5 FTE (- 8.4%)-	+ 27.0 FTE (+ 2.4%)
Contractual staffing	up to 61.0 FTE	+ 160.3 FTE (+262.8%)
<u>Region Allocations (for 4 Regions)</u>		
Dollar changes	\$ 8,489,192 (+ 21.3%)	\$ 8,639,366 (+ 17.9%)
Permanent staffing changes	- 92.5 FTE (- 8.0%)	+ 28.0 FTE (+ 2.6%)
Contractual staffing	up to 61.0 FTE	+ 158.3 FTE (+260.0%)
<u>Montgomery County Allocations</u> <u>(Part of Region 4)</u>		
Dollar changes	data not acquired	data not acquired
Staffing changes	data not acquired for period - 22.0 FTE (- 22.0%) <sup>1</sup> FY 91 to FY 97	data not acquired for period <sup>2</sup>

<sup>1</sup> FTE staffing in FY 91 had already declined from FY 90 by 6.0 FTE workyears in the criminal supervision/investigation program.

<sup>2</sup> Staffing in mid FY 98 increased by 2.5 FTE workyears, for a net decline of 19.5 FTE workyears (- 21.9%) since FY 91. The office currently has 6.0 FTE workyears of contractual staffing

**2b)** No decline in permanent staffing was budgeted by the State for FY 99, and a significant addition to contractual staffing was included (126.0 FTE workyears more than budgeted in FY 98). However, actual contracted staffing in FYs 96-97 ranged from 75 to 80 percent of what was budgeted for contractual staffing in the parole and probation field offices. Actual staffing for contractual positions in Montgomery County's Parole and Probation offices approximated this trend. In FY 96, actual contracted staffing for parole and probation agents was 73 percent of the contractual staffing that was budgeted for the County, and in FY 97 the actual staffing was 81 percent of what was budgeted.

**2c)** Between FY 90 and FY 98, the Montgomery County Parole and Probation offices lost about 24 positions in the criminal supervision/investigation program. The majority of positions eliminated were for parole and probation agents (21 positions).

**2d)** Criminal supervision caseloads for Montgomery County parole and probation agents declined from an average of 241.6 cases per agent in FY 92 to 190.4 cases in FY 97. These caseloads were higher than the Statewide averages of 219.5 cases per parole and probation agent in FY 92 and 181.1 cases per agent in FY 97.

**2e)** Caseloads for Montgomery County drinking driver monitors declined from an average of 335.7 cases per filled monitor position in FY 94 to 316.2 cases in FY 97. These caseloads were higher than the Statewide averages of 319.5 cases per monitor in FY 94 and 227.4 cases in FY 97.

2f) Because of position vacancies, the caseload calculations based on filled Parole and Probation Agent and Drinking Driver Monitor positions in the Montgomery County offices are considerably higher for both criminal supervision cases and drinking driver monitoring than those that would be calculated using the budgeted positions. For instance, the Montgomery County Office of Parole and Probation workload for criminal supervision per budgeted parole and probation agent between FYs 92-97 averaged 175.2 cases while the workload per actual agent averaged 211.7 cases.

### 3. Maryland Department of Juvenile Justice

3a) From FY 90 through FY 97, actual expenditures for juvenile justice services increased Statewide by 28.7 percent, but permanent staffing decreased by 511.5 FTE workyears. The share of spending for field operations increased by only 1.8 percent, while permanent staffing declined by 105.5 FTE workyears during the same time period. No information was acquired on State spending in Montgomery County, but OLO learned that FTE staffing increased by 26.5 FTE workyears during the period. The table below summarizes some of the changes in the budget, expenditure, and staffing relationships this decade.

**Changes in Juvenile Justice Expenditures for FYs 1990-97**

<b>Juvenile Justice</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Spending to FY 99 Budgeted</b>
<i>Statewide</i>		
Dollar changes	\$ 25,919,194 (+28.7%)	\$ 17,641,304 (+ 15.2%)
Permanent staffing changes	-511.5 FTE (- 33.0%)	+ 2.1 FTE (+ 0.2%)
Contractual staffing	up to 381.3 FTE	+ 217.2 FTE (+ 57.0%)
<i>Field Services Allocations (for 6 Areas)</i>		
Dollar changes	\$ 422,068 (+ 1.8%)	\$ 6,128,789 (+ 25.7%)
Permanent staffing changes	-105.5 FTE (- 18.1%)	- 0.1 FTE (+ 0.0%)
Contractual staffing	up to 112.3 FTE	+ 94.7 FTE (+ 80.5%)
<i>Area III Allocations</i>		
Dollar changes	Data not acquired for period \$ 521,812 (+ 18.6%) FY 92 to FY 96	data not acquired
Staffing changes	data not acquired	data not acquired
<i>Montgomery County Allocations(part of Area III)</i>		
Dollar changes	data not acquired	data not acquired
Permanent staffing changes	+ 16.0 FTE (+163.6%)	data not acquired
Contractual staffing changes	+ 10.5 FTE (+100.0%)	data not acquired

3b) Statewide FTE permanent staffing decreased 33 percent between FY 90-97. However, the State allocations for Montgomery County were substantially increased during the period. Permanent staffing allocations increased by 163.6 percent from FY 90 to FY 97. In addition, there was a significant shift to contractual staffing in the Montgomery County offices. No contractual staff were allocated to Montgomery County in FY 90, while one-quarter of the approximately 42.7 FTE workyears allocated in FY 97 were contractual.

**3c)** Juvenile intake caseloads for Montgomery County Juvenile Justice offices increased from 604.7 per intake staff budgeted in FY 91 to 731.6 cases per intake staff budgeted in FY 96.

**3d)** Juvenile counselor caseloads in the Montgomery County Juvenile Justice offices declined from 69.6 cases supervised per professional staff budgeted in FY 93 to 30.4 cases in FY 96.

**3e)** Intake cases involving more serious juvenile infractions increased substantially from FY 93 to FY 96. For instance, incidents against persons increased by 75.5 percent, incidents involving alcohol and drugs increased by 145.9 percent, and incidents involving property increased by 16.3 percent. The mix of intake cases also shifted somewhat during the period. The comparison table below shows the mix of intake cases in FY 93 versus FY 96.

**Mix of Cases Handled by Montgomery County Juvenile Justice Intake Staff  
FY 93 Versus FY 96**

Type Offense	Intake Cases in FY 93	Percent of Total Cases	Intake Cases in FY 96	Percent of Total Cases	Change FY 93-96
Person-to-Person	575	16.4 %	1,009	19.7 %	+ 75.5 %
Property	1,741	49.5 %	2,025	39.5 %	+ 16.3 %
Alcohol & Drugs	490	13.9 %	1,205	23.5 %	+ 145.9 %
CINS	84	2.4 % <sup>^</sup>	74	1.5 %	- 11.9 %
Other	625	17.8 %	808	15.8 %	+ 29.3 %
Totals	3,515	100.0 %	5,121	100.0 %	+ 45.7 %

#### **4. Maryland District Court and Court Commissioners**

**4a)** From FY 90 through FY 97, Statewide spending for the district courts increased by 31.5 percent, and staffing increased by 47.0 FTE workyears. The Statewide budgets for the district courts increased from FY 90 to FY 99 by 49.3 percent and 88.0 FTE workyears.

**4b)** The State's budget documents for the district court do not include any detail by county, and the staff could not easily break out the information requested by the County Council. Therefore, no information was acquired on State budget allocations, spending, or staffing for the district courts in Montgomery County. However, OLO did learn from the local court commissioner's office that Statewide staffing for district court commissioners in calendar years 1993-1996 remained steady at about 210 positions, with 17 of the positions allocated to Montgomery County.

**4c)** The population per Montgomery County district court judge was 91,633 in FY 97, which far exceeded the Statewide population per district court judge of 53,213. This anomaly was also reflected in the workload of 24,426 cases filed or processed per Montgomery County district court judge in FY 97, which was substantially higher than the average Statewide caseload of 20,628 cases filed or processed per district court judge.

4d) Total activity for the County's district courts decreased by 6.2 percent from FY 92 to FY 97, and the mix of cases shifted somewhat. Although motor vehicle cases declined, they still represented more than 50 percent of the workload. Criminal cases processed decreased by 16.7 percent, civil cases filed increased by 10.3 percent, and domestic violence hearings increased by 102.6 percent. The table below displays the mix of cases handled in the Montgomery County district courts in FY 92 versus FY 97.

**Mix of Cases and Hearings Handled by the Montgomery County District Court  
FY 92 Versus FY 97**

Type of Case	FY 93	Percent of Total Cases	FY 97	Percent of Total Cases	Change FY 93-97
Motor vehicle cases processed	83,465	46.1%	117,826	52.0%	41.17%
Criminal cases processed	13,116	7.2%	12,833	5.7%	-2.16%
Civil cases filed	80,302	44.4%	89,177	39.3%	11.05%
DWI cases received	3,006	1.7%	5,317	2.3%	76.88%
Emergency hearings held	464	0.3%	443	0.2%	-4.53%
Domestic violence hearings held	632	0.3%	1,109	0.5%	75.47%
Totals	180,985	100.0%	226,705	100.0%	23.89%

4e) The mix of activities handled by the County's district court commissioners changed very little from FY 93 to FY 97. Although the court commissioners handled fewer charging documents, the numbers for initial appearances and bonds accepted increased. The table below displays the mix of Montgomery County district court commissioner activities for FY 93 versus FY 97.

**Mix of Activities Handled by Montgomery County District Court Commissioners  
FY 93 Versus FY 97**

Type of Activity	FY 93	Percent of Total Activity	FY 97	Percent of Total Activity	Change FY 93-97
Charging documents	6,468	28.8 %	5,087	21.4 %	- 21.4 %
Initial appearances	12,820	57.1 %	13,761	58.1 %	+ 7.3 %
Bonds accepted	3,155	14.1 %	4,855	20.5 %	+ 53.9 %
Totals	22,443	100.0 %	23,703	100.0 %	+ 5.6 %

4f) Activity per district court commissioner in Montgomery County increased by 17.0 percent from FY 93 to FY 97. However, the County's court commissioner activity during the period was generally somewhat lower than the Statewide averages. In FY 97, County district court commissioners handled an average of 3,097 activities each, while the Statewide average was 3,169 activities per court commissioner.



## 5. Circuit Court Judges, Clerks, and Operations

**5a)** From FY 90 through FY 97, actual Statewide expenditures for circuit court judges increased by 31.6 percent, and staffing increased by 18.0 FTE workyears. No information was readily available on spending in Montgomery County for the period. However, OLO did acquire data on budget allocations to Montgomery County for part of the period: FYs 93-99.

From FY 93 through FY 99, Statewide budgets for judges increased by 44.7 percent and by 24.0 FTE workyears, while allocations to Montgomery County increased by 17.6 percent and 2.0 FTE workyears. All judges are full-time permanent positions. The table below summarizes some of the budget, expenditure, and staffing relationships this decade.

**Changes in Circuit Court Judge Expenditures for FYs 1990-99**

<b>Circuit Court Judges</b>	<b>Actual Activity FYs 90-97</b>	<b>FY 97 Actual Activity To FY 99 Budgeted</b>	<b>Budget Activity FYs 91-99</b>
<i>Statewide (for 8 Circuits)</i>			
Dollar changes	\$ 5,564,896 (+ 31.6%)	\$ 723,874 (+ 3.1%)	\$ 4,210,865 (+ 21.4%)
Permanent Staffing changes	+ 18.0 FTE (+ 15.5%)	+ 6.0 FTE (+ 4.5%)	+ 17.0 FTE (+ 13.8%)
<i>Montgomery County Allocations</i>			
Dollar changes	data not acquired	\$ 722,572 (+ 11.7%)	\$ 436,580 (+ 17.6%)
Permanent Staffing changes	data not acquired	+ 4.8 FTE (+ 5.3%)	+ 2.0 FTE (+ 13.3%)

**5b)** From FY 92 through FY 97, circuit court criminal cases filed in Montgomery County declined by 30.9 percent (FY 92 = 6,532 filings versus FY 97 = 4,516 filings), civil case filings declined by 10.5 percent (FY 92 = 27,318 versus FY 97 = 24,451); and juvenile case filings increased by 35.3 percent. (FY 92 = 5,012 versus FY 97 = 6,781).

**5c)** From FY 90 to FY 98, the number of trials conducted in the Montgomery County Circuit Court declined by 9.1 percent. The mix of court trials versus jury trials also shifted substantially. The ratio of court trials to jury trials changed from about 2.1 to 1 in FY 90 to approximately 1 to 1 in FY 98. The table below displays the mix of trials handled by the Montgomery County Circuit Court for FY 90 versus FY 98.

**Mix of Trials Handled by Montgomery County Circuit Court Judges  
FY 90 Versus FY 98**

<b>Type of Trial</b>	<b>FY 90</b>	<b>Percent of Total Trials</b>	<b>FY 98</b>	<b>Percent of Total Trials</b>	<b>Change FY 90-98</b>
Court	786	67.6 %	534	50.5 %	- 32.1 %
Jury	377	32.4 %	523	49.5 %	+ 38.7 %
Totals	1,163	100.0 %	1,057	100.0 %	- 9.1 %

**5d)** Juvenile matters are handled by the circuit courts in all Maryland counties except Montgomery County, where the district court has jurisdiction. With the exception of Montgomery County, juvenile case statistics are included in the civil case workloads reported in the State's published circuit court reports.

In FY 97, there were 1,453 civil cases filed per Maryland circuit court judge, which included juvenile causes in all jurisdictions except Montgomery County. In Montgomery County, there were 1,528 civil cases filed per circuit court judge and 2,260 juvenile cases filed per district court juvenile judge. Case terminations in FY 97 followed the same patterns. There were 538 civil cases terminated per State circuit court judge, 1,406 civil cases terminated per Montgomery County circuit court judge, and 2,194 juvenile case terminations per Montgomery County district court juvenile judge.

**5e)** For FY 90 through FY 97, actual expenditures for circuit court clerks increased Statewide by 27.0 percent and staffing increased by 8.5 FTE workyears. No information was acquired on actual spending or staffing in Montgomery County for the period. However, OLO did acquire data on budget allocations to Montgomery County for the period FYs 91-99.

For FY 91 through FY 99, the Statewide budgets for the court clerk offices increased by 26.0 percent, while FTE staffing decreased by 26.0 FTE workyears. During this period, State budget allocations to Montgomery County decreased by 9.1 percent, and staffing dropped by 35.0 FTE workyears. A major part of the change in workyears during the period was related to moving the child support enforcement activities from the Circuit Court Clerk offices to the Maryland Department of Human Services, as part of a centralization effort. The table below summarizes some of the Statewide budget, expenditure, and staffing relationships this decade.

**Changes in Circuit Court Clerk Expenditures for FYs 1990-99**

<b>Circuit Court Clerks</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Spending to FY 99 Budgeted</b>	<b>Budget Activity FYs 91-99</b>
<i>Statewide (for 8 Circuits)</i>			
Dollar changes	\$10,484,412 (+27.0%)	\$ 4,388,231 (+ 8.9%)	\$11,094,623 (+ 26.0%)
Permanent staffing changes	+ 8.5 FTE (+ 0.8%)	+ 34.5 FTE (- 2.3%)	- 26.0 FTE (- 2.3%)
Contractual staffing changes	none budgeted or used	+ 3.5 FTE (+100.0%)	+ 3.5 FTE (+100.0%)
<i>Montgomery County Allocations</i>			
Dollar changes	Data not acquired	\$- 2,392,993 (- 9.1%)	\$ - 620,250 (- 9.1%)
Permanent staffing changes	Data not acquired	+ 15.0 FTE (- 19.1%)	- 35.0 FTE (- 19.1%)
Contractual staffing changes	none budgeted or used	+ 2.0 FTE (+100.0%)	+ 2.0 FTE (+100.0%)

**5f)** State resources allocated to the circuit court clerk's office in Montgomery County increased since the time that child support enforcement activities were transferred to another department. For FY 99, the County court clerk's office was allocated State resources that represent an increase of \$830,134 for expenditures and 15.0 FTE additional workyears of staffing.

**5g)** For FY 90 through FY 97, actual expenditures by Montgomery County for circuit court operations and support for judges increased by 47.7 percent and staffing increased by 14.5 FTE workyears. The table below summarizes some of the budget, expenditure, and staffing changes this decade.

**Changes in Circuit Court Operations Expenditures and Staffing for FYs 1990-99**

<b>Circuit Court Operations</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Spending to FY 99 Budgeted</b>	<b>Budget Activity FYs 90-99</b>
<u>Montgomery County</u>			
Dollar changes	\$ 1,999,157 (+47.7%)	\$ 722,572 (+ 11.7%)	\$ 2,643,680 (+ 61.9%)
Staffing changes	+ 14.5 FTE (+18.9%)	+ 4.8 FTE (+ 5.3%)	+19.8 FTE (+ 26.0%)

**5h)** Staffing for the County's circuit court operations increased 19.3 FTE workyears from actual FTE staffing in FY 90 to budgeted FTE workyears in FY 99. During the period, Montgomery County added positions to support four new judges funded by the State,. In addition, the County added an investigator for custody and adoptions, a communications equipment officer for the video courtroom, and an assistant systems analyst. Also during the period, the County added positions to implement a differentiated case management system to streamline the court's case management process and reduce the daily population at the detention center.

**5i)** Dollars budgeted by the State in FY 93 for circuit court judges and clerks represented 66.2 percent of the total cost of the circuit court in Montgomery County, while 33.8 percent was funded by the County. By FY 99, the funding ratio changed to 56.8 percent being provided by the State and 43.2 percent by the County. Staffing for the County's circuit court showed similar trends. In FY 93, the State provided 70.4 percent of the total workyears and the County provided 29.6 percent. By FY 99, the State share fell to 63.5 percent and the County share rose to 36.5 percent. These shifts occurred primarily because the State transferred the dollars and workyears associated with child support enforcement out of the Montgomery County circuit court clerk's office to the Maryland Department of Human Services, which already had responsibility for the child support enforcement activities in most of the other Maryland counties.

## **6. Montgomery County Office of the State's Attorney**

**6a)** For FY 90 through FY 97, actual expenditures by Montgomery County for the State's Attorney Office increased by 26.1 percent and staffing increased by 0.6 FTE workyears. The table on the next page summarizes some of the budget, expenditure, and staffing changes this decade.

**Changes in State's Attorney Expenditures and Staffing for FYs 1990-99**

<b>State's Attorney</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Spending to FY 99 Budgeted</b>	<b>Budget Activity FYs 90-99</b>
<i>Montgomery County</i>			
Dollar changes	\$ 1,215,816 (+26.1%)	\$ 569,410 (+ 9.2%)	\$ 1,461,680 (+ 29.5%)
Staffing changes	+ 0.6 FTE (+ 0.7%)	+ 4.7 FTE (+ 5.8%)	+ 2.3 FTE (+ 2.7%)

**6b)** The number of court filings handled by the Montgomery County State's Attorney Office declined by 8.7 percent from FY 91 to FY 97. Considerable decreases occurred in the number jury demands/appeals, DWI cases, and criminal cases filed in the district courts, while the number juvenile petitions and circuit court criminal case filings rose.

Changes in the mix of case filings indicates that attorneys were spending more of their time on district court criminal cases and juvenile petitions in FY 97 than in the past. The table below displays the mix of Montgomery County State's Attorney activities for FY 91 versus FY 97.

**Change in Activities Handled by Montgomery County State's Attorney  
FY 91 Versus FY 97**

<b>Court Filings</b>	<b>FY 91</b>	<b>Percent of Total Trials</b>	<b>FY 97</b>	<b>Percent of Total Trials</b>	<b>Change FY 91-97</b>
District court jury demands/appeals	1,802	7.2 %	1,264	5.5 %	- 30.0 %
Circuit court criminal cases	1,129	4.5 %	1,082	4.7 %	+ 4.2 %
District court criminal cases	14,237	56.5 %	13,785	60.0 %	- 3.2 %
District court DWI cases	6,558	26.0 %	5,317	23.1 %	- 19.0 %
District court juvenile petitions	1,462	5.8 %	1,545	6.7 %	+ 5.7 %
Totals	25,188	100.0 %	22,993	100.0 %	- 8.7 %

**6c)** Juvenile cases formally petitioned to the Montgomery County State's Attorney rose by 44.0 percent from FY 93 to FY 96, while cases Statewide increased only 8.5 percent.

**6d)** Expenditures reported by the Montgomery County State's Attorney for juvenile causes were \$304,309 in FY 90, and rose \$495,171 in FY 98. This represents an increase of 62.7 percent from FY 90 to FY 98.

**7. Montgomery County Office of the Sheriff**

**7a)** For FY 90 through FY 97, actual expenditures by Montgomery County for the Sheriff's Office increased by 30.8 percent and staffing increased by 8.1 FTE workyears. The table on the next page summarizes some of the budget, expenditure, and staffing changes this decade.

### Changes in Sheriff Expenditures and Staffing for FYs 1990-99

Sheriff	Actual Spending FYs 90-97	FY 97 Actual Spending to FY 99 Budgeted	Budget Activity FYs 90-99
<i>Montgomery County</i>			
Dollar changes	\$ 1,791,956 (+ 30.8%)	\$ 1,020,643 (+13.4%)	\$ 3,028,410 (+ 26.0%)
Staffing changes	+ 8.1 FTE (+ 7.3%)	+ 15.2 FTE (+12.7%)	+ 23.3 FTE (+ 20.9%)

**7b)** Staffing for the County Sheriff's Office increased 23.3 FTE workyears from actual FTE staffing in FY 90 to budgeted FTE workyears in FY 99. Major reasons for these increases included additional staff to: handle increased warrants, manage increased responsibilities regarding domestic violence cases, create a child support enforcement unit, provide security for new judges/courtrooms in the County's circuit court, and implement entry-level courthouse security. FTEs also increased due to adjustments in overtime and changes in budgeting for Sheriff recruits to make it consistent with Police Department budgeting practices.

**7c)** The numbers of bench warrants, subpoenas, and summons forwarded to the Montgomery County Sheriff's Office for serving declined from FY 90 to FY 97. The Sheriff received 33.9 percent fewer bench warrants to serve (3,780 in FY 90 versus 2,504 in FY 97) and 58.1 percent fewer summons and subpoenas (32,284 in FY 90 versus 13,520 in FY 97). Served rates for the bench warrants, subpoenas, and summons all increased during the period. In FY 97, Sheriff deputies served 108.4 percent of the bench warrants received (up from 94.5 percent in FY 90); and 95.3 percent of the summons and subpoenas received (up from 67.0 percent in FY 90).

**7d)** The numbers of civil and criminal warrants forwarded to the County Sheriff's Office for serving declined somewhat from FY 95 to FY 97. The Sheriff received about the same number of civil warrants to serve (491 in FY 95 versus 492 in FY 97) and 12.8 percent fewer criminal warrants (1,432 in FY 95 versus 1,249 in FY 97).

**7e)** The numbers of child support summons forwarded to the County's Sheriff for serving increased substantially from FY 95 through FY 97. The Sheriff received 2,053 child support summons for serving in FY 97, which was 51.5 percent higher than the 1,355 summons received for serving in FY 95. The served rate in FY 97 for child support summons was 67.7 percent (up from 54.6 percent in FY 95).

**7f)** The County Sheriff's workload for serving domestic violence petitions (ex parte and protective orders) has grown considerably since FY 91. Sheriff deputies served 2,300 domestic violence petitions in FY 97, which was 365.7 percent higher than the 504 petitions served in FY 90.

## 8. Montgomery County Police Department

**8a)** For FY 90 through FY 97, actual expenditures by Montgomery County for the Police Department increased by 37.4 percent and staffing increased by 142.5 FTE workyears. The table below summarizes some of the budget, expenditure, and staffing changes this decade.

**Changes in Police Expenditures and Staffing for FYs 1990-99**

<b>Police</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Activity to FY 99 Budgeted</b>	<b>Budget Activity FYs 90-99</b>
<i>Montgomery County</i>			
Dollar changes	\$28,264,881 (+ 37.4%)	\$9,321,713 (+ 9.0%)	\$38,650,290 (+ 51.8%)
Staffing changes	+142.5 FTE (+ 11.9%)	+ 83.3 FTE (+ 6.2%)	+225.8 FTE (+ 18.9%)

**8b)** Staffing for the Police Department increased 225.8 FTE workyears from actual FTE staffing in FY 90 to budgeted FTE workyears in FY 99. Since FY 90, the County added more than 130 police officers and 35 non sworn positions.

**8c)** Reported Part I crimes increased by 6.6 percent in aggregate from 1990 through 1997 (calendar years). The most substantial changes occurred in larceny (up 12.9%), forcible rape (down 11.3%), and burglary (down 16.5%).

**8d)** Part II crimes reported declined slightly (0.9 percent) in aggregate from 1990 through 1997 (calendar years). However, major shifts occurred in most of the categories of crimes reported. For instance, minor assaults increased by 61.4 percent, while embezzlement dropped by 59.9 percent; bad check and forgery crimes reported each fell more than 40 percent; arson reports were down by 33.0 percent; drug offense reports were up 29.0 percent; and family offenses reported rose by 22.0 percent.

**8e)** Overall arrests compared with Part I and Part II crimes reported changed very little from calendar year 1990 through 1997. The combined Part I and II arrests were 16.3 percent of reported crimes in 1990 versus 16.6% in 1997. But, there was a decline in arrests for Part I crimes reported and an increase in Part II arrests. The arrest rate was 13.4 percent for Part I crimes reported in 1997 (down from 17.6 percent in 1990), and the rate for Part II crimes reported in 1997 was 18.6 percent (up from 15.5 percent in 1990).

**8f)** The mix of juveniles versus adults arrested has shifted somewhat since FY 90, partly because the numbers of adult arrests increased while juvenile arrests decreased. Juveniles represented 23.1 percent of arrests made in FY 90, but dropped to 16.0 percent of arrests in FY 97. Juveniles arrested for Part I crimes fell by 39.9 percent in FY 97 (680 fewer arrests than in FY 90), and juveniles arrested for Part II crimes fell by 9.9 percent (110 fewer arrests than in FY 90).

## 9. Montgomery Department of Correction and Rehabilitation

9a) For FY 90 through FY 97, actual expenditures by Montgomery County for correction and rehabilitation activities increased by 49.1 percent and staffing increased by 40.7 FTE workyears. The table below summarizes some of the budget, expenditure, and staffing changes this decade.

**Changes in Correction and Rehabilitation Expenditures and Staffing for FYs 1990-99**

<b>Correction and Rehabilitation</b>	<b>Actual Spending FYs 90-97</b>	<b>FY 97 Actual Activity to FY 99 Budgeted</b>	<b>Budget Activity FYs 90-99</b>
<i>Montgomery County</i>			
Dollar changes	\$7,737,403 (+ 49.1%)	\$3,261,760 (+ 13.9%)	\$11,095,900 (+ 70.8%)
Staffing changes	+ 40.7FTE (+ 14.3%)	+ 50.3 FTE (+ 15.5%)	+ 91.0 FTE (+ 32.0%)

9b) Staffing for the DOCR increased 91.0 FTE workyears from actual FTE staffing in FY 90 to budgeted FTE workyears in FY 99. Major reasons for these increase include: implementation of the Community Accountability, Reintegration, and Treatment (CART) program and the PreTrial Services Unit, increased security staffing for the Montgomery County Detention Center, increased overtime, and staffing of the Central Processing Unit.

9c) Average daily population at the Montgomery County detention center fell from 733 inmates in FY 90 to 612 inmates in FY 97 (numbers are exclusive Federal prisoners). Daily populations for County's pre-release center also fell somewhat during the period. In FY 90, the average daily population was 117 residents, which fell to 110 residents in FY 97.

9d) The Department of Correction and Rehabilitation reports increasingly successful completion rates for most of their intervention and treatment programs. The most recent percentage rates of completion were reported as follows:

Pre-Release Center residents successfully released to the community (FY 97)	89%
Offenders successfully completing Alternative Community Service (FY 97)	67%
Offenders successfully completing the CART program (FY 97)	88%
Offenders successfully completing the IPSA program (FY 96)	39%
Offender arrest-free rate while under pre-trial supervision (FY 97)	93%
Offender court appearance rate while under pre-trial supervision (FY 97)	97%

## 10. Montgomery County Department of Health and Human Services (juvenile justice and delinquency prevention activities)

10a) County funding towards expenditures for intervention and treatment services has virtually remained the same since FY 90. County funding towards expenditures for prevention services grew by 113.7 percent from FY 90 to FY 98 (\$2.4 million and \$5.1 million respectively).

**10b)** State contributions to DHHS for the Systems Reform Initiative increased from the \$210,600 start-up funding provided in FY 93 to \$4.3 million provided in FY 98.

**10c)** State contributions to DHHS for Child Welfare programs and activities increased by \$1.5 million (33.3 percent) from FY 97 to FY 98, primarily because funding provided in FY 97 was for nine months of County responsibility.

**10d)** Other State funding and Federal grants to DHHS for juvenile programs and activities also increased substantially during the 90s. These funds increased from \$3,600 in FY 90 to \$581,300 in FY 98 for intervention/ treatment activities, and from \$123,900 in FY 90 to \$359,400 for delinquency prevention.

**Office of the Montgomery County Attorney (for child protective cases)**

**10e)** Claims for attorney work on child protective cases in FYs 95-98 provided the County with \$100,000 and \$150,000 annual reimbursements from the State. However, claims for expenditures over the basic \$100,000-\$150,000 were reimbursed at a rate of only 24 to 35 percent. The County Attorney's office absorbed any costs that were not reimbursed.

**10f)** From FY 95 to FY 98, estimated County Attorney expenditures for child protective cases increased by 70.3 percent and estimated full-time equivalent workyears increased by 33.3 percent.

**10g)** The workload for child protective cases has grown in recent years. For instance, the County Attorney reported a 14 percent workload increase for Children in Need of Assistance cases over the past three years, and a 29 percent increase in Termination of Parental Rights cases over the last year.

This space is intentionally blank



## **C. OLO Recommendations**

- C-1.** As a part of their responsibilities to facilitate coordination of County law enforcement and criminal justice agencies and those of the State of Maryland and neighboring state and local governments, the CJCC should request and review staffing and workload data for the Montgomery County offices of the Public Defender, Parole and Probation, Juvenile Justice, and the District Court. (The CJCC did review information from these agencies as a part of their review of the County's FY99 operating budget. However, budget information at the Montgomery County office level of detail was not available for all the State agencies.)
- C-2.** The CJCC should establish a committee to advise and make recommendations on:
- what expenditure, staffing, and workload data would be most useful to routinely track for each State and County criminal and juvenile justice and delinquency prevention component;
  - whether the information can currently be acquired (is published periodically or can be obtained if requested); and,
  - what steps the County should take with the State to acquire information that is not currently published or available upon request.
- C-3.** The County should monitor State review of salaries for their employees in high cost-of-living areas, and continue efforts to influence State legislators to implement measures that will diminish vacancies and turnover of State staff working in Montgomery County criminal and juvenile justice offices.
- C-4.** DHHS should consult with Finance Department staff to determine what features are available in FAMIS (Financial Accounting Management Information System) to track and account for the costs and workyears associated with juvenile delinquency intervention/treatment and programs and activities.
- C-5.** The County should continue to pursue additional State and Federal reimbursements for County Attorney costs associated with child protective cases.

This space is intentionally blank

This page is intentionally blank

#### **IV. BUDGETS, EXPENDITURES, STAFFING AND WORKLOADS FOR COMPONENTS EXAMINED**

Criminal and juvenile justice and delinquency programs are provided in Maryland through a combination of departments and offices. Some of the programs are funded by the State, and others are funded by the various counties. This document provides information on the organization, responsibilities, and workloads of selected State and County departments and offices that provide criminal and juvenile justice services in Montgomery County. These departments and offices are:

##### **Funded by the State of Maryland**

- Office of the Public Defender
- Division of Parole and Probation
- Department of Juvenile Justice
- District Court  
(includes district court commissioners)

##### **Funded by Montgomery County**

- Office of the State's Attorney
- Office of the Sheriff
- Department of Police
- Department of Correction and Rehabilitation
- Department of Health and Human Services  
(juvenile justice and delinquency prevention services, and County Attorney assistance with child protective services)

##### **Partially Funded by the State of Maryland and Partially Funded by Montgomery County**

- Circuit Court Judges and Clerks (*State Funded*)
- Circuit Court Operations (*County Funded*)

The chapter is organized into ten separate modules, which are numbered 1 through 10 for reference purposes. Except for the circuit court, each module contains information about one of the State or County funded offices/departments listed above. The circuit court module contains information for both the State and County funded portions.

The first few pages in each module includes a brief description of the department/office, a statement of mission, a table that shows duties and responsibilities of the major units in the department/office, and one or more organization charts. Two organization charts are included for most of the department/offices funded by the State of Maryland. The first chart shows the Statewide organization and the second chart shows additional detail for field offices located in Montgomery County.

The tables, charts, and graphs immediately following the organizational information in each module display workload data for the department/office. For the State departments/offices, OLO included information on Statewide and Montgomery County workloads when they could be calculated. When data was available, charts were also prepared that display workloads for Montgomery County field offices, along with similar information for field offices serving Baltimore City and Ann Arundel, Baltimore, and Prince George's counties.

The remainder of each module shows past budgets, expenditures, and staffing levels for the selected State and County departments/offices that provide criminal and juvenile justice services in Montgomery County. The modules for the State-funded departments and offices include Statewide budget, expenditure, and staffing information for several years this decade. Also, when information was available, OLO included budget, expenditure, and/or staffing for offices being operated in Montgomery County.

The table of contents below shows each of the ten modules in this chapter of the report, along with the beginning page numbers for major sections within each module.

### **Funded by the State of Maryland**

<b>1. Maryland Office of the Public Defender</b>	
Organization and Responsibilities .....	32
Workload Data.....	36
Budgets, Expenditures, and Staffing.....	40
<b>2. Maryland Division of Parole and Probation</b>	
Organization and Responsibilities .....	46
Workload Data.....	50
Budgets, Expenditures, and Staffing.....	57
<b>3. Maryland Department of Juvenile Justice</b>	
Organization and Responsibilities .....	63
Workload Data.....	67
Budgets, Expenditures, and Staffing.....	75
<b>4. Maryland District Court and Court Commissioners</b>	
Organization and Responsibilities .....	82
District Court Workload Data.....	85
Court Commissioner Workload Data.....	87
Budgets, Expenditures, and Staffing.....	89

### **Funded Partly by the State of Maryland and Partly by Montgomery County**

<b>5. Maryland Circuit Court (Judges, Clerks, and Operations)</b>	
Organization and Responsibilities .....	92
Judge and Court Workload Data (including juvenile cases).....	97
Budgets, Expenditures, and Staffing for Judges and Clerks.....	105
Budgets, Expenditures, and Staffing for Court Operations .....	111
State and County Shares of the Budgets.....	114

**Funded by Montgomery County**

<b>6. Montgomery County Office of the State's Attorney</b>	
Organization and Responsibilities .....	114
Workload Data.....	117
Budgets, Expenditures, and Staffing.....	119
<b>7. Montgomery County Sheriff's Office</b>	
Organization and Responsibilities .....	121
Workload Data.....	124
Budgets, Expenditures, and Staffing.....	128
<b>8. Montgomery County Police Department</b>	
Organization and Responsibilities .....	130
Workload Data.....	133
Budgets, Expenditures, and Staffing.....	140
<b>9. Montgomery County Department of Correction and Rehabilitation</b>	
Organization and Responsibilities .....	142
Workload Data.....	145
Budgets, Expenditures, and Staffing.....	148
<b>10. Montgomery County Department of Health and Human Services</b>	
Organization and Responsibilities of Relevant Sections.....	150
Expenditures for Relevant Programs and Activities.....	153
State Contributions for DHHS Child Welfare Services.....	161
State Contributions to DHHS for the Systems Reform Initiative.....	162
County Attorney Expenditures for Child Protective Cases .....	163

This page is intentionally blank

**MARYLAND OFFICE OF THE PUBLIC DEFENDER**  
(funded by the State)

<b>Organization and Responsibilities .....</b>	<b>32</b>
<b>Workload Data .....</b>	<b>36</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>40</b>

## 1. Maryland Office of the Public Defender

The Office of the Public Defender provides legal representation for eligible indigent people who are taken into custody and risk possible incarceration. Eligibility of representation is based on the financial need of the individual. Staff provides representation in juvenile causes, criminal trials, appeals, post conviction proceedings and other collateral matters, probation and parole revocations, disposition of detainees, and involuntary commitments to mental institutions.

The Public Defender appoints a deputy public defender and one district public defender for each district of the district court. Further, an assistant public defender may be appointed. Also, the Public Defender can appoint the necessary number of investigators, stenographers, and clerical staff, subject to the State budget.

The office has Statewide responsibility for all appellate litigation involving Public Defender clients, for persons charged with crimes for which they may be subject to the death penalty, for all indigent inmates who have legal problems concerning their incarceration, and for all persons civilly committed to mental institutions and to criminal clients in cases involving mental health and similar cases. In addition, the office represents indigent parents in civil cases when the State seeks to remove children from the home.

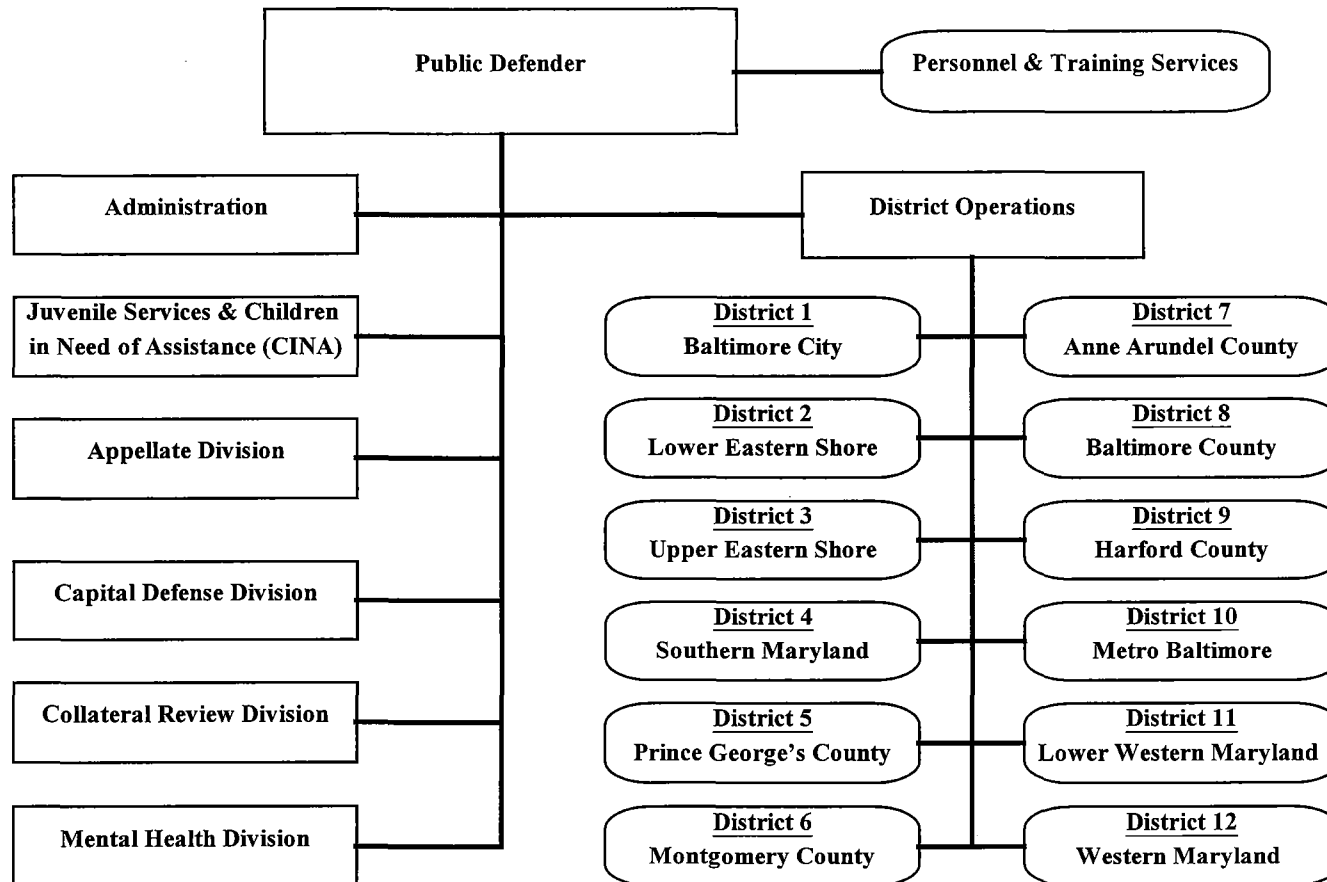
Approved FY 1999 Statewide personnel includes 540.5 full-time equivalent (FTE) staff workyears and 198.5 FTE contractual workyears, for a total of 739.0 full-time equivalent workyears. The FY 1999 operating budget is \$40.35 million.

*"The mandate and mission of the Office of the Public Defender is to provide the finest legal representation to the accused indigent citizens of the State of Maryland and safeguard the fundamental rights of all residents in this State. The lawyers, administrative staff, and support staff of the Office of the Public Defender seek to ensure that quality legal representation is not compromised by the economic status of the accused. The Public Defenders of Maryland, as guardians of liberty, ensure that the accused of today and tomorrow are guaranteed the fundamental protection of the United States Constitution, the Bill of Rights, and the Maryland Constitution."*

Source: (<http://www.opd.state.md.us/mission.htm>)



## Organization of the Maryland Office of the Public Defender

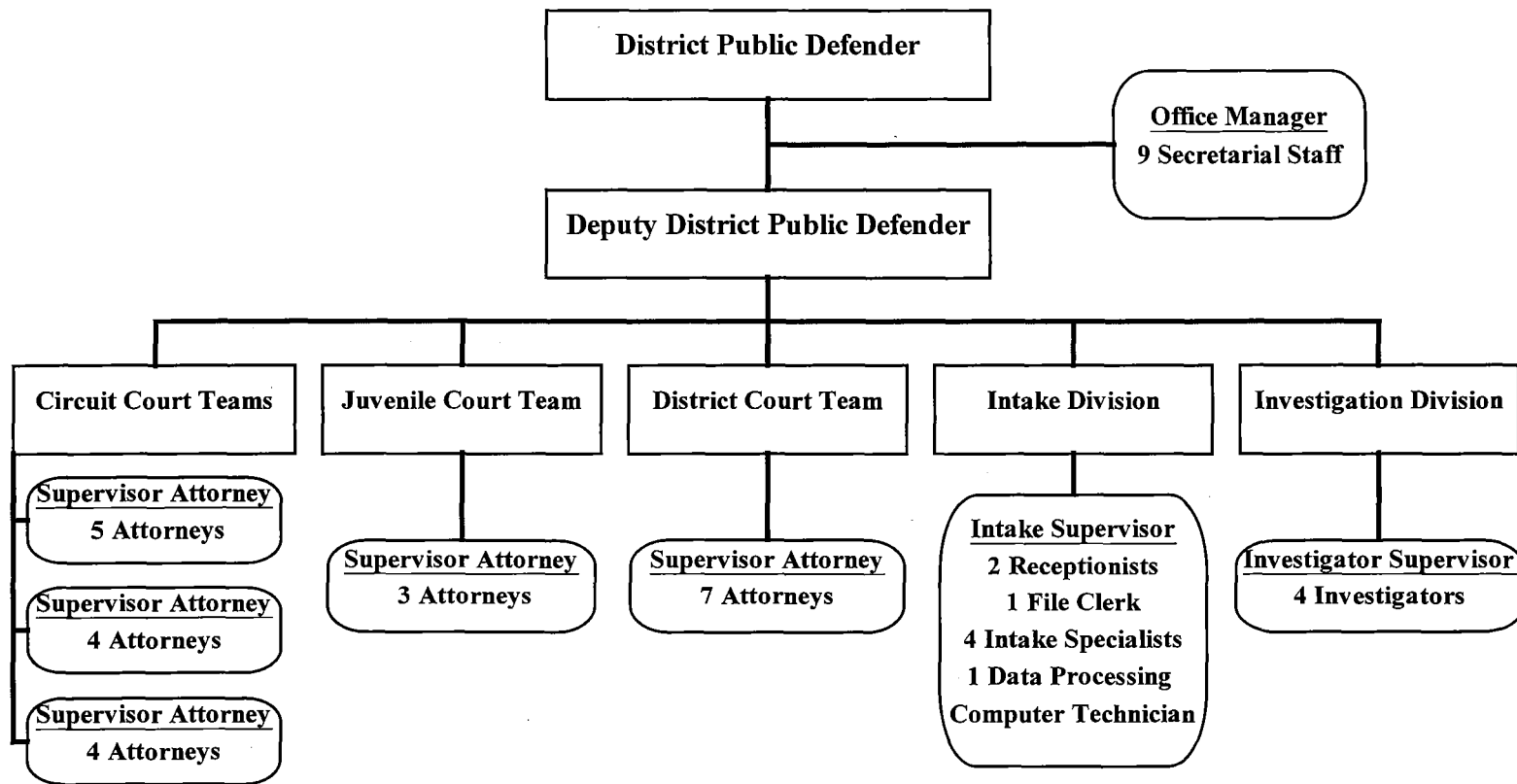


Source: OLO and Web Site for the Maryland State Archives (reference date 1/23/97)  
defend.sg

Duties and responsibilities of the various divisions of Public Defender's Office are summarized in the table below.

<i><b>Public Defender</b></i>	<i><b>General Administration</b></i>	<i><b>Juvenile Service &amp; Children in Need of Assistance (CINA)</b></i>	<i><b>Appellate Services</b></i>
<ul style="list-style-type: none"> <li>◆ develops plans and budgets</li> <li>◆ provides overall direction</li> <li>◆ handles personnel matters</li> <li>◆ develops training programs and material</li> <li>◆ coordinates training activities for the agency</li> </ul>	<ul style="list-style-type: none"> <li>◆ manages agency procurements</li> <li>◆ handles agency accounting and fiscal matters</li> <li>◆ prepares legislative proposals for the agency</li> <li>◆ develops and manages the agency's information management systems</li> </ul>	<ul style="list-style-type: none"> <li>◆ represents indigent parents in civil cases when the State seeks to remove children from the home based upon allegations of abuse or neglect</li> <li>◆ mediation designed to resolve family disputes between parties without going to court</li> </ul>	<ul style="list-style-type: none"> <li>◆ provides research and consultation on legal issues for staff and panel attorneys</li> <li>◆ manages Statewide appellate litigation involving Public Defender clients</li> <li>◆ reviews and files appropriate petitions for writs of certiorari</li> </ul>
<i><b>Capital Defense Services</b></i>	<i><b>Collateral Review Services</b></i>	<i><b>Mental Health Services</b></i>	<i><b>District Operations</b></i>
<ul style="list-style-type: none"> <li>◆ coordinates, on a Statewide basis, the delivery of legal defense services in capital murder cases</li> </ul>	<ul style="list-style-type: none"> <li>◆ offers legal assistance to indigent inmates who have legal issues concerning their incarceration</li> <li>◆ provides legal representation for post-conviction applications, parole violations, habeas corpus proceedings, inter- and intra-state detainers, "jail time" credit, and transcript requests</li> <li>◆ helps to resolve inmate complaints and personal problems that arise from incarceration</li> </ul>	<ul style="list-style-type: none"> <li>◆ provides counsel to indigent people involuntarily committed to mental institutions</li> <li>◆ provides counsel to criminal clients whose cases involve mental health issues</li> </ul>	<ul style="list-style-type: none"> <li>◆ provides legal assistance to indigent people</li> <li>◆ represents qualified indigents through all stages of criminal proceedings</li> <li>◆ represents qualified juvenile defendants in proceedings, police custody matters, and related collateral court hearings</li> <li>◆ conducts investigations and gathers information to defend indigent clients before the courts</li> </ul>

**Organization of the Maryland Office of the Public Defender  
Montgomery County Office - District 6**



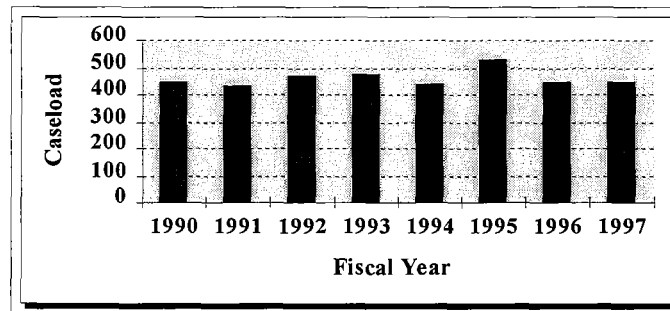
Source: OLO and District 6 office  
defend2.sg

## Workload Data for the Maryland Office of the Public Defender

### Caseloads Per Full-time Equivalent Attorney Budgeted to Montgomery County in Fiscal Years 1990-97

	FTE Attorneys Budgeted <sup>1</sup>	Number of Trial Cases Opened <sup>2</sup>	Annual Caseload Per FTE Attorney
FY 90	29.0	12,873	443.9
FY 91	30.5	13,137	430.7
FY 92	30.5	14,194	465.4
FY 93	29.0	13,670	471.4
FY 94	31.0	13,621	439.4
FY 95	27.5	14,453	525.6
FY 96	29.0	12,858	443.4
FY 97	28.0	12,547	448.1
<i>Average for 8 years</i>	<i>29.3</i>	<i>13,419</i>	<i>457.8</i>

### Cases Per Budgeted FTE Attorney in Montgomery County in FYs 90-97



Sources: OLO, the District 6 Public Defenders Office, and Maryland published budget documents for FYs 90-98

Notes:

<sup>1</sup> Per the Maryland Public Defender's Office memorandum dated 11/17/97 (in response to the CJCC request for information on staffing allocated to Montgomery County). Includes contractual attorney positions.

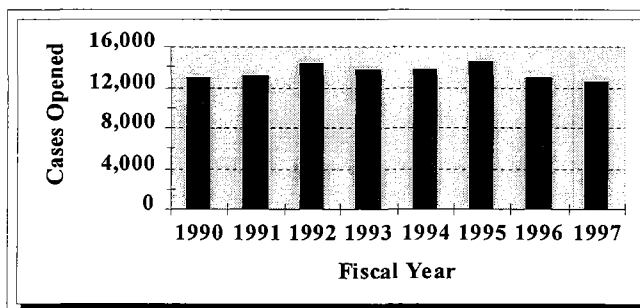
<sup>2</sup> Data does not include Children in Need of Assistance (CINA) cases, which are handled by a Statewide office

**Workload Data for the Maryland Office of the Public Defender**  
(continued)

**Montgomery County and Districtwide Activities in Fiscal Years 1990-97**

----- New Trial Cases Opened -----			
<b>Fiscal Year</b>	<b>Montgomery County<sup>1</sup></b>	<b>Maryland Districtwide</b>	<b>Montgomery County Share of Districtwide Cases</b>
1990	12,873	129,826	9.9%
1991	13,137	131,866	10.0%
1992	14,194	147,000	9.7%
1993	13,670	137,740	9.9%
1994	13,621	133,409	10.2%
1995	14,453	145,349	9.9%
1996	12,858	146,080	8.8%
1997	12,547	150,930	8.3%
<i>Average for 8 years</i>	<i>13,419</i>	<i>140,275</i>	<i>9.6%</i>

**Total Cases Opened in Montgomery County in FYs 90-97**



Sources: OLO, the District 6 Public Defender's Office, and Maryland State published budget documents for FYs 90-98

Notes:

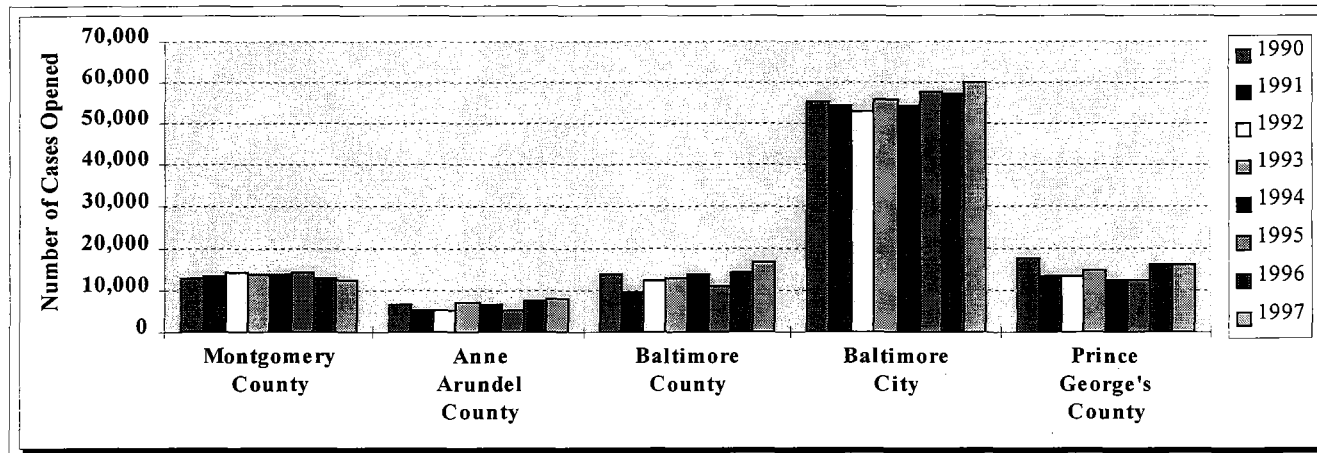
<sup>1</sup> Data does not include Children in Need of Assistance (CINA) cases, which are handled by a separate Statewide office

**Workload Data for the Maryland Office of the Public Defender**  
(continued)

**Public Defender Activities for Selected Counties in Fiscal Years 1990-97**

----- Trial Cases Opened in Selected Counties -----					
Fiscal Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County
1990	12,873	6,593	13,980	55,348	17,628
1991	13,137	5,468	9,603	54,378	13,552
1992	14,194	5,095	12,504	53,062	13,483
1993	13,670	7,058	12,905	55,598	14,535
1994	13,621	6,712	13,854	54,167	12,332
1995	14,453	5,423	10,843	57,575	12,542
1996	12,858	7,575	14,281	57,376	16,102
1997	12,547	8,130	16,886	60,036	16,045
<i>Average for 8 years</i>	<i>13,419</i>	<i>6,507</i>	<i>13,107</i>	<i>55,943</i>	<i>14,527</i>

**Public Defender New Trial Cases Opened for Selected Counties in FYs 90-97**



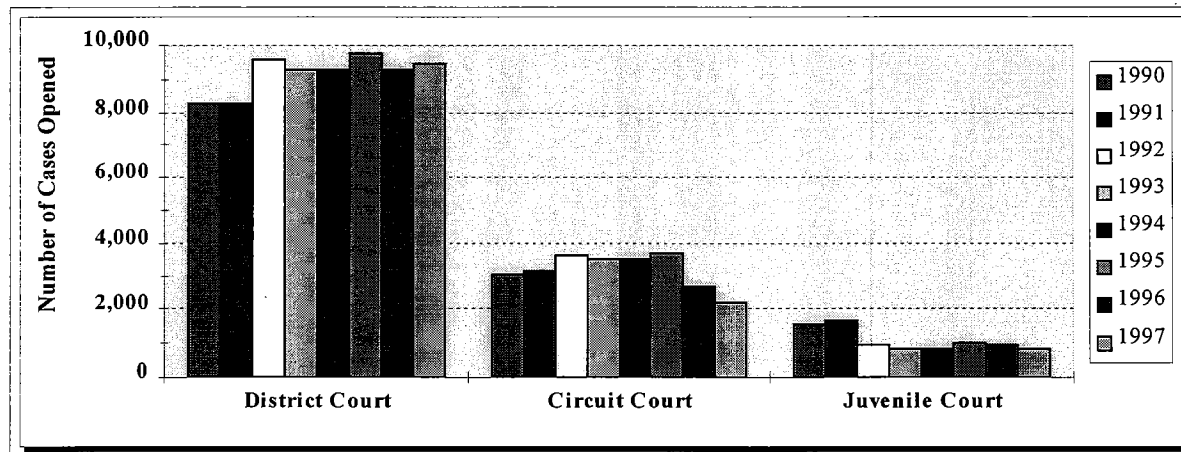
Sources: OLO and the Maryland Office of the Public Defender

**Workload Data for the Maryland Office of the Public Defender**  
(continued)

**Cases Opened by the Montgomery County Public Defender's Office in FYs 1990-97**

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Percent Change FY 90 to FY 97
District Court	8,295	8,293	9,594	9,282	9,271	9,742	9,272	9,490	+ 14.4%
Circuit Court	3,039	3,161	3,657	3,538	3,533	3,713	2,650	2,231	- 26.5%
Juvenile Court	1,539	1,683	943	850	817	998	936	826	- 46.3%
Total	12,873	13,137	14,194	13,670	13,621	14,453	12,858	12,547	- 2.5%

**Cases Opened by the Montgomery County Public Defender's Office in FYs 90-97**



Sources: OLO and the District 6 Office of the Public Defender

## Maryland Office of the Public Defender

This section of the report shows operating budgets, expenditures, and staffing for the Maryland Office of the Public Defender. Public Defender field offices are organized into 12 geographical areas, referred to as districts 1 through 12. Montgomery County is the only jurisdiction in District 6. The Montgomery County office is located in the Rockville district court building.

The tables and graphs on page 42 depict Statewide activities from FYs 1990-99. Note that from FY 1990 to FY 1997, Statewide expenditures for the Public Defender's Office increased by 29.5 percent and permanent staffing increased by 42.0 full-time equivalent (FTE) workyears, or 8.9 percent. State agencies did not track contractual staff prior to FY 95. The summary below shows the changes in contractual staffing since the State began tracking the FTE workyears.

### Statewide Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	156.5	157.7	166.5	198.5	+ 42.0 WYs	+ 26.8%
Actual	167.9	254.0	166.5	n/a	n/a	- 1.4 WYs	- 0.0%

The tables and graphs on page 43 depict Statewide district operations from FYs 1990-99. Note that from FY 1990 to FY 1997, Districtwide expenditures for the Public Defender's Office increased by 36.6 percent and permanent staffing increased by 35.5 FTE workyears, or 9.3 percent. The summary below shows the changes in contractual staffing since FY 95, when the State began tracking the FTE workyears.

### Districtwide Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	143.5	146.1	156.0	182.0	+ 38.5 WYs	+ 26.8%
Actual	154.9	236.0	156.0	n/a	n/a	+ 1.1 WYs	- 0.0%

The tables on page 44 show the information OLO acquired on budget allocations, expenditures, and staffing for the Public Defender's offices operating in Montgomery County. Note that the FY 1998 allocation for Montgomery County represents a 20 percent increase over the FY 1997 actual expenditures.

The first table on page 44 shows expenditures in Montgomery County for FY 1997 and budget allocations for FYs 1998 and 1999. This is the only financial data for the County that was available because the Public Defender's Office did not track expenditures or allocate the budgets by geographical districts until sometime in FY 1997.



## **Maryland Office of the Public Defender (continued)**

The second table on page 44 shows the amounts expended, allocated, and requested for the office Statewide, Districtwide, and for Montgomery County operations for FYs 1997-99. Highlights by year are:

- FY 97 expenditures for Montgomery County represented 8.8 percent of the total expended by all districts and 7.1 percent of the office's Statewide expenditures
- the FY 98 budget allocation for Montgomery County represents 10.3 percent of the Districtwide allocation and 8.4 percent of the office's Statewide budget
- the FY 99 requested allocation for Montgomery County is 9.5 percent of the Districtwide allocation and 7.8 percent of the office's Statewide budget

The third table on page 44 shows FYs 1990-97 attorney and support staffing levels for Montgomery County. Note the differences in staffing from FY 1990 to FY 1997 are:

- two fewer part-time staff attorneys and five full-time staff attorneys who were replaced by five full-time contractual attorney positions
- six fewer full-time staff and two fewer full-time contractual support positions
- one additional part-time contractual support position
- net 8.5 fewer FTE staffing allocated in FY 1997 as in FY 1990 (-1.0 FTE attorneys and - 7.5 FTE support staffing)

The charts on page 45 provide graphic representations of the changes in actual permanent staffing for FYs 1990-1997 at three levels: Statewide, District Operations, and Montgomery County. The first graph shows how total permanent staffing for District Operations has tracked with Statewide staffing for the entire department. The second graph shows how permanent staffing for the Montgomery County office has tracked in relation to total permanent staffing for District Operations. Note the upward trend for permanent staffing districtwide versus the downward trend for Montgomery County in recent years.

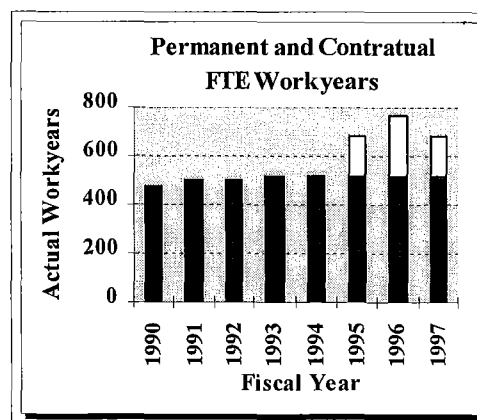
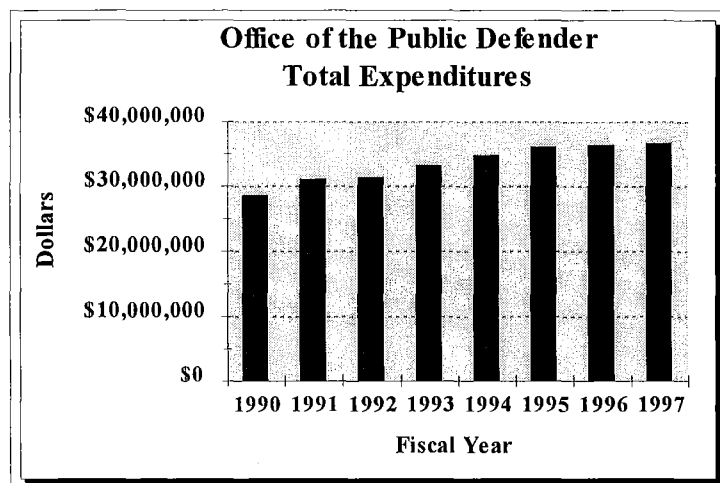
## Maryland Office of the Public Defender - Statewide All Divisions

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$27,092,196	\$0	\$0	\$0	\$27,092,196	n/a	471.5	unknown
1991	\$30,266,896	\$0	\$0	\$0	\$30,266,896	11.7%	500.5	unknown
1992	\$29,451,833	\$875,000	\$799,750	\$0	\$31,126,583	2.8%	498.5	unknown
1993	\$29,885,447	\$863,024	\$790,000	\$0	\$31,538,471	1.3%	519.5	unknown
1994	\$33,153,295	\$688,102	\$500,000	\$0	\$34,341,397	8.9%	517.5	unknown
1995	\$35,134,433	\$346,540	\$249,984	\$262,392	\$35,993,349	4.8%	517.5	unknown
1996	\$35,892,278	\$59,730	\$0	\$293,346	\$36,245,354	0.7%	517.5	156.5
1997	\$35,692,934	\$39,820	\$0	\$855,699	\$36,588,453	0.9%	513.5	157.7
1998	\$36,133,335	\$0	\$0	\$1,023,487	\$37,156,822	1.6%	536.5	166.5
1999	\$39,045,533	\$181,560	\$98,607	\$1,023,487	\$40,349,187	8.6%	540.5	198.5

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Expended	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$28,312,110	\$0	\$0	\$0	\$28,312,110	n/a	471.5	unknown
1991	\$30,910,605	\$0	\$0	\$0	\$30,910,605	9.2%	499.5	unknown
1992	\$29,127,227	\$603,459	\$1,535,069	\$0	\$31,265,755	1.1%	498.5	unknown
1993	\$31,884,904	\$635,160	\$719,242	\$0	\$33,239,306	6.3%	516.5	unknown
1994	\$33,530,015	\$448,139	\$571,184	\$58,708	\$34,608,046	4.1%	517.5	unknown
1995	\$35,584,007	\$272,725	\$0	\$235,927	\$36,092,659	4.3%	514.5	167.9
1996	\$35,746,410	\$56,885	\$0	\$416,735	\$36,220,030	0.4%	516.5	254.0
1997	\$35,761,286	\$19,375	\$43,427	\$829,628	\$36,653,716	1.2%	513.5	166.5



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

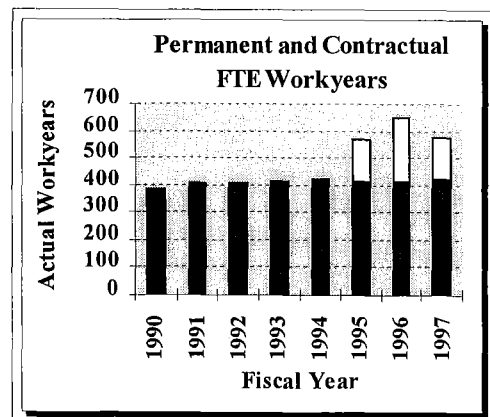
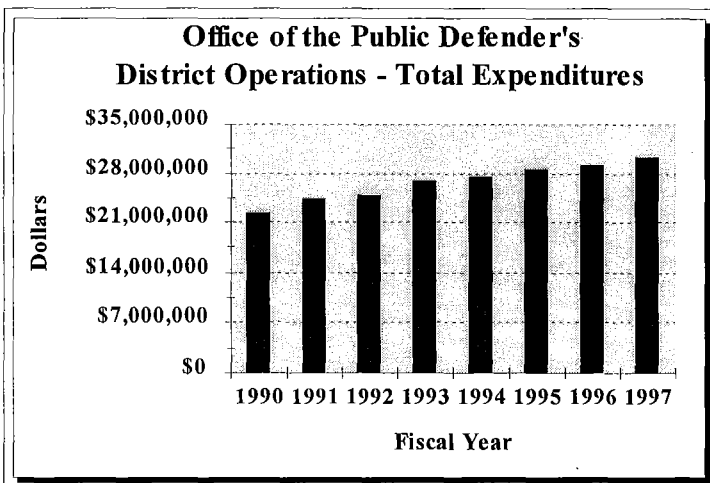
## Maryland Office of the Public Defender - Statewide District Operations

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$21,577,140	\$0	\$0	\$0	\$21,577,140	n/a	380.0	unknown
1991	\$23,790,110	\$0	\$0	\$0	\$23,790,110	10.3%	410.5	unknown
1992	\$22,706,775	\$875,000	\$799,750	\$0	\$24,381,525	2.5%	407.1	unknown
1993	\$23,465,852	\$863,024	\$790,000	\$0	\$25,118,876	3.0%	417.5	unknown
1994	\$25,850,847	\$688,102	\$500,000	\$0	\$27,038,949	7.6%	419.0	unknown
1995	\$27,618,449	\$346,540	\$249,984	\$262,392	\$28,477,365	5.3%	413.5	unknown
1996	\$28,396,824	\$59,730	\$0	\$293,346	\$28,749,900	1.0%	413.5	143.5
1997	\$28,792,536	\$39,820	\$0	\$855,699	\$29,688,055	3.3%	417.5	146.1
1998	\$29,358,193	\$0	\$0	\$1,023,487	\$30,381,680	2.3%	433.5	156.0
1999	\$31,841,302	\$181,560	\$98,607	\$1,023,487	\$33,144,956	9.1%	440.5	182.0

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Expended	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$22,084,544	\$0	\$0	\$0	\$22,084,544	n/a	382.0	unknown
1991	\$24,118,492	\$0	\$0	\$0	\$24,118,492	9.2%	407.5	unknown
1992	\$23,073,231	\$603,459	\$943,489	\$0	\$24,620,179	2.1%	406.5	unknown
1993	\$25,465,754	\$635,160	\$719,242	\$0	\$26,820,156	8.9%	415.5	unknown
1994	\$26,102,314	\$448,139	\$571,184	\$58,708	\$27,180,345	1.3%	418.0	unknown
1995	\$28,018,283	\$272,725	\$0	\$235,927	\$28,526,935	5.0%	412.5	154.9
1996	\$28,642,806	\$56,885	\$0	\$416,735	\$29,116,426	2.1%	414.5	236.0
1997	\$29,270,888	\$19,375	\$43,427	\$829,628	\$30,163,318	3.6%	417.5	156.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

**Office of the Public Defender - Montgomery County Operations  
(District 6)**

**Expenditure Detail for Fiscal Year 1997 and Budgets for Fiscal Years 1998-99**

Category	FY 97 Expended	FY 98 Allocated	FY 99 Request
Payroll	\$1,946,099	\$2,240,201	\$2,243,686
Contract/Panel Attorneys	\$459,195	\$582,618	\$592,088
Communications	\$38,141	\$80,891	\$96,690
Travel	\$10,972	\$10,769	\$12,653
Automotive	\$8,180	\$9,600	\$9,600
Services	\$62,260	\$46,247	\$66,876
Supplies	\$10,596	\$14,652	\$14,416
Equipment	\$3,879	\$8,810	\$1,835
Rent/Subscriptions	\$68,936	\$136,413	\$94,828
<b>Totals</b>	<b>\$2,608,258</b>	<b>\$3,130,201</b>	<b>\$3,132,672</b>

**Montgomery County Allocations Compared with Statewide and District Operations**

Category	FY 97 Expended	FY 98 Allocated	FY 99 Request
Montgomery County	\$2,608,258	\$3,130,201	\$3,132,672
District Operations	\$29,688,055	\$30,464,642	\$33,144,956
Statewide Operations	\$36,588,453	\$37,239,784	\$40,349,187
Montgomery County Percent of District Operations	8.8%	10.3%	9.5%
Montgomery County Percent of Statewide Total	7.1%	8.4%	7.8%

**Montgomery County Public Defender Staffing Budgeted for Fiscal Years 1990-97**

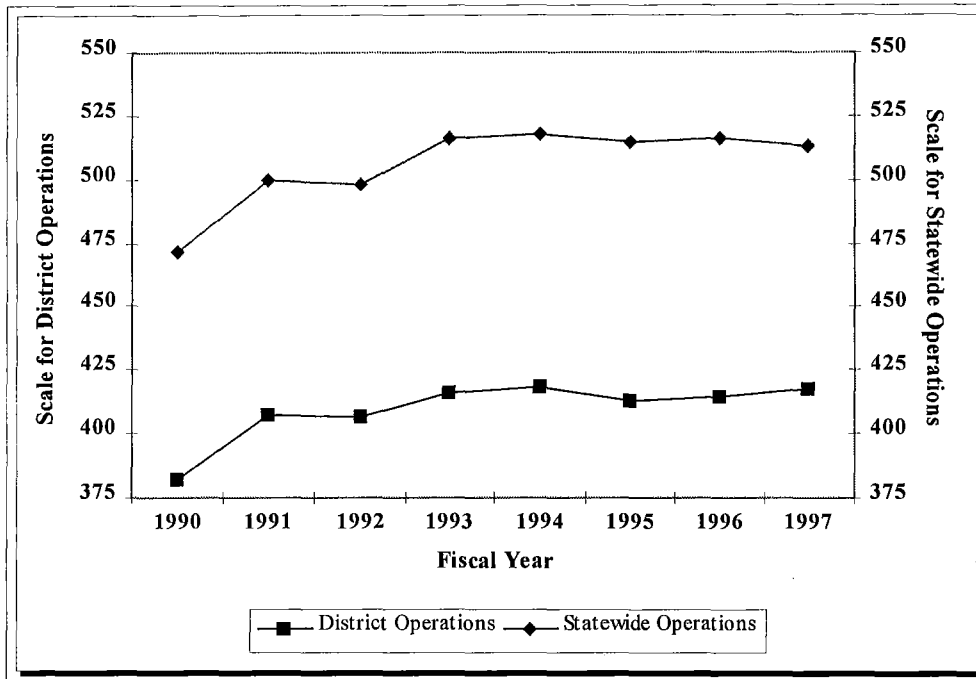
Fiscal Year	Staff Attorneys		Contractual Attorneys		Total FTE	Support Staff		Contractual Support Staff		Total FTE	Grand Total FTE
	Full Time	Part Time	Full Time	Part Time		Full Time	Part Time	Full Time	Part Time		
1990	26	2	2	0	29.0	23	2	6	1	30.5	59.5
1991	26	1	4	0	30.5	22	1	13	1	36.0	66.5
1992	25	2	4	1	30.5	20	2	14	1	35.5	66.0
1993	25	2	3	0	29.0	22	2	11	5	36.5	65.5
1994	29	0	2	0	31.0	22	0	8	1	30.5	61.5
1995	20	2	6	1	27.5	19	1	5	1	25.0	52.5
1996	21	2	6	2	29.0	18	3	3	1	23.0	52.0
1997	21	0	7	0	28.0	17	2	4	2	23.0	51.0

Sources: Expenditure detail compiled by OLO from data acquired from the Maryland Public Defender's Office in response to Council's request for information and OLO telephone inquiries

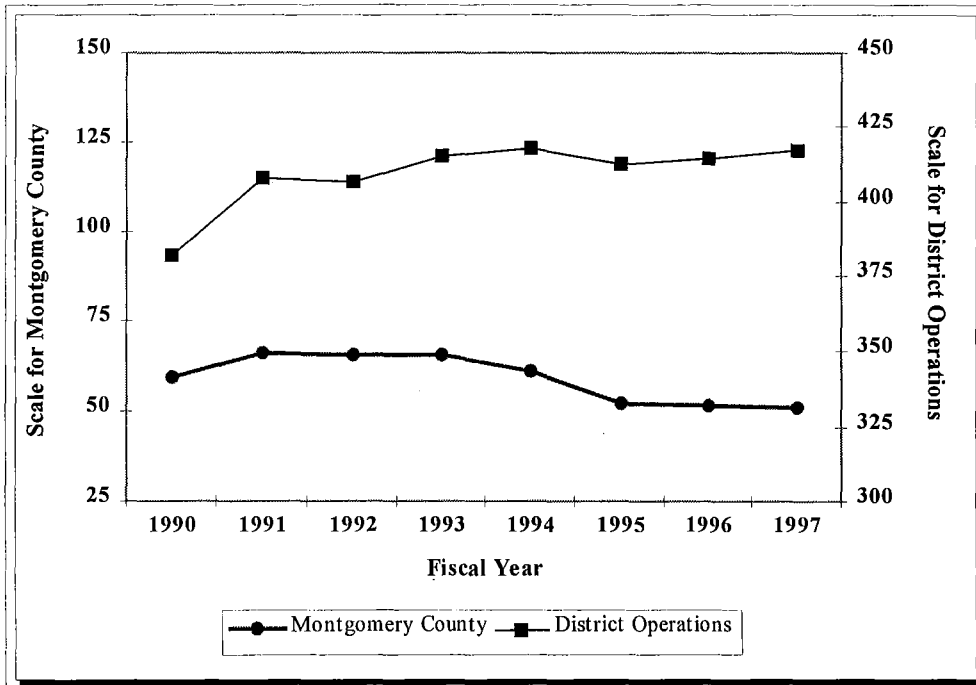
Staffing allocations compiled by OLO from data acquired from the Maryland Public Defender's Office in response to the CJCC inquiry on staffing (November 1997)

## Office of the Public Defender - Permanent Staffing FYs 1990-1997

### Trends for Statewide and District Operations Permanent Staffing Actual FTE Workyears



### Trends for District Operations and Montgomery County Permanent Staffing Actual FTE Workyears



Sources Compiled by OLO from information contained in State of Maryland published budget documents and the Maryland Office of the Public Defender's response to the CJCC inquiry on staffing (November 1997)

**MARYLAND DIVISION OF PAROLE AND PROBATION**  
(funded by the State)

<b>Organization and Responsibilities .....</b>	<b>46</b>
<b>Workload Data .....</b>	<b>50</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>57</b>

## 2. Maryland Division of Parole and Probation

The Division of Parole and Probation was formed in 1939 to administer State parole and probation laws, which included investigating and supervising parolees and adult probationers.

Division staff regularly inform the Maryland Parole Commission of parolees' activities and notify the district or circuit courts of probationer's activities. Division investigations also help the Maryland Parole Commission determine whether to grant parole.

The Statewide approved personnel complement for FY 1999 includes 1,134.50 full-time equivalent (FTE) staff workyears and 221.3 FTE contractual workyears, for a total of 1,335.8 full-time equivalent workyears. The FY 1999 operating budget is \$60.4 million.

### **VISION**

*The Maryland Division of Parole and Probation sees improved quality of life for the citizens of Maryland and increased offender success through collaborative crime prevention, community justice, and commitment to our professional principles.*

### **MISSION**

*The mission of the Maryland Division of Parole and Probation is to support the people of Maryland in making communities safer by:*

- *Providing levels of control of offenders through comprehensive case management and intervention strategies*
- *Conducting investigations and reporting accurate and timely information for decision-makers*
- *Offering and delivering victim services*
- *Entering and developing partnerships with stakeholders that lead to a shared vision*
- *Living our professional principles*

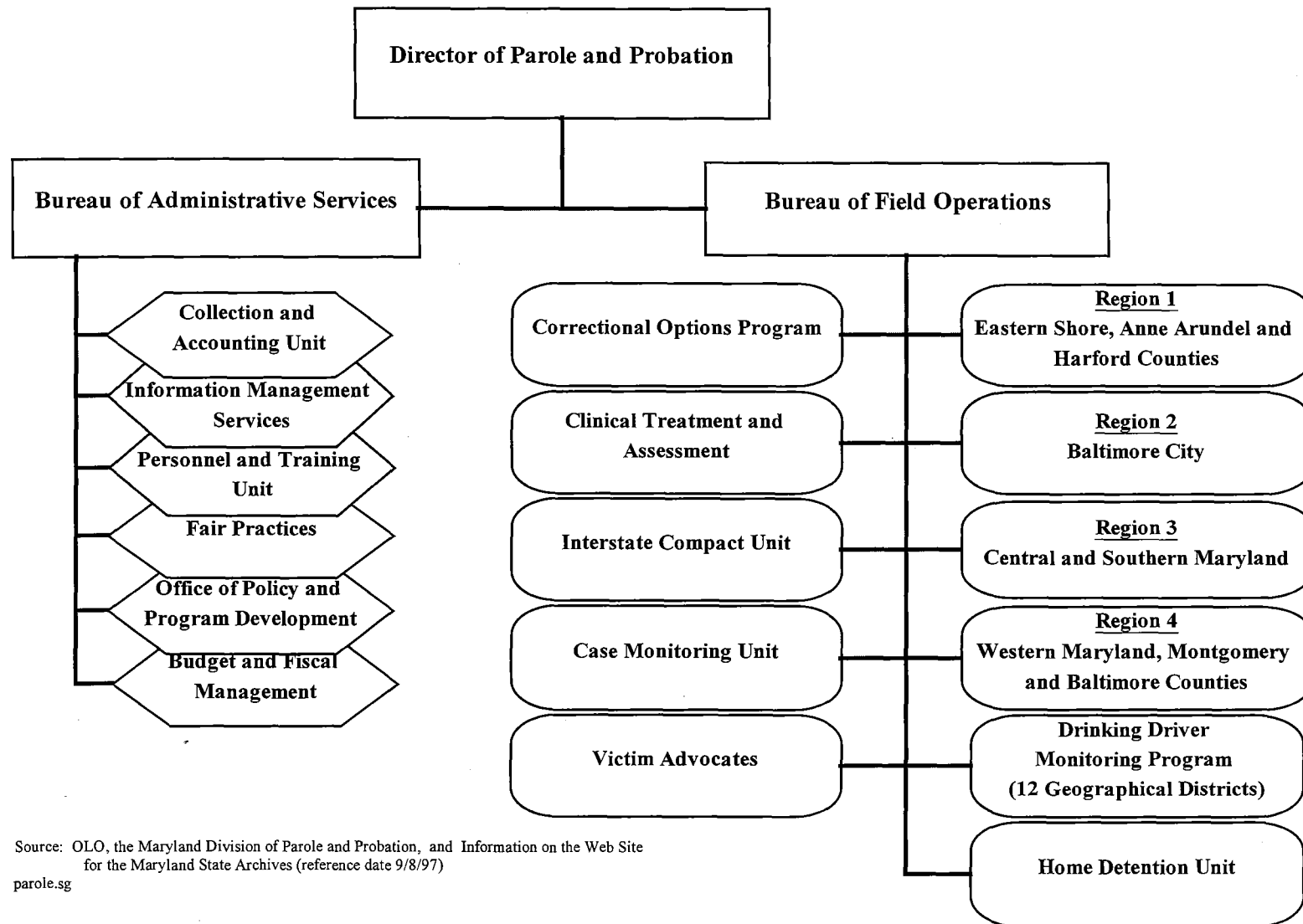
### **BLUEPRINT FOR THE FUTURE**

*The Maryland Division of Parole and Probation recognizes its staff as the most vital resource, through these professional principles:*

<b>DIGNITY</b>	<i>We respect the dignity of each individual</i>
<b>PRIDE</b>	<i>We take pride in our ability to work together as a team</i>
<b>HUMOR</b>	<i>We maintain perspective on our task, ourselves, and each other</i>
<b>INTEGRITY</b>	<i>We value honesty in all we do</i>
<b>ACCOUNTABILITY</b>	<i>We measure ourselves according to our highest standards</i>
<b>CREATIVITY</b>	<i>We encourage and support participatory management</i>
<b>LEADERSHIP</b>	<i>We strive for excellence in the criminal justice community</i>

Source: Maryland Division of Parole and Probation

## Organization of the Maryland Division of Parole and Probation



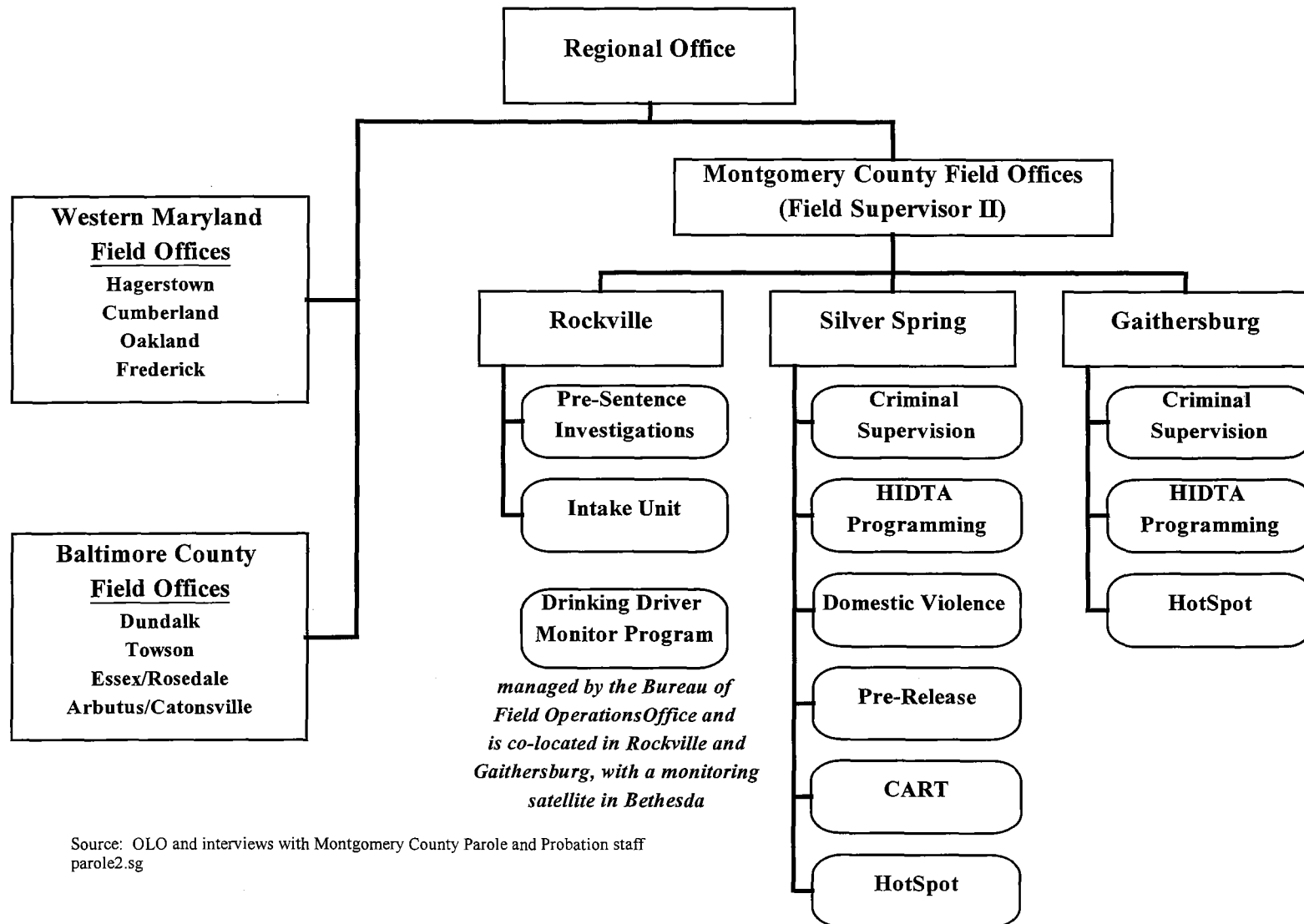
Source: OLO, the Maryland Division of Parole and Probation, and Information on the Web Site for the Maryland State Archives (reference date 9/8/97)  
parole.sg



Duties and responsibilities of the units in the Division of Parole and Probation are summarized in the table below.

<i>Director's Office</i>	<i>Drinking Driver Monitor Program</i>	<i>Administrative Services</i>
<ul style="list-style-type: none"> <li>◆ provides executive direction to division staff</li> <li>◆ develops plans and formulates policies</li> <li>◆ provides Statewide coordination of mandated criminal supervision, investigation, and intake, classification, and assignment services</li> <li>◆ prepares Division's budget</li> <li>◆ facilitates partnerships with stakeholders</li> <li>◆ assesses the Division's resource needs</li> </ul>	<ul style="list-style-type: none"> <li>◆ supervises DWI/DUI offender compliance with court ordered probation conditions</li> <li>◆ provides immediate notification to a trial Judge of non-compliance</li> <li>◆ conducts a weekly surveillance of offenders by in-person interviews, observation, and testing and a weekly verification of treatment attendance and contact with treatment providers</li> <li>◆ collects fines, costs, restitution, and testing fees</li> <li>◆ performs a regular recidivism check</li> </ul>	<ul style="list-style-type: none"> <li>◆ performs fiscal and personnel administration for the agency</li> <li>◆ certifies newly appointed line staff</li> <li>◆ conducts the in-service training academy</li> <li>◆ prepares the policies and maintenance of the Division's manual system</li> <li>◆ administers victim restitution</li> <li>◆ coordinates MIS</li> <li>◆ administers property management and contract compliance</li> </ul>
<i>Field Operations</i>		
<ul style="list-style-type: none"> <li>◆ supervises parolees and mandatory releases from State correctional institutions</li> <li>◆ supervises offenders placed on probation or suspended sentence</li> <li>◆ supervises parolees and probationers residing in Maryland who are placed on parole or probation by other states</li> <li>◆ evaluates offenders criminality, personality, social environment, and risk to the community to determine the appropriate level of supervision, intensive or standard</li> <li>◆ periodically reviews and updates evaluations (generally every six months) to determine whether the level of supervision needs to be adjusted</li> <li>◆ collects fines, costs, and restitution in certain criminal cases and fees from offenders on parole and probation</li> <li>◆ investigates and reports with respect to applications for judicial review, criminal sentencing, and parole violations</li> <li>◆ performs other investigations when requested by a judge</li> <li>◆ operates testing programs to monitor parolees and probationers for use of alcohol or illegal drugs</li> <li>◆ reports parole or probation violations to the Maryland Parole Commission and the courts</li> <li>◆ assists parolees and probationers to reintegrate into their communities by referring individuals to treatment or rehabilitation programs</li> <li>◆ administers the Drinking Driver Monitor Program which provides a specialized probation service to ensure compliance by DWI/DUI offenders with alcohol treatment or education and rehabilitation directives of the courts, the Medical Advisory Board, and the Office of Administrative Hearings</li> </ul>		

# **Organization of the Maryland Division of Parole and Probation Bureau of Field Operations - Region 4**



Source: OLO and interviews with Montgomery County Parole and Probation staff  
parole2.sg

## Workload Data for Parole and Probation Offices

### Montgomery County Parole and Probation Office (*part of Region 4*) Criminal Supervision Activity as of December 31, 1992-1997

-- Caseloads Based on Budgeted Positions --				-- Caseloads Based on Filled Positions --		
Calendar Year	Budgeted Agents <sup>1</sup>	Cases Outstanding <sup>2</sup>	Caseload Per Budgeted Agent	Actual Agents <sup>3</sup>	Cases Outstanding <sup>2</sup>	Actual Caseload Per Agent
1992	41.0	9,179	223.9	38.0	9,179	241.6
1993	37.0	8,902	240.6	34.0	8,902	261.8
1994	42.0	7,365	175.4	34.0	7,365	216.6
1995	41.0	5,422	132.2	30.0	5,422	180.7
1996	38.0	4,929	129.7	27.5	4,929	179.3
1997	35.0	5,235	149.6	27.5	5,235	190.4
<i>Average for 6 years</i>	<i>39.0</i>	<i>6,839</i>	<i>175.2</i>	<i>31.8</i>	<i>6,839</i>	<i>211.7</i>

Sources: OLO, the Maryland Division of Parole and Probation, and the Supervision Caseload Summary reports for calendar years 1992-97

Notes:

<sup>1</sup> Includes agent positions budgeted for the respective calendar year, per the Maryland Division of Parole and Probation memorandum dated 11/17/97 (in response to the CJCC request for the information on staffing allocated to Montgomery County)

<sup>2</sup> Reflects the total number of active and inactive cases at the end of the calendar year.

<sup>3</sup> Displays the number of agent positions that were filled at the end of the calendar year per the Supervision Caseload Summary reports for calendar years 1992-97. Reports were obtained from the State office.

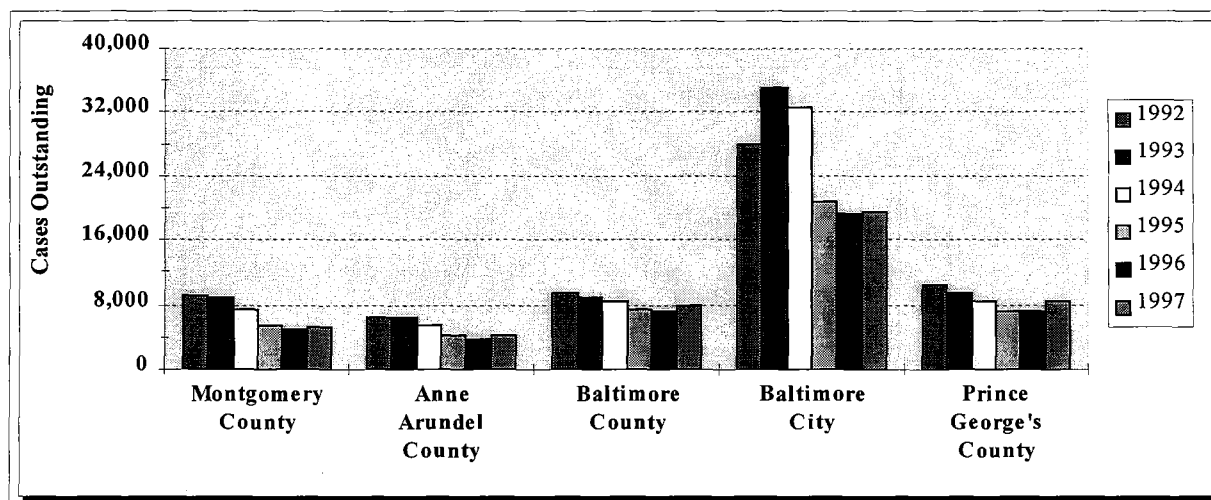
## Workload Data for Parole and Probation Offices

(continued)

### Criminal Supervision Cases Outstanding<sup>1</sup> for Selected Counties in Calendar Years 1992-97

Calendar Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Cases Outstanding Statewide	Montgomery County's Share of Statewide Cases
1992	9,179	6,374	9,397	27,971	10,449	108,829	8.4%
1993	8,902	6,353	8,897	35,177	9,376	94,066	9.5%
1994	7,365	5,524	8,393	32,516	8,316	91,735	8.0%
1995	5,422	4,173	7,284	20,764	7,083	86,777	6.2%
1996	4,929	3,817	7,218	19,287	7,085	88,799	5.5%
1997	5,235	4,147	7,946	19,455	8,368	90,420	5.8%
<i>Average for 6 years</i>	<i>6,839</i>	<i>5,065</i>	<i>8,189</i>	<i>25,862</i>	<i>8,446</i>	<i>93,438</i>	<i>7.3%</i>

### Criminal Supervision Cases Outstanding for Selected Counties in CYs 92-97



Sources: OLO, the Maryland Division of Parole and Probation, and Supervision Caseload Summary reports for calendar years 1992-97

Notes:

<sup>1</sup> Reflects the total number of active and inactive cases at the end of the calendar year.

**Workload Data for Parole and Probation Offices**  
(continued)

**Caseload per Parole and Probation Agent in Montgomery County Versus Caseload per Agent Statewide  
in Calendar Years 1992-97**

---- Montgomery County Activity ----				----- Statewide Activity -----		
Calendar Year	County Actual Agents <sup>1</sup>	Cases Outstanding <sup>2</sup>	Caseload Per Agent	Statewide Actual Agents <sup>1</sup>	Cases Outstanding <sup>2</sup>	Caseload Per Agent
1992	38.0	9,179	241.6	495.8	108,829	219.5
1993	34.0	8,902	261.8	521.8	94,066	180.3
1994	34.0	7,365	216.6	505.3	91,735	181.5
1995	30.0	5,422	180.7	500.5	86,777	173.4
1996	27.5	4,929	179.3	477.5	86,799	181.8
1997	27.5	5,235	190.4	499.4	90,420	181.1
<i>Average for 6 years</i>	<i>31.8</i>	<i>6,839</i>	<i>211.7</i>	<i>500.1</i>	<i>93,438</i>	<i>186.3</i>

Sources: OLO, the Maryland Division of Parole and Probation, and Supervision Caseload Summary reports for calendar years 1992-97

Notes:

<sup>1</sup> Represents the parole and probation agent filled positions at the end of the calendar year in Montgomery County and Statewide.

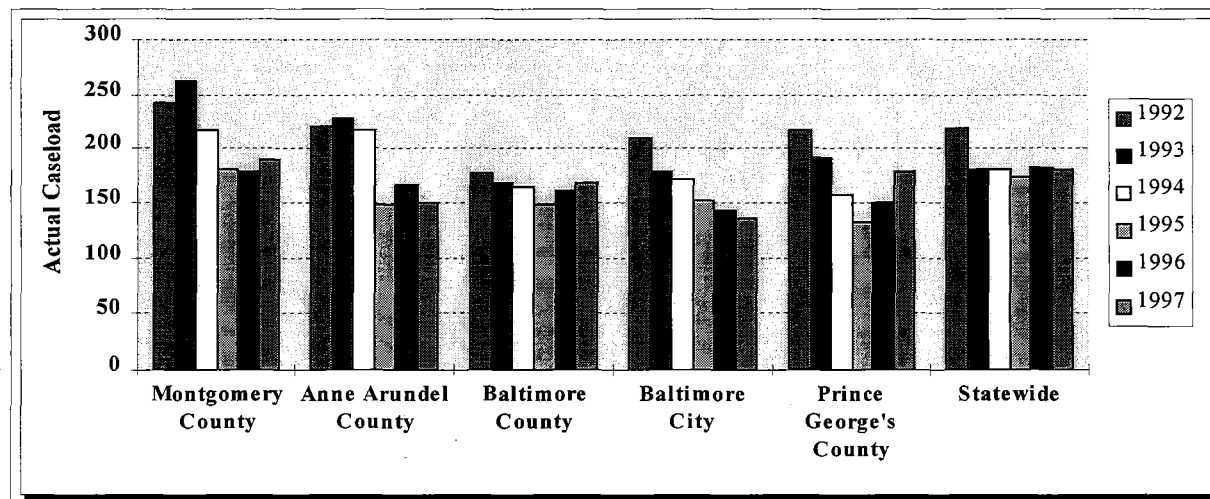
<sup>2</sup> Reflects the total number of active and inactive cases at the end of the calendar year.

# **Workload Data for Parole and Probation Offices** (continued)

## **Actual Criminal Supervision Caseload per Agent for Selected Counties in Calendar Years 1992-97**

Calendar Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide Average Caseload per Agent
1992	241.6	219.8	177.3	209.8	217.7	219.5
1993	261.8	226.9	167.9	179.2	191.0	180.3
1994	216.6	216.6	164.6	171.5	157.8	181.5
1995	180.7	149.0	148.7	152.7	131.2	173.4
1996	179.3	166.0	160.4	142.9	150.7	181.8
1997	190.4	150.8	167.3	134.8	178.0	181.1
<i>Average for 6 years</i>	<i>211.7</i>	<i>188.2</i>	<i>164.4</i>	<i>165.2</i>	<i>171.1</i>	<i>186.3</i>

## **Comparison of Criminal Supervision Actual Caseloads for Selected Counties in CYs 92-97**



Sources: OLO, the Maryland Division of Parole and Probation, and the Supervision Caseload Summary reports for calendar years 1992-97

Notes:

- <sup>1</sup> Displays the number of cases per parole and probation agent at the end of the calendar year per the Supervision Caseload Summary report for calendar years 1994 - 1997. Reports were obtained from the State office.

## Workload Data for Drinking Driver Monitoring Programs

### Montgomery County Drinking Driver Monitor Activity as of December 31<sup>st</sup> 1992 through 1997

At December 31	-- Caseload Based on Budgeted Positions --			-- Caseload Based on Filled Positions --		
	Monitors Budgeted <sup>1</sup>	Cases Outstanding <sup>2</sup>	Caseload Per Budgeted Monitor	Actual Monitors <sup>3</sup>	Cases Outstanding <sup>2</sup>	Actual Caseload Per Monitor
1992	13.0	5,938	456.8	unknown	5,938	n/a
1993	12.0	3,607	300.6	unknown	3,607	n/a
1994	10.0	3,021	302.1	9.0	3,021	335.7
1995	10.0	2,935	293.5	7.0	2,935	419.3
1996	10.0	3,001	300.1	4.0	3,001	750.3
1997	11.0	3,478	316.2	11.0	3,478	316.2
<i>Average for 6 years</i>	<i>11.0</i>	<i>3,663</i>	<i>328.2</i>	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
<i>Average for 4 years</i>	<i>10.3</i>	<i>3,109</i>	<i>303.0</i>	<i>7.8</i>	<i>3,109</i>	<i>455.4</i>

Sources: OLO, the Maryland Division of Parole and Probation, and Supervision Caseload Summary reports for calendar years 1992-97

Notes:

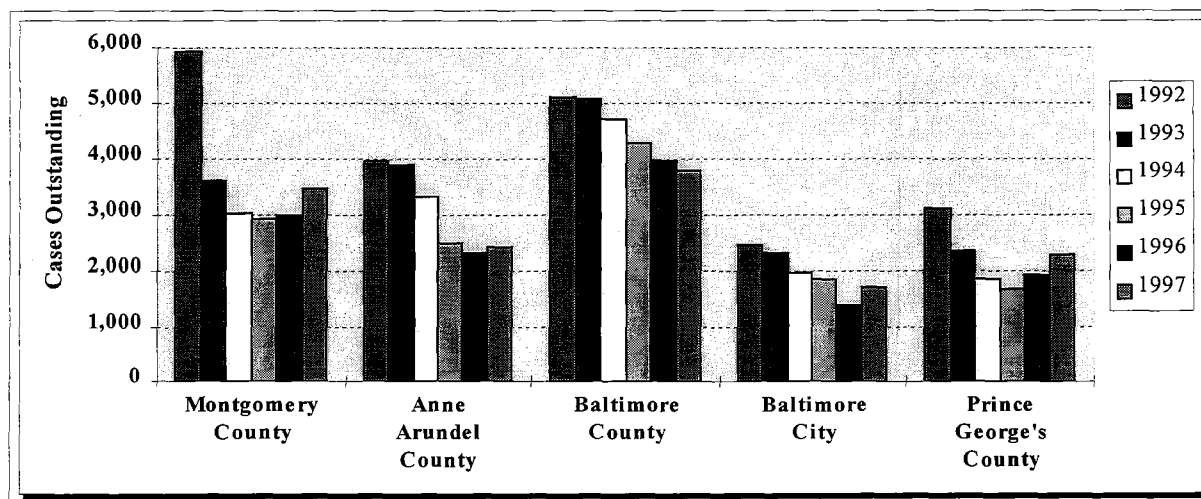
- <sup>1</sup> Includes monitor positions budgeted for the respective calendar year, per the Maryland Division of Parole and Probation memorandum dated 11/17/97 (in response to the CJCC request for the information on staffing allocated to Montgomery County).
- <sup>2</sup> Reflects the total number of active and inactive cases at the end of the calendar year.
- <sup>3</sup> Displays the number of monitor positions that were filled at the end of each calendar year per the Supervision Caseload Summary reports for calendar years 1994-97. These reports were obtained from the State office.

**Workload Data for Drinking Driver Monitoring Programs**  
(continued)

**Drinking Driver Monitor Program - Cases Outstanding<sup>1</sup> for Selected Counties in Calendar Years 1992-97**

Calendar Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Cases Outstanding Statewide	Montgomery County's Share of Statewide Cases
1992	5,938	3,965	5,120	2,454	3,119	35,343	9.4%
1993	3,607	3,883	5,078	2,333	2,357	30,959	9.7%
1994	3,021	3,332	4,720	1,955	1,867	27,477	10.7%
1995	2,935	2,509	4,272	1,845	1,696	25,099	12.0%
1996	3,001	2,313	3,957	1,393	1,923	24,808	14.5%
1997	3,478	2,445	3,798	1,702	2,272	24,786	14.0%
<i>Average for 6 years</i>	<i>3,663</i>	<i>3,075</i>	<i>4,491</i>	<i>1,947</i>	<i>2,206</i>	<i>28,079</i>	<i>11.7%</i>

**Drinking Driving Monitor Cases for Selected Counties in CYs 92-97**



Sources: OLO, the Maryland Division of Parole and Probation, and Supervision Caseload Summary reports for calendar years 1992-97

Notes:

<sup>1</sup> Cases outstanding reflect the total number of active and inactive cases at the end of each calendar year.

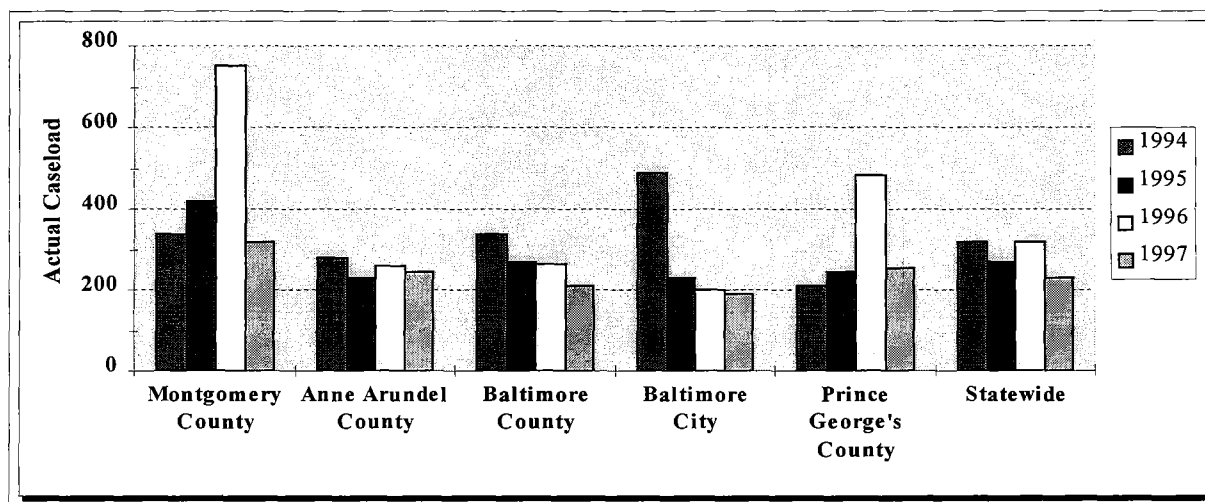


# **Workload Data for Drinking Driver Monitoring Programs** (continued)

## **Drinking Driver Monitor Program Actual Caseload<sup>1</sup> per Monitor for Selected Counties in Calendar Years 1992-97**

Calendar Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide Average Caseload per Monitor
1994	335.7	277.7	337.1	488.8	207.4	319.5
1995	419.3	228.1	267.0	230.6	242.3	269.9
1996	750.3	257.0	263.8	199.0	480.8	318.1
1997	316.2	244.5	211.0	189.1	252.4	227.4
<i>Average for 4 years</i>	<i>455.4</i>	<i>251.8</i>	<i>269.7</i>	<i>276.9</i>	<i>295.7</i>	<i>283.7</i>

## **Comparison of Actual Caseloads for Selected Counties in CYs 92-97**



Sources: OLO, the Maryland Division of Parole and Probation, and Supervision Caseload Summary reports for Calendar Years 1994-97

Notes:

<sup>1</sup> Displays the number of cases per monitor at the end of the calendar year

This page is intentionally blank

## Maryland Division of Parole and Probation

This section of the report shows operating budgets, expenditures, and staffing for the Maryland Division of Parole and Probation. The field offices for Parole and Probation are organized into four geographical areas, referred to as regions 1 through 4. Montgomery County is located in Region 4, along with Baltimore County and several other counties in Western Maryland. There are three Parole and Probation field offices to serve Montgomery County. These offices are located in Gaithersburg, Rockville, and Silver Spring.

The tables and graphs on page 59 depict Statewide activities from FYs 1990-99. Note that from FY 1990 to FY 1997, Statewide expenditures for Parole and Probation increased by 22.9 percent but permanent staffing decreased by 101.5 full-time equivalent (FTE) workyears, or 8.4 percent. State agencies did not track contractual staff prior to FY 95. The summary below shows the changes in contractual staffing since the State began tracking the FTE workyears.

### Statewide Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	70.5	77.5	95.3	221.3	+ 150.8 WYs	+ 214.0%
Actual	37.6	52.9	61.0	n/a	n/a	+ 23.4 WYs	+ 62.2%

The tables and graphs on page 60 depict Statewide field operations for offices in the four regions from FYs 1990-99. Note that from FY 1990 to FY 1997, Parole and Probation expenditures for Field Operations (all offices in the four regions) increased 21.3 percent but permanent staffing decreased by 92.5 FTE workyears, or 8.0 percent. The summary below shows the changes in contractual staffing for field operations since FY 95, when the State began tracking the FTE workyears.

### Field Operations Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	70.5	75.5	93.3	219.3	+ 148.8 WYs	+ 211.1%
Actual	36.3	52.9	61.0	n/a	n/a	+ 24.7 WYs	+ 68.0%

The first table on page 61 shows FYs 1990-98 staffing levels for criminal supervision and investigation in Montgomery County. Note the differences in total staffing from FY 1990 to FY 1998 are:

- twenty-one fewer agents
- one additional intake interviewer
- four fewer secretaries
- a net of twenty-four fewer positions allocated in FY 1998 as in FY 1990

## **Maryland Division of Parole and Probation (continued)**

The second table on page 61 shows FYs 1991-98 staffing levels for the drinking driver monitor program in Montgomery County. Note the differences in staffing from FY 1991 to FY 1998 are:

- one fewer drinking driver monitor
- a net of one fewer position allocated in FY 1998 as in FY 1991

The third table on page 61 shows FYs 1991-98 full time equivalent (FTE) workyear staffing for the three Parole and Probation offices serving Montgomery County. Note the differences in FTE staffing from FY 1991 to FY 1998 are:

- sixteen and one-half fewer agent and monitor FTE workyears
- one additional intake interviewer FTE workyears
- four fewer secretarial FTE workyears
- a net of nineteen and one-half fewer FTE workyears allocated in FY 1998 as in FY 1991

The charts on page 62 provide graphic representations of the changes in actual permanent staffing for FYs 1990-1997 at three levels: Statewide, Field Operations, and Montgomery County. The first graph shows how total permanent staffing for Field Operations has tracked with Statewide staffing for the entire department. The second graph shows how permanent staffing for Montgomery County offices has tracked in relation to total permanent staffing for Field Operations. Note the downward trend for Field Operation's permanent staffing and the downward trend for Montgomery County in recent years.

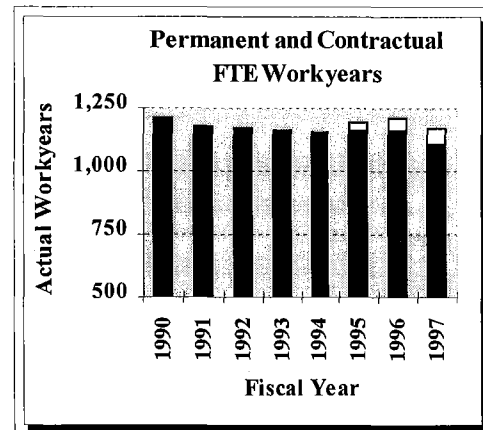
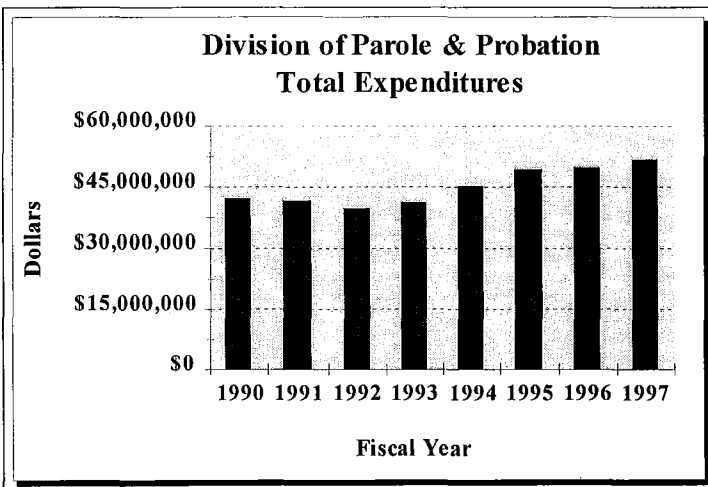
## Maryland Division of Parole and Probation - Statewide

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$35,916,414	\$338,741	\$50,000	\$4,607,423	\$40,912,578	n/a	1,187.0	unknown
1991	\$37,633,131	\$400,552	\$45,913	\$4,934,697	\$43,014,293	5.1%	1,214.5	unknown
1992	\$35,926,901	\$400,552	\$52,000	\$4,903,765	\$41,283,218	-4.0%	1,180.5	unknown
1993	\$36,841,787	\$399,490	\$52,000	\$4,399,712	\$41,692,989	1.0%	1,168.5	unknown
1994	\$38,824,905	\$4,195,000	\$52,000	\$4,751,905	\$47,823,010	14.7%	1,153.5	unknown
1995	\$41,308,181	\$2,569,133	\$60,000	\$5,242,499	\$49,179,813	2.8%	1,159.5	unknown
1996	\$47,442,748	\$1,951,632	\$67,000	\$30,000	\$49,491,380	0.6%	1,157.5	70.5
1997	\$49,498,266	\$1,977,655	\$95,171	\$292,270	\$51,863,362	4.8%	1,107.5	77.5
1998	\$52,165,813	\$203,185	\$95,171	\$769,666	\$53,233,835	2.6%	1,134.5	95.3
1999	\$58,740,526	\$603,031	\$91,180	\$980,191	\$60,414,928	13.5%	1,134.5	221.3

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$37,334,584	\$255,036	\$50,000	\$4,163,836	\$41,803,456	n/a	1,209.0	unknown
1991	\$36,827,741	\$143,756	\$45,913	\$4,418,451	\$41,435,861	-0.9%	1,179.5	unknown
1992	\$34,858,343	\$382,597	\$52,000	\$4,144,331	\$39,437,271	-4.8%	1,168.5	unknown
1993	\$36,392,048	\$397,958	\$57,000	\$4,189,089	\$41,036,095	4.1%	1,161.5	unknown
1994	\$38,602,358	\$1,520,642	\$72,280	\$4,595,598	\$44,790,878	9.1%	1,153.5	unknown
1995	\$40,967,463	\$2,893,170	\$67,707	\$5,281,250	\$49,209,590	9.9%	1,159.5	37.6
1996	\$47,441,603	\$1,853,699	\$66,176	\$184,857	\$49,546,335	0.7%	1,157.5	52.9
1997	\$48,958,099	\$1,882,539	\$89,388	\$448,082	\$51,378,108	3.7%	1,107.5	61.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

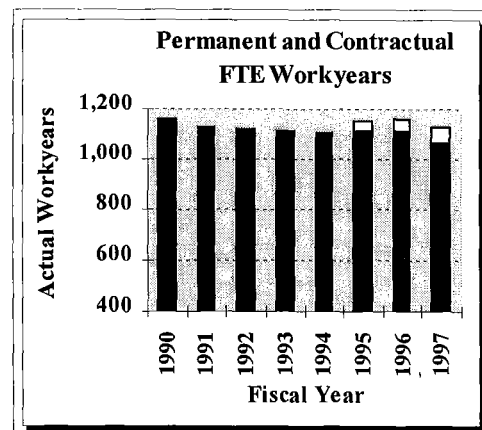
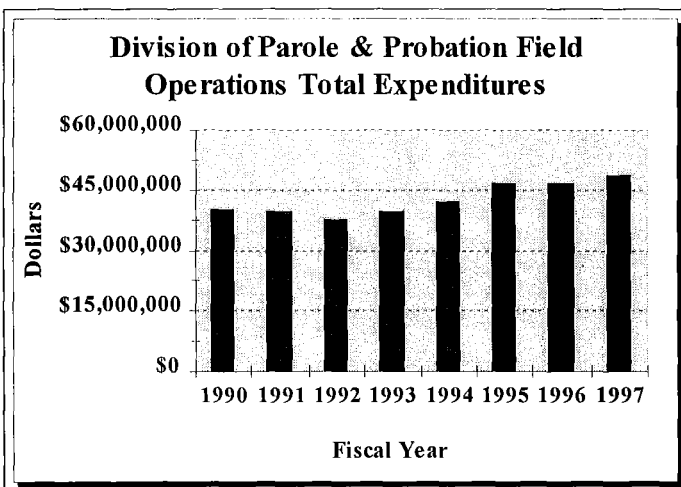
## Maryland Division of Parole & Probation - Field Operations

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$34,568,717	\$322,257	\$50,000	\$4,378,847	\$39,319,821	n/a	1,144.0	unknown
1991	\$36,029,621	\$400,552	\$45,913	\$4,693,116	\$41,169,202	4.7%	1,165.0	unknown
1992	\$34,290,896	\$400,552	\$52,000	\$4,660,488	\$39,403,936	-4.3%	1,131.5	unknown
1993	\$34,863,533	\$399,490	\$52,000	\$4,399,712	\$39,714,735	0.8%	1,123.5	unknown
1994	\$36,456,365	\$4,195,000	\$52,000	\$4,751,105	\$45,454,470	14.5%	1,119.5	unknown
1995	\$38,480,279	\$2,466,116	\$60,000	\$5,242,499	\$46,248,894	1.7%	1,112.5	unknown
1996	\$44,336,125	\$1,875,771	\$67,000	\$30,000	\$46,308,896	0.1%	1,110.5	70.5
1997	\$46,640,647	\$1,923,848	\$95,171	\$292,270	\$48,951,936	5.7%	1,067.5	75.5
1998	\$49,058,274	\$197,305	\$95,171	\$769,666	\$50,120,416	2.4%	1,095.5	93.3
1999	\$55,326,850	\$603,031	\$91,180	\$980,191	\$57,001,252	13.7%	1,095.5	219.3

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$35,621,217	\$255,036	\$50,000	\$3,946,391	\$39,872,644	n/a	1,160.0	unknown
1991	\$34,929,748	\$143,756	\$45,913	\$4,174,570	\$39,293,987	-1.5%	1,131.5	unknown
1992	\$33,170,889	\$382,597	\$52,000	\$3,938,718	\$37,544,204	-4.5%	1,119.5	unknown
1993	\$34,616,839	\$397,958	\$57,000	\$4,189,089	\$39,260,886	4.6%	1,112.5	unknown
1994	\$35,892,920	\$1,457,872	\$72,280	\$4,595,598	\$42,018,670	7.0%	1,104.5	unknown
1995	\$38,382,289	\$2,771,439	\$67,707	\$5,281,250	\$46,502,685	10.7%	1,112.5	36.3
1996	\$44,255,980	\$1,805,771	\$66,176	\$184,857	\$46,312,784	-0.4%	1,110.5	52.9
1997	\$45,995,480	\$1,828,936	\$89,388	\$448,082	\$48,361,886	4.4%	1,067.5	61.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

## Maryland Division of Parole & Probation - Montgomery County Offices

### Criminal Supervision/Investigation Program Staffing for Fiscal Years 1990-98

Fiscal Year (as of January)	Supervisors	Agents	Intake Interviewers	Secretaries	Total Positions
1990	7	57	3	13	80
1991	7	51	3	13	74
1992	5	41	2	13	61
1993	5	37	3	11	56
1994	6	42	4	13	65
1995	6	41	4	13	64
1996	6	38	4	12	60
1997	6	35	4	9	54

*Staffing at November 1997 (mid-FY 98)*

1998	7*	36 (35.5 FTE)	4	9	56 (55.5 FTE)
------	----	---------------	---	---	---------------

### Drinking Driver Monitor Program Staffing for Fiscal Years 1991-98

Fiscal Year	Supervisors	Monitors	Secretaries	Total Positions
1991 (at 12/90)	1	12	2	15
1992 (at 12/91)	1	12	2	15
1993 (at 12/92)	1	13	2	16
1994 (at 12/93)	1	12	2	15
1995 (at 12/94)	1	10	2	13
1996 (at 12/95)	1	10	2	13
1997 (at 12/96)	1	10	2	13
1998 (at 12/97)	1	11	2	14

### Total FTE Staffing for Fiscal Years 1991-98

Fiscal Year	Supervisors	Agents and Monitors	Intake Interviewers	Secretaries	Total FTE
1991	8	63.0	3.0	15.0	89.0
1992	6	53.0	2.0	15.0	76.0
1993	6	50.0	3.0	13.0	72.0
1994	7	54.0	4.0	15.0	80.0
1995	7	51.0	4.0	15.0	77.0
1996	7	48.0	4.0	14.0	73.0
1997	7	45.0	4.0	11.0	67.0
1998	8*	46.5	4.0	11.0	69.5

Sources: OLO and Maryland Division of Parole and Probation response to CJCC inquiry on staffing (November 1997)

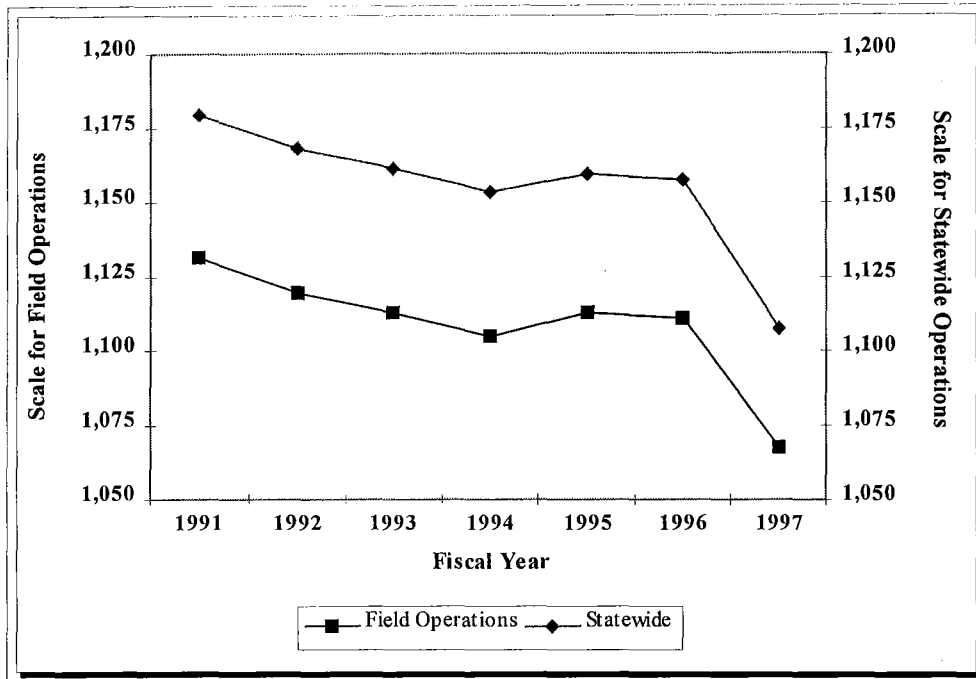
Notes:

\* One supervisor position is currently vacant (as of May 1998)

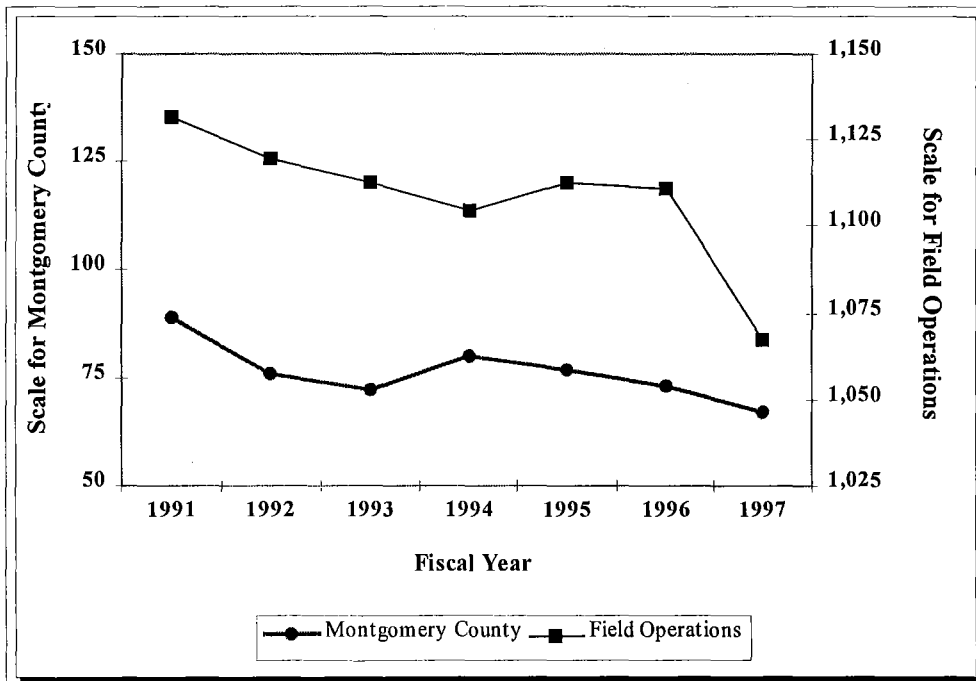
As of May 1998, Montgomery County had two part-time agents (none in prior years) and six contracted positions, with one contracted position being vacant. All Parole and Probation positions in Montgomery County are entitled to State benefits, except for the contractual positions.

## Division of Parole & Probation - Permanent Staffing FYs 1990-1997

### Trends for Statewide and Field Operations Permanent Staffing Actual FTE Workyears



### Trends for Field Operations and Montgomery County Permanent Staffing Actual FTE Workyears



Sources: Compiled by OLO from information contained in State of Maryland published budget documents and the Maryland Division of Parole and Probation response to the CJCC inquiry on staffing (November 1997)



**MARYLAND DIVISION OF JUVENILE JUSTICE**  
(funded by the State)

<b>Organization and Responsibilities .....</b>	<b>63</b>
<b>Workload Data .....</b>	<b>67</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>75</b>

### 3. Maryland Department of Juvenile Justice

The Maryland Department of Juvenile Justice (DJJ) provides services for the treatment and control of juvenile delinquents. DJJ is committed to making youths responsible and accountable for their actions, and strives to accomplish this objective with the least restrictive level of care consistent with public safety. An important part of DJJ's vision is to "provide the leadership necessary to assist youth in becoming productive and responsible members of our community."

DJJ serves the community, youth, and the courts through a program of delinquency prevention, control, and rehabilitation. The agency works closely with other State agencies, including the Department of Education, Department of Human Resources and Health and Mental Hygiene, and local governments and organizations to work with young people and their families more efficiently and effectively.

Since 1969, through field offices in each county and Baltimore City, DJJ intake officers receive and process complaints filed against juveniles. Most complaints come from the police after a juvenile has been arrested, but parents, teachers, social workers, or any citizen may file a complaint.

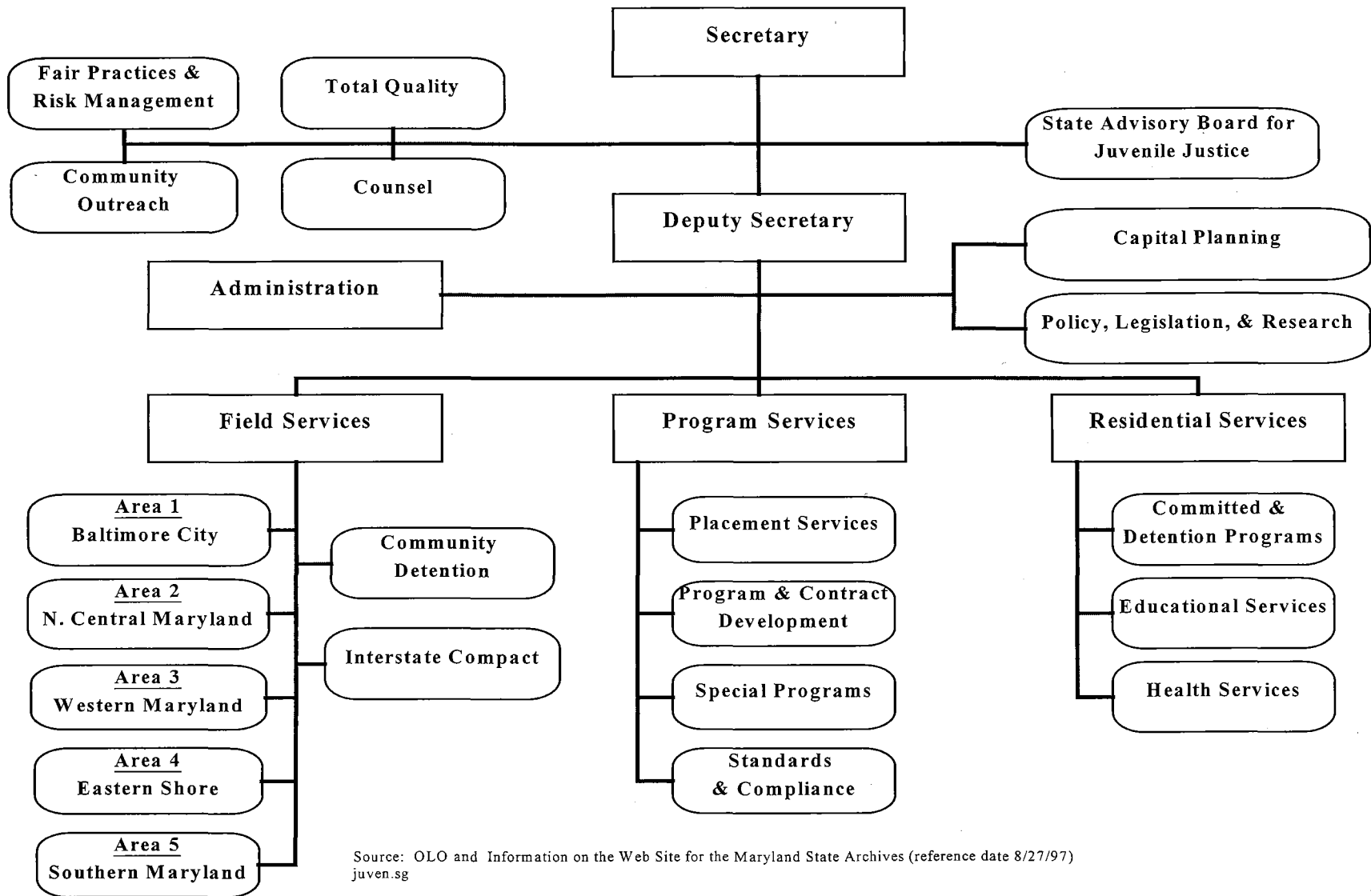
DJJ staff assess all young people serviced by the Department and decide the programs most suitable to effectively treat the youth. Services may be provided in a secure setting, a residential facility, or in a non-residential, community-based program. The needs of the youth are balanced with the paramount interest of community safety.

The Statewide approved FY 1999 personnel complement includes 1,036.50 full-time equivalent (FTE) staff and 598.5 contractual FTE staffing, for a total of 1,635 FTE staffing. The FY 1999 operating budget is \$133.8 million.

*"The mission of the Department of Juvenile Justice is to ensure the safety of the citizens of the State by providing to juvenile offenders efficient and effective programs and services, which hold youth accountable for their behavior. Building upon a balanced and restorative justice strategy, the Department strives to assist youth through family involvement and constructive programming, reach their full potential as valuable and positive members of society."*

Source: <http://djj.state.md.us/mission.html>

## Organization of the Maryland Department of Juvenile Justice

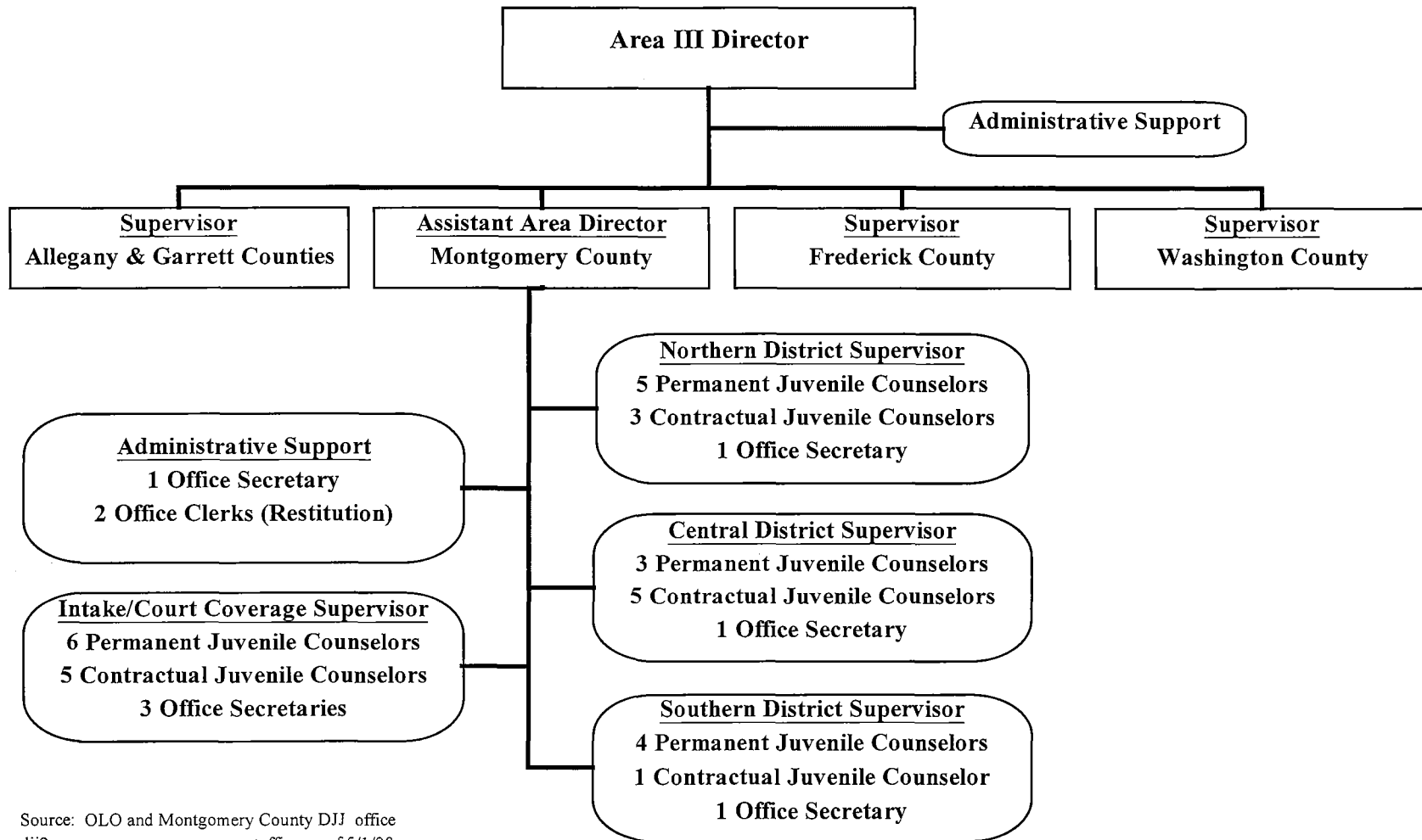


Source: OLO and Information on the Web Site for the Maryland State Archives (reference date 8/27/97)  
juven.sg

Duties and responsibilities of the various divisions of the Department of Juvenile Justice are summarized in the table below.

<i>Administrative Services</i>	<i>Field Services</i>	<i>Program Services</i>	<i>Facility and Residential Services</i>
<ul style="list-style-type: none"> <li>◆ provides the management and staff support administrative functions</li> <li>◆ manages procurements to acquire all supplies, equipment and services for headquarters, field services offices, and treatment facilities</li> <li>◆ arranges and coordinates leases for office space</li> <li>◆ performs accounting and payroll functions and prepares and monitors the budget</li> <li>◆ provides personnel services and coordinates staff training for the entire department</li> <li>◆ leverages the agency's finances by maximizing federal funding participation and seeking grant awards from public agencies and private foundations</li> </ul>	<ul style="list-style-type: none"> <li>◆ screens police and citizen complaints</li> <li>◆ assesses client actions, needs, and prior history</li> <li>◆ develops action plans for treatment, behavior modification, or services</li> <li>◆ counsels and supervises delinquent and troubled youth</li> <li>◆ monitors and evaluates client progress and offers appropriate recommendations to superiors and the courts</li> <li>◆ coordinates social, educational, and mental health services</li> <li>◆ places youth in community service programs</li> <li>◆ identifies employment and recreational opportunities</li> </ul>	<ul style="list-style-type: none"> <li>◆ ensures that private providers licensed or certified by DJJ comply with licensing regulations, contract terms, and statutes</li> <li>◆ assists case managers in providing individualized services to youth</li> <li>◆ ensures that programs utilized by DJJ meet all applicable Federal regulations</li> <li>◆ monitors and ensures that substance abuse programs operated by DJJ meet all applicable Federal regulations</li> <li>◆ plans and develops residential and non-residential programs to enhance DJJ service options</li> </ul>	<ul style="list-style-type: none"> <li>◆ operates four facilities that provide short-term residential care in a secure setting pending court hearings or placement in a residential program</li> <li>◆ manages the Statewide community detention and electronic monitoring programs</li> <li>◆ provides secure transportation services between State detention facilities and the courts</li> <li>◆ provides residential care and treatment to youth for an average of six months</li> <li>◆ oversees health and education services for youth</li> </ul>

## Organization of the Maryland Department of Juvenile Justice - Area III



Source: OLO and Montgomery County DJJ office  
djj2.sg staffing as of 5/1/98

## Workload Data for the Maryland Department of Juvenile Justice Field Services Offices

### Montgomery County Juvenile Intake Caseloads in Fiscal Years 1991-97

----- Caseload Data -----			
Fiscal Year	Budgeted Intake Staff <sup>1</sup>	Intake Cases	Caseload Per Intake Staff
1991	7.0	4,233	604.7
1992	7.0	4,664	666.3
1993	7.0	3,515	502.1
1994	7.0	4,174	596.3
1995	7.0	5,044	720.6
1996	7.0	5,121	731.6
1997	5.5	unknown	unknown
<i>Average for 6 years</i>	<i>7.0</i>	<i>4,459</i>	<i>637.0</i>

### Montgomery County Juvenile Counselor Caseloads in Fiscal Years 1993-97

----- Caseload Data -----			
Fiscal Year	Budgeted Professional Staff <sup>2</sup>	Cases Supervised <sup>3</sup>	Caseload Per Professional Staff
1993	7.7	536	69.6
1994	17.7	659	37.2
1995	26.2	1,029	39.3
1996	26.2	797	30.4
1997	28.7	unknown	unknown
<i>Average for 4 years</i>	<i>19.5</i>	<i>755.3</i>	<i>44.1</i>

Sources: OLO, the Maryland Department of Juvenile Justice, and the Maryland DJJ Statistical Report for FYs 1993-96

Notes:

<sup>1</sup> Intake staff represent the budgeted number of FTE's reported by the Montgomery County DJJ office

<sup>2</sup> Professional staff represent the estimated number of juvenile counselor positions who handle the cases after intake screening and court disposition. The numbers for professional staff do not include any intake screeners or the Assistant Area Director position. Staffing was obtained from the Maryland Public Defender's Office memorandum dated 11/17/97 (in response to the CJCC request for information on staffing allocated to Montgomery County).

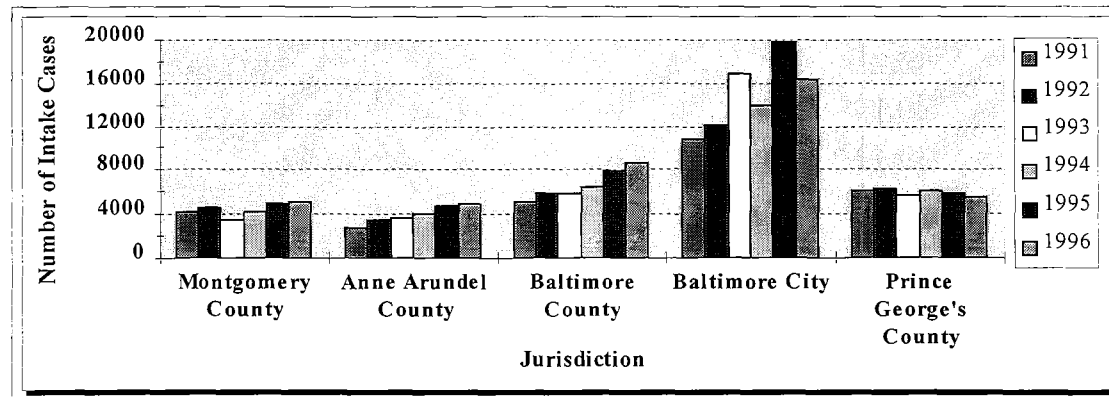
<sup>3</sup> Cases Supervised represent the total number of continued cases, writ pending cases, and cases with clients under protective supervision or probation

**Workload Data for the Maryland Department of Juvenile Justice Field Services Offices**  
(continued)

**DJJ Intake Cases for Selected Counties in Fiscal Years 1991-96**

Fiscal Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Intake Cases Statewide	Montgomery County's Share of Statewide Cases
1991	4,233	2,703	5,211	10,741	5,993	40,646	10.4%
1992	4,664	3,513	5,796	12,026	6,295	45,824	10.2%
1993	3,515	3,581	5,783	16,946	5,600	48,815	7.2%
1994	4,174	4,124	6,472	13,947	6,107	50,299	8.3%
1995	5,044	4,829	7,966	19,884	5,899	55,170	9.1%
1996	5,121	4,878	8,596	16,336	5,476	58,021	8.8%
<i>Average for 6 years</i>	<i>4,459</i>	<i>3,938</i>	<i>6,637</i>	<i>14,980</i>	<i>5,895</i>	<i>49,796</i>	<i>9.0%</i>

**DJJ Intake Cases for Selected Counties in FYs 91-96**



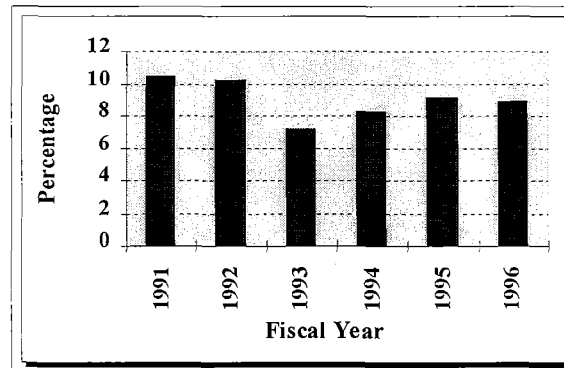
Sources: OLO, the Maryland Department of Juvenile Justice, and the Maryland Department of Juvenile Justice Statistical Report for FYs 1993-96

**Workload Data for the Maryland Department of Juvenile Justice Field Services Offices**  
(continued)

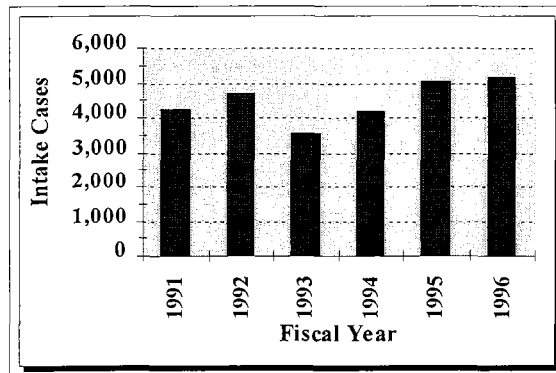
**Montgomery County DJJ Intake Cases Compared with Statewide Case Totals in Fiscal Years 1991-96**

	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96
Statewide Intake Cases	40,646	45,824	48,815	50,299	55,170	58,021
Montgomery County Intake Cases	4,233	4,664	3,515	4,174	5,044	5,121
Montgomery County Share of State Total	10.4%	10.2%	7.2%	8.3%	9.1%	8.8%

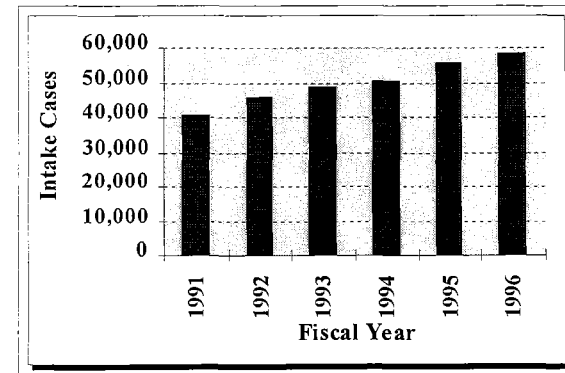
**Montgomery County Intake Cases as a Percentage of DJJ Statewide Case Totals**



**Montgomery County DJJ Intake Cases**



**Statewide DJJ Intake Cases**



Sources: OLO, the Maryland Department of Juvenile Justice, and the Maryland Department of Juvenile Justice Statistical Report for FYs 1993-96

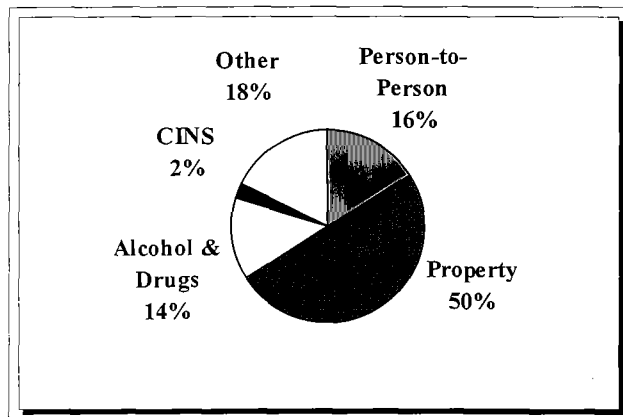


**Workload Data for the Maryland Department of Juvenile Justice Field Services Offices**  
(continued)

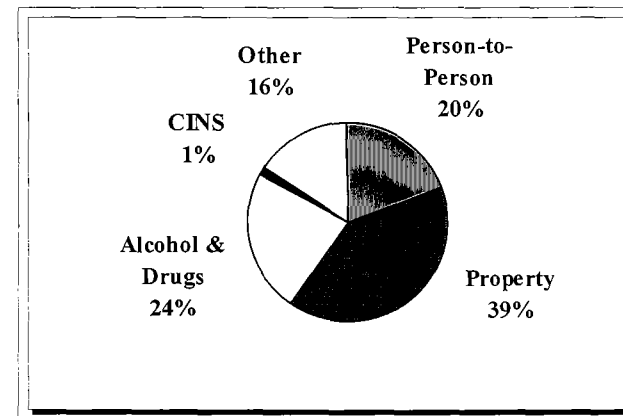
**DJJ Intake Cases for Montgomery County by Offense Type in Fiscal Years 1993-96**

Type of Offense	FY 93	FY 94	FY 95	FY 96	Change from FY 93 to FY 96
Person-to-Person	575	665	926	1,009	+ 75.5%
Property	1,741	1,983	2,072	2,025	+ 16.3%
Alcohol & Drugs	490	733	1,118	1,205	+ 145.9%
CINS <sup>1</sup>	84	98	100	74	- 11.9%
Other <sup>2</sup>	625	695	828	808	+ 29.3%
Total Intake Cases	3,515	4,174	5,044	5,121	+ 45.7%

**Montgomery County DJJ  
Intake Cases by Offense Type in FY 93**



**Montgomery County DJJ  
Intake Cases by Offense Type in FY 96**



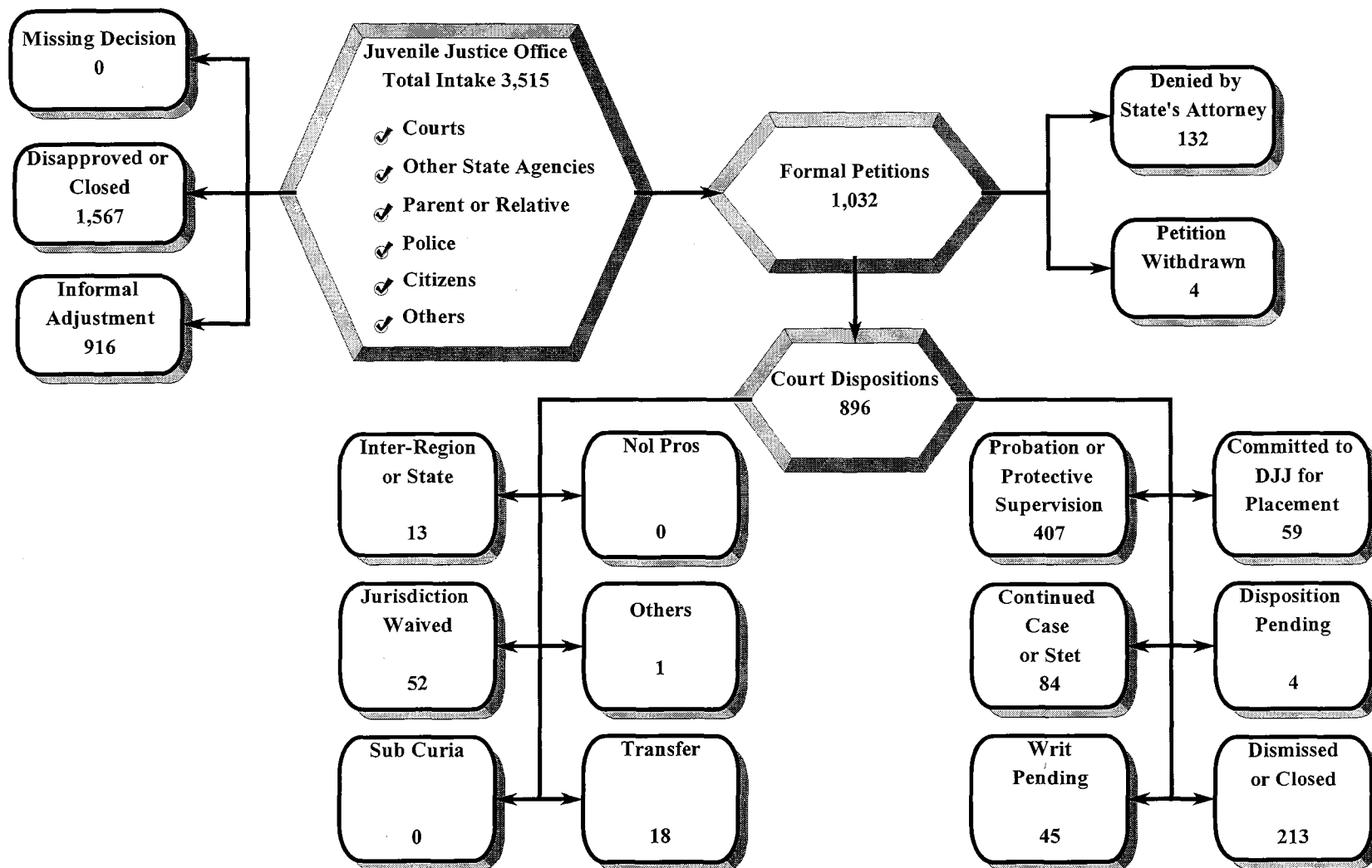
Sources: OLO and the Maryland Department of Juvenile Justice Statistical Report for FYs 1993-96

Notes:

<sup>1</sup> CINS offenses include runaway, truant, and ungovernable juveniles

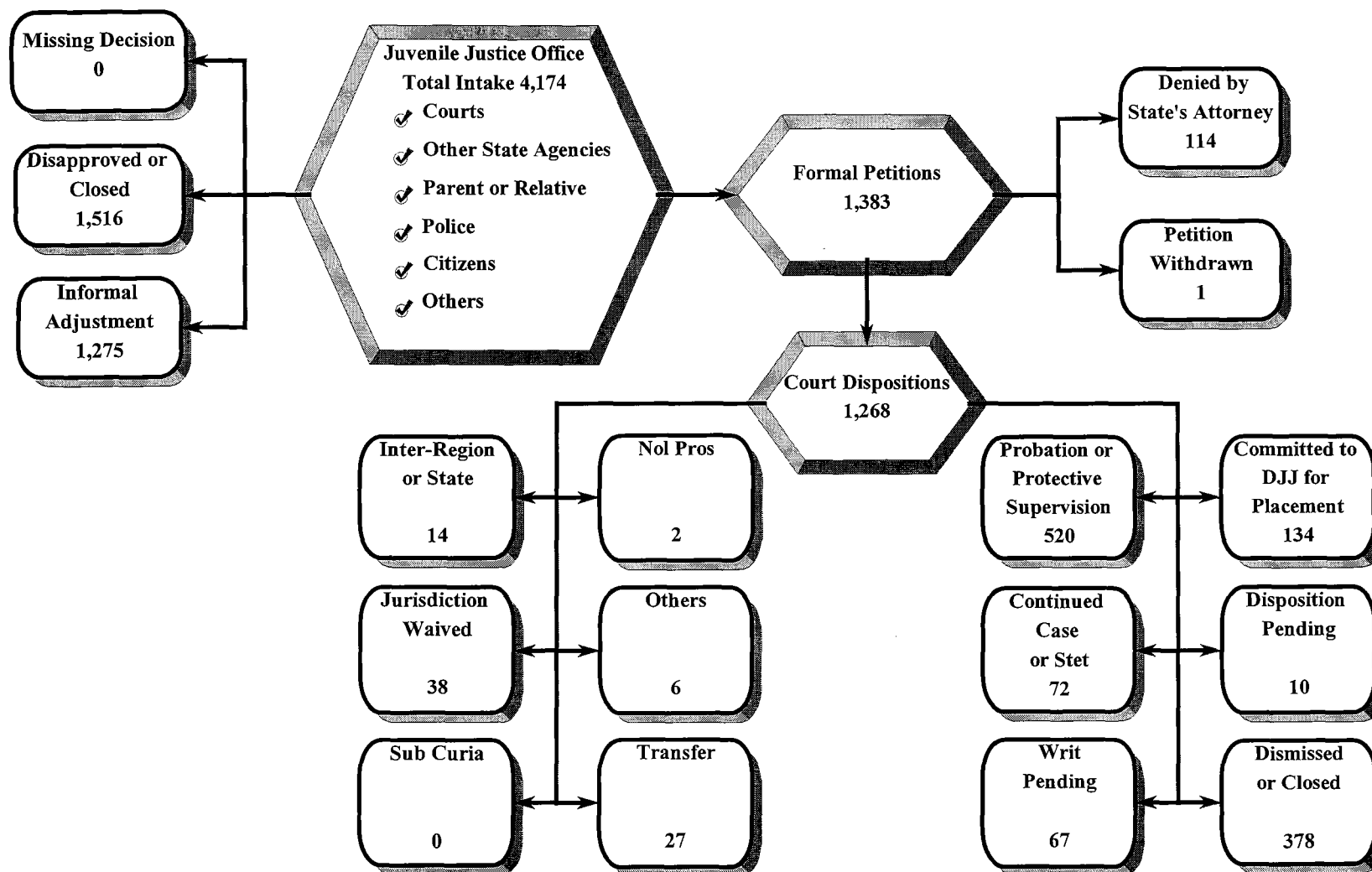
<sup>2</sup> Other offenses include telephone misuse, resisting arrest, hindering a police officer, other misdemeanors

## Disposition of DJJ Case Referrals in the Montgomery County Juvenile Justice System in Fiscal Year 1993



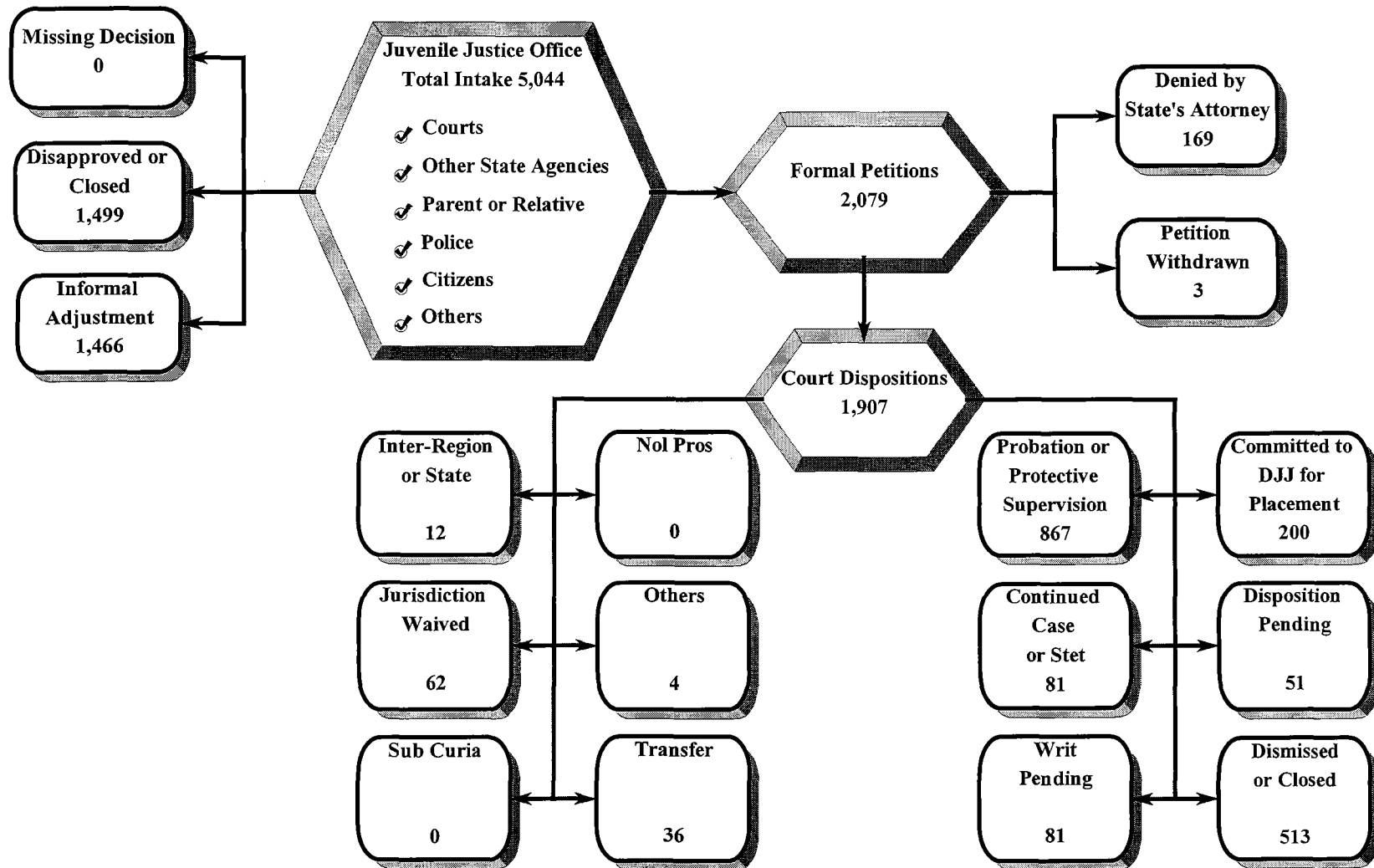
Sources: OLO and Maryland Department of Juvenile Justice Statistical Report, Fiscal Year 1993  
juv93.sg

## Disposition of DJJ Case Referrals in the Montgomery County Juvenile Justice System in Fiscal Year 1994



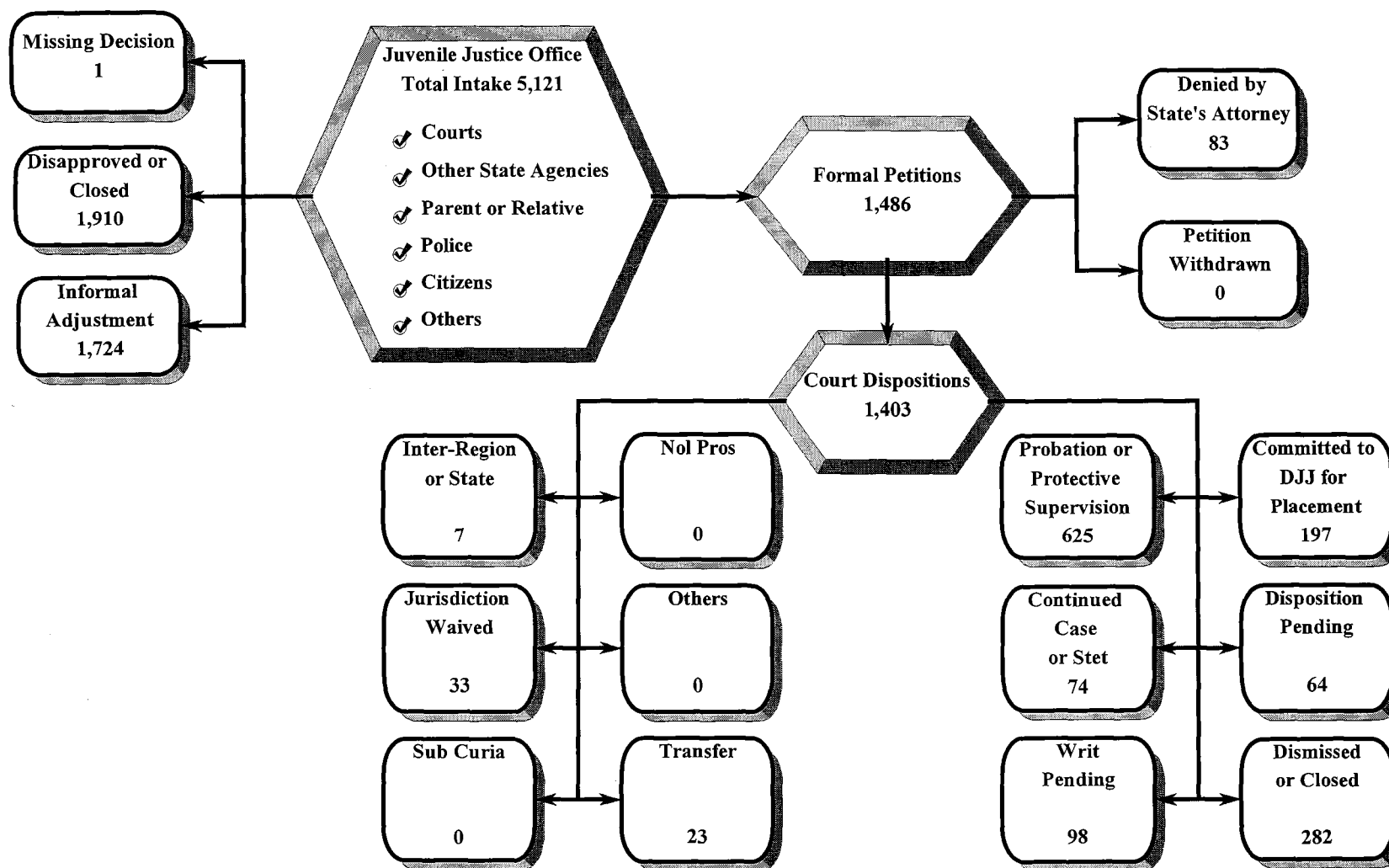
Sources: OLO and Maryland Department of Juvenile Justice Statistical Report, Fiscal Year 1994  
juv94.sg

## Disposition of DJJ Case Referrals in the Montgomery County Juvenile Justice System in Fiscal Year 1995



Sources: OLO and Maryland Department of Juvenile Justice Statistical Report, Fiscal Year 1995  
juv95.sg

## Disposition of DJJ Case Referrals in the Montgomery County Juvenile Justice System in Fiscal Year 1996



Sources: OLO and Maryland Department of Juvenile Justice Statistical Report, Fiscal Year 1996  
juv96.sg

## Maryland Department of Juvenile Justice

This section of the report shows operating budgets, expenditures, and staffing for the Maryland Department of Juvenile Justice (DJJ). The field offices for DJJ are organized into five geographical regions, referred to as areas I through V. Montgomery County is located in Area III, along with Allegany, Frederick, Garrett, and Washington counties.

The tables and graphs on page 77 depict Statewide activities from FYs 1990-99. Note that from FY 1990 to FY 1997, Statewide expenditures for DJJ increased by 28.7 percent but permanent staffing decreased by 511.5 full-time equivalent (FTE) workyears, or 33.0 percent. State agencies did not track contractual staff prior to FY 95. The summary below shows the changes in contractual staffing since the State began tracking the FTE workyears.

### Statewide Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	392.8	380.0	397.8	598.5	+ 202.7 WYs	+ 52.4%
Actual	310.4	381.5	381.3	n/a	n/a	+ 70.9 WYs	+ 22.8%

The tables and graphs on page 78 depict Statewide field services operations for offices in the five areas from FYs 1990-99. Note that from FY 1990 to FY 1997, expenditures for Field Services (all offices in the five regions) increased by only 1.8 percent, but permanent staffing decreased by 105.5 FTE workyears, or 18.1 percent. The summary below shows the changes in contractual staffing for Statewide field services since FY 95, when the State began tracking the FTE workyears.

### Field Services Contractual FTE Staffing

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	94.3	112.3	140.3	212.4	+ 118.1 WYs	+ 125.2%
Actual	86.8	134.8	117.7	n/a	n/a	+ 30.9 WYs	+ 35.6%

The first two tables and the graph on page 79 depict budgets and expenditures for Area III field services operations from FYs 1992-98 (Area III includes Montgomery, Allegany, Frederick, Garrett, and Washington counties). Note that from FY 1992 to FY 1996, expenditures for Area III Field Services increased by 18.6 percent.

The third table on page 79 shows the amounts expended, budgeted, and allocated for the department Statewide, for the Field Services Division, and for Area III operations for FYs 1996-98. Highlights by year are:

- the FY 96 expenditures in Area III represented 13.6 percent of the total expended for field services throughout the State and 2.8 percent of the department's Statewide expenditures

## **Maryland Department of Juvenile Justice** **(continued)**

- the FY 97 budget allocation for Area III represented 13.3 percent of the total allocation for field services throughout the State and 3.0 percent of the department's Statewide budget
- the FY 98 requested allocation for Area III is 11.9 percent of the total requested for field services throughout the State and 2.6 percent of the department's Statewide budget

The first table on page 80 shows the State's estimated FYs 1990-97 FTE workyear staffing allocated to the Area III office serving Montgomery County. There is a pair of columns which identify the FTE staffing categorized by professional or support duties; another pair of columns display the same staffing categorized as permanent (with State benefits) or contractual (without State benefits).

Note the differences in estimated FTE staffing from FY 1990 to FY 1997 by professional or support category are:

- twenty-two and one-half additional FTE workyears of professional staffing
- four additional FTE workyears of support staffing
- a net of twenty-six and one-half additional estimated FTE workyears from FY 1990 to FY 1997 (sixteen additional FTE permanent staffing workyears and ten and one-half additional contractual FTE workyears)

The second table on page 80 shows FYs 1990-97 estimated positions allocated to the Area III office serving Montgomery County. Note the changes to the number of estimated positions allocated to the Montgomery County office from FY 1990 to FY 1997 are:

- twenty-nine additional full-time positions
- one additional part-time position
- a net of thirty additional positions allocated in FY 1997 as in FY 1990

The charts on page 81 provide graphic representations of the changes in actual permanent staffing for FYs 1990-1997 at three levels: Statewide, Field Services, and Montgomery County. The first graph shows how total permanent staffing for Field Services has tracked over time with Statewide permanent staffing for the entire department. The second graph shows how permanent staffing for the Montgomery County offices have tracked over time in relation to total permanent staffing for Field Services. Note the trend line for Field Services permanent staffing has decreased and the trend line for Montgomery County has increased in recent years.

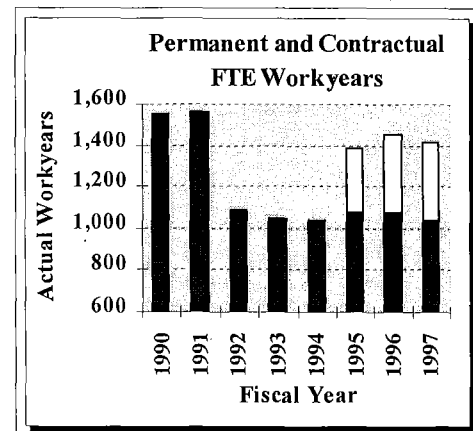
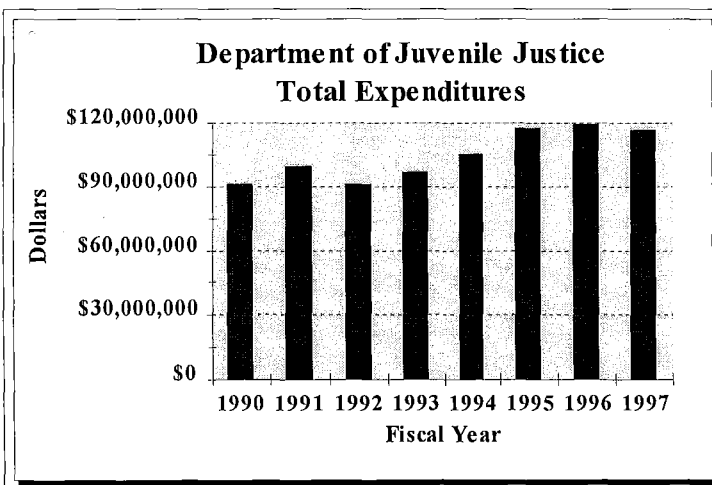
## Maryland Department of Juvenile Justice - Statewide All Divisions

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$88,015,832	\$2,134,653	\$107,362	\$169,399	\$90,427,246	n/a	1,547.9	unknown
1991	\$95,227,141	\$3,199,855	\$103,653	\$435,981	\$98,966,630	9.4%	1,583.4	unknown
1992	\$88,513,553	\$3,352,152	\$54,650	\$364,934	\$92,285,289	-6.8%	1,083.6	unknown
1993	\$85,294,076	\$3,759,731	\$78,791	\$321,069	\$89,453,667	-3.1%	1,046.1	unknown
1994	\$94,514,773	\$3,664,558	\$90,158	\$343,462	\$98,612,951	10.2%	1,037.6	unknown
1995	\$100,700,393	\$5,911,260	\$87,505	\$350,720	\$107,049,878	8.6%	1,075.6	unknown
1996	\$107,721,504	\$11,940,809	\$94,998	\$450,345	\$120,207,656	12.3%	1,075.6	392.7
1997	\$101,553,207	\$9,002,374	\$98,298	\$843,688	\$111,497,567	-7.2%	1,038.6	380.0
1998	\$110,578,031	\$10,547,598	\$224,298	\$869,938	\$122,219,865	9.6%	1,036.5	397.8
1999	\$122,658,132	\$10,062,736	\$274,798	\$827,993	\$133,823,659	9.5%	1,036.5	598.5

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$88,026,709	\$2,049,455	\$41,748	\$145,219	\$90,263,131	n/a	1,550.1	unknown
1991	\$96,867,780	\$2,614,907	\$32,716	\$162,730	\$99,678,133	10.4%	1,565.4	unknown
1992	\$86,920,010	\$3,259,420	\$38,026	\$349,587	\$90,567,043	-9.1%	1,084.6	unknown
1993	\$92,050,985	\$3,725,289	\$37,114	\$309,173	\$96,122,561	6.1%	1,046.1	unknown
1994	\$96,972,838	\$7,257,734	\$69,762	\$334,544	\$104,634,878	8.9%	1,037.6	unknown
1995	\$105,446,415	\$10,864,690	\$77,636	\$415,944	\$116,804,685	11.6%	1,075.6	310.4
1996	\$106,178,243	\$12,107,468	\$52,880	\$1,125,821	\$119,464,412	2.3%	1,075.6	381.5
1997	\$105,757,830	\$9,421,975	\$169,791	\$832,729	\$116,182,325	-2.7%	1,038.6	381.3



Sources: Compiled by OLO from information contained in State of Maryland published budget documents



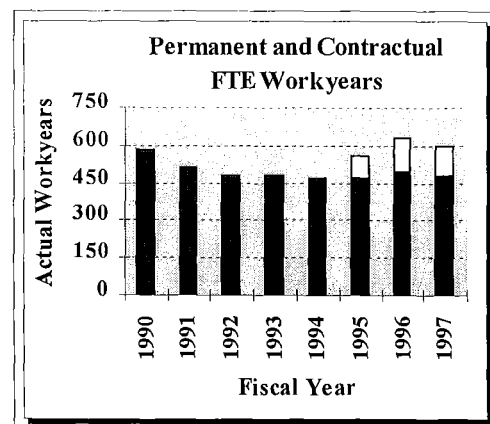
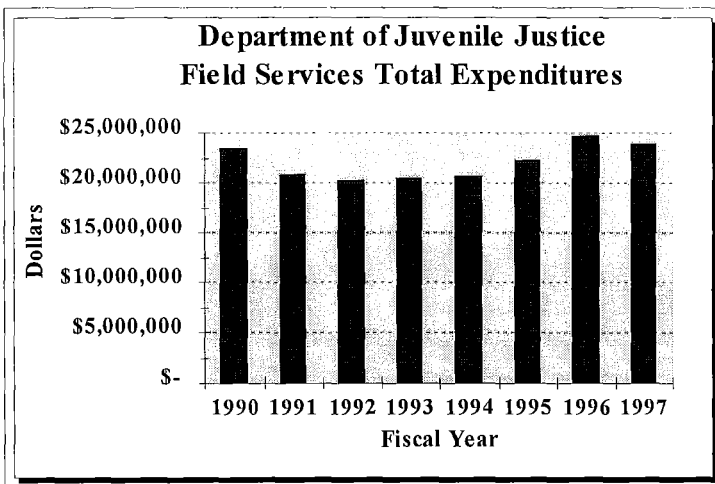
## Maryland Department of Juvenile Justice - Field Services Division Statewide

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$24,295,790	\$0	\$0	\$0	\$24,295,790	n/a	592.1	unknown
1991	\$25,938,645	\$0	\$0	\$0	\$25,938,645	6.8%	613.9	unknown
1992	\$20,392,935	\$0	\$0	\$0	\$20,392,935	-21.4%	473.4	unknown
1993	\$19,876,254	\$502,981	\$0	\$0	\$20,379,235	-0.1%	479.9	unknown
1994	\$19,756,979	\$502,982	\$0	\$0	\$20,259,961	-0.6%	471.8	unknown
1995	\$20,375,889	\$552,040	\$0	\$0	\$20,927,929	3.3%	470.6	unknown
1996	\$19,740,961	\$2,549,962	\$0	\$100,000	\$22,390,923	7.0%	469.6	94.3
1997	\$21,752,558	\$2,469,387	\$0	\$393,688	\$24,615,633	9.9%	477.6	112.3
1998	\$24,058,586	\$2,359,112	\$0	\$393,688	\$26,811,386	8.9%	477.5	140.5
1999	\$27,304,100	\$2,335,975	\$0	\$346,801	\$29,986,876	11.8%	477.5	212.4

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$23,436,019	\$0	\$0	\$0	\$23,436,019	n/a	583.1	unknown
1991	\$20,791,609	\$0	\$0	\$0	\$20,791,609	-11.3%	513.7	unknown
1992	\$19,863,472	\$258,715	\$0	\$0	\$20,122,187	-3.2%	479.4	unknown
1993	\$19,992,288	\$343,536	\$0	\$0	\$20,335,824	1.1%	480.4	unknown
1994	\$20,078,479	\$441,796	\$0	\$0	\$20,520,275	0.9%	471.6	unknown
1995	\$21,403,026	\$703,626	\$0	\$82,504	\$22,189,156	8.1%	470.6	86.8
1996	\$23,423,629	\$767,429	\$0	\$311,746	\$24,502,804	10.4%	495.6	134.8
1997	\$21,148,635	\$2,323,893	\$616	\$384,943	\$23,858,087	-2.6%	477.6	117.7



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

**Maryland Department of Juvenile Justice**  
**Division of Field Services - Area III**  
(Montgomery, Allegany, Frederick, Garrett, and Washington Counties)

**Budgets for Fiscal Years 1993-98**

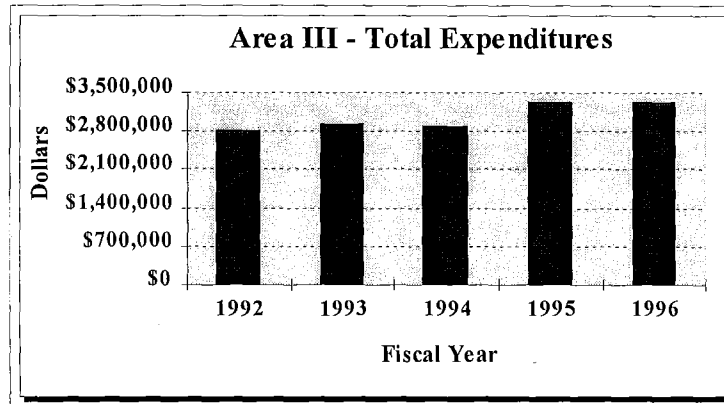
FY	Personnel	Technical & Special Fees	Operating	Capital Outlay	Total Budgeted	% Change
1993	\$2,357,740	\$0	\$499,999	\$0	\$2,857,739	n/a
1994	\$2,363,187	\$0	\$525,506	\$0	\$2,888,693	1.1%
1995	\$2,445,425	\$106,212	\$526,879	\$0	\$3,078,516	6.6%
1996	\$2,610,036	\$110,224	\$487,262	\$0	\$3,207,522	4.2%
1997	\$2,469,177	\$222,472	\$578,772	\$0	\$3,270,421	2.0%
1998	\$2,435,507	\$153,755	\$614,209	\$0	\$3,203,471	-2.0%

**Expenditures for Fiscal Years 1992-96**

FY	Personnel	Technical & Special Fees	Operating	Capital Outlay	Total Expended	% Change
1992	\$2,287,179	\$0	\$523,094	\$0	\$2,810,273	n/a
1993	\$2,413,439	\$5,338	\$510,379	\$0	\$2,929,156	4.2%
1994	\$2,412,165	\$103,903	\$370,358	\$0	\$2,886,426	-1.5%
1995	\$2,496,698	\$162,344	\$650,973	\$0	\$3,310,015	14.7%
1996	\$2,524,058	\$229,856	\$578,171	\$0	\$3,332,085	0.7%

**Area III Allocations Compared with Statewide and Field Services Allocations**

Category	FY 96 Expended	FY 97 Allocated	FY 98 Allocated
Area III	\$3,332,085	\$3,270,421	\$3,203,471
Field Services	\$24,502,804	\$24,615,633	\$26,811,386
Statewide Department Operations	\$119,464,412	\$111,497,567	\$122,219,865
Area III Percent of Field Services Total	13.6%	13.3%	11.9%
Area III Percent of Statewide Total	2.8%	3.0%	2.6%



Sources: OLO and Maryland Department of Juvenile Justice Area III - Montgomery County office

**Maryland Department of Juvenile Justice**  
**Montgomery County Office**  
(one of five counties in Area III)

**Approximate FTE Staffing Allocations FYs 1990-97**

Fiscal Year	Staffing by Professional or Support Category		Total Staffing	Staffing by Benefits Category		Total Staffing
	Professional	Support		Permanent (benefits)	Contractual (no benefits)	
1990	12.7	3.5	16.2	16.2	0	16.2
1991	13.7	3.5	17.2	17.2	0	17.2
1992	14.7	3.5	18.2	18.2	0	18.2
1993	15.7	3.5	21.2	19.2	2.0	21.2
1994	25.7	7.5	33.2	28.2	5.0	33.2
1995	34.2	7.5	41.7	33.2	8.5	41.7
1996	34.2	9.5	43.7	35.2	8.5	43.7
1997	35.2	7.5	42.7	32.2	10.5	42.7

**Approximate Number of Positions Allocated FYs 1990-97**

Fiscal Year	Full-Time Positions	Part-Time Positions	Total Positions
1990	15	2	17
1991	16	2	18
1992	17	2	19
1993	20	2	22
1994	32	2	34
1995	40	3	43
1996	42	3	45
1997	41	3	44

Sources: OLO and Maryland Department of Juvenile Justice in response to CJCC inquiry on staffing (November 1997)

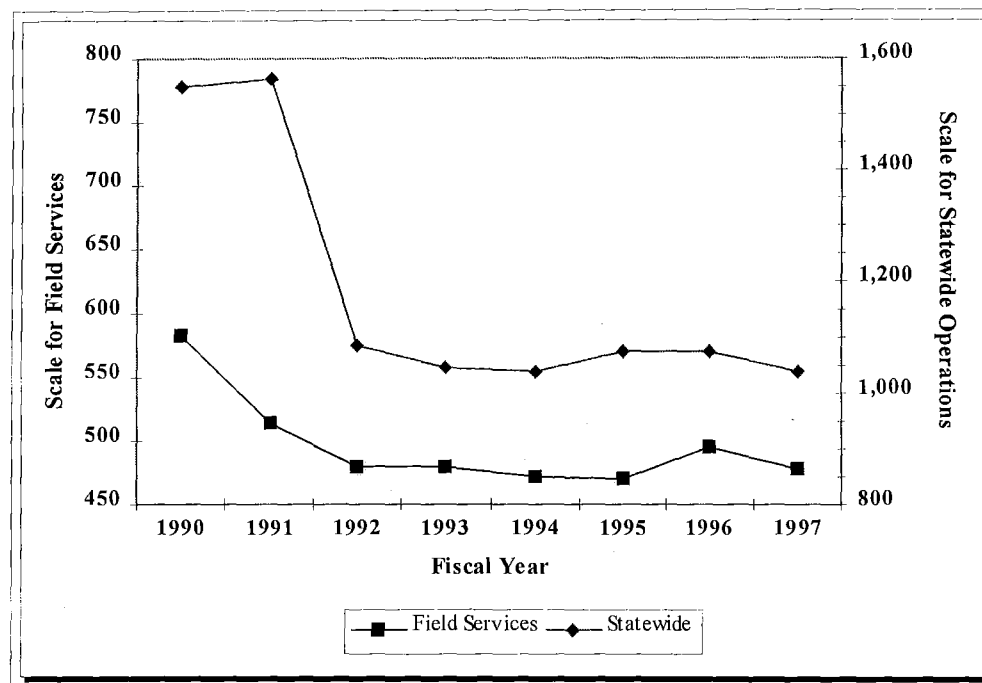
Notes:

Information on this page is an approximation because DJJ did not maintain records on position count prior to 1997.

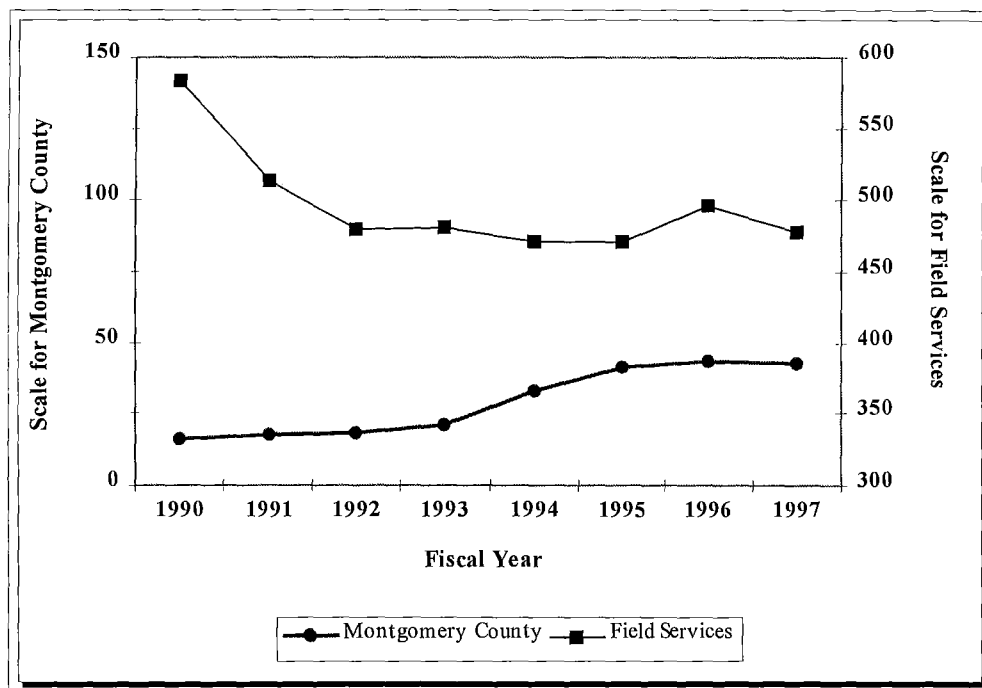
Positions and FTE staffing allocations in the tables above do not include four contractual positions assigned in FY 1998 to be used by the Montgomery County office to fill pending vacancies. The purpose of this assignment is to allow the Montgomery County office to fill pending vacancies and provide some continuity and shared planning as case loads are shifted from an experienced worker to a new worker. These positions will be reassigned to other offices in Area III when Montgomery County's need diminishes.

## Department of Juvenile Justice - Permanent Staffing FYs 1990-1997

### Trends for Statewide and Field Services Permanent Staffing Actual FTE Workyears



### Trends for Field Services and Montgomery County Permanent Staffing Actual FTE Workyears



Sources: Compiled by OLO from information contained in State of Maryland published budget documents and the Department of Juvenile Justice response to the CJCC inquiry on staffing (November 1997)

This page is intentionally blank

**MARYLAND DISTRICT COURT AND COURT COMMISSIONERS**  
(funded by the State)

<b>Organization and Responsibilities .....</b>	<b>82</b>
<b>District Court Workload Data .....</b>	<b>85</b>
<b>Court Commissioner Workload Data.....</b>	<b>87</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>89</b>

#### 4. Maryland District Court and Court Commissioners

Throughout the State, the district court has jurisdiction in minor civil and criminal matters, and virtually all violations of the vehicle and boat laws. The district court has uniform jurisdiction throughout the State, except in Montgomery County where the district court also has jurisdiction in juvenile matters.

The exclusive Statewide jurisdiction of the district court generally includes all landlord and tenant cases; replevin actions; motor vehicle violations; criminal cases if the penalty is less than three years imprisonment or does not exceed a fine of \$2,500, or both; and civil cases involving amounts not exceeding \$2,500. The district court also has concurrent jurisdiction with the circuit courts for misdemeanors, certain enumerated felonies, and civil cases over \$2,500 (but not exceeding \$10,000), and concurrent jurisdiction with the juvenile courts in criminal cases arising under the compulsory public school attendance laws. Since the district court provides no juries, a person entitled to and electing a jury trial must proceed to the circuit court.

District court judges are appointed by the Governor to ten-year terms. The chief judge of the Maryland Court of Appeals designates a chief judge to administer the district court system throughout the State. The Chief Judge of the District Court appoints a Chief Clerk to administer the Statewide clerk system, and a Coordinator of Commissioner Activity to administer the commissioner system. The Chief Judge of the District Court also appoints one Administrative Judge, one Administrative Clerk, and one Administrative Commissioner to serve in each of the 12 geographical districts in the organizational structure. The Administrative Judges, with concurrence of the Chief Judge of the District Court, appoint the court commissioners who operate in the 12 geographical districts to issue arrest warrants and set bail or collateral.

The approved FY 1999 Statewide personnel complement includes 1,146 full-time equivalent (FTE) staff workyears and 237 FTE contractual workyears, for a total of 1,383 full-time equivalent workyears. The FY 1999 operating budget is \$82.3 million.

*"The mission of the District Court of Maryland is to provide equal and exact justice for all who are involved in litigation before the Court.*

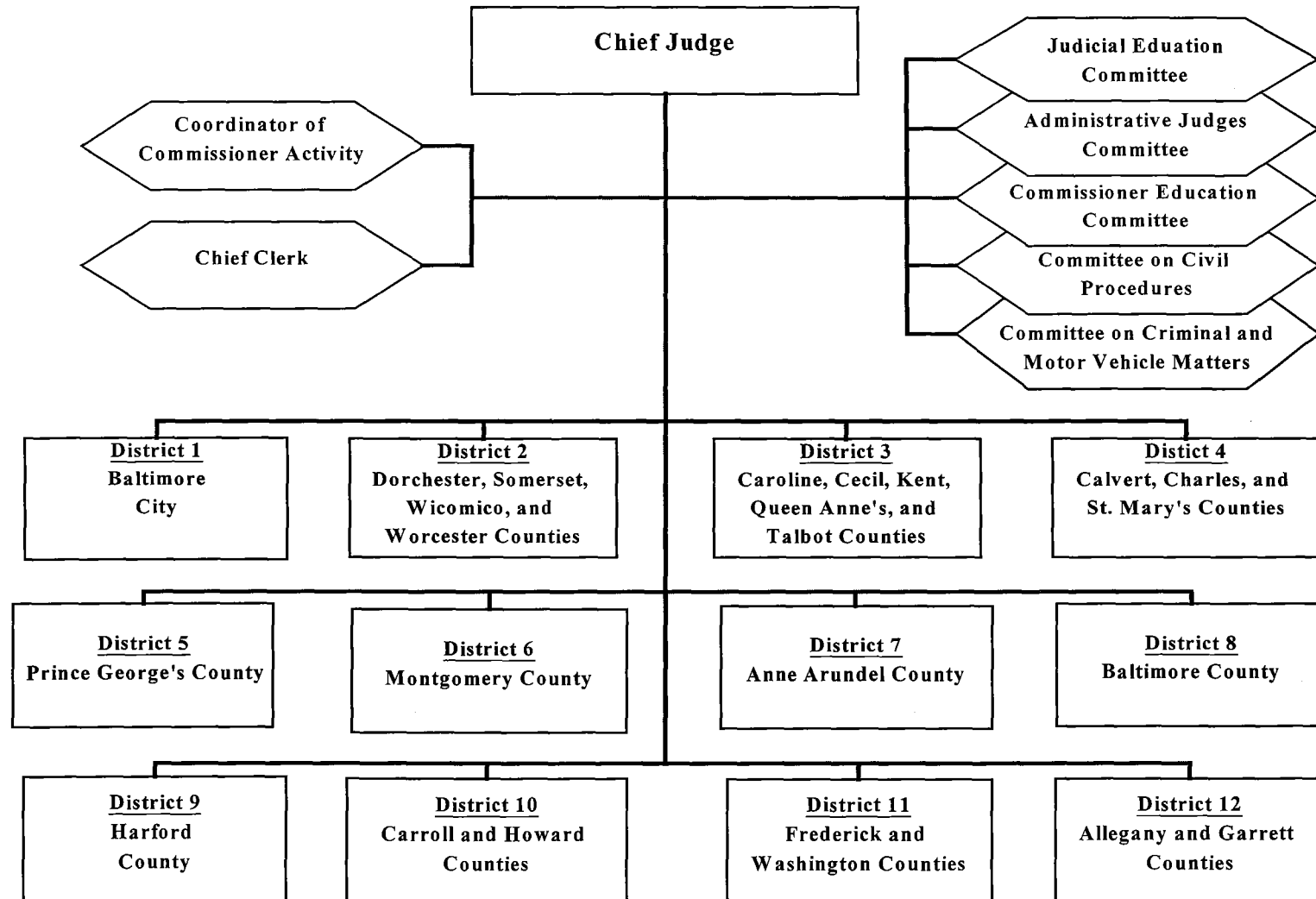
*It is the sworn obligation of the judges of the Court to ensure that every case tried herein is adjudicated expeditiously, courteously, and according to law, and with the fullest protection for the rights of all who are involved, - for the most extraordinary aspect of the judiciary in a free society is that even while exercising the vast authority entrusted to them, judges remain the servants, and not the masters, of those on whom they sit in judgment.*

*It is the function of the nonjudicial employees of the District Court to facilitate the hearing and processing of all cases within the Court's jurisdiction, and to deal fairly, courteously, and patiently with all with whom they come into contact, without regard to age, race, sex, religion, national origin, disability, or political or social standing.*

*It was to ensure the fulfillment of these ideals that this Court was founded, and its commitment to them must always remain unwavering and unyielding."*

Source: Maryland District Court Office of Personnel

## Organization of the Maryland District Courts System



Source: OLO and Information on the Web Site for the Maryland State Archives (reference date 9/8/97)  
district.sg



Duties and responsibilities of the units in the Maryland District Court system are summarized in the table below.

<i>Office of the Chief Judge</i>	<i>District Operations</i>
<ul style="list-style-type: none"> <li>♦ oversees Statewide operation of the district court system</li> <li>♦ appoints administrative judges, administrative commissioners, and administrative clerks for each of the 12 districts, as well as the Chief Clerk and Coordinator of Commissioner Activity</li> <li>♦ chairs the Administrative Judges Committee</li> </ul>	<ul style="list-style-type: none"> <li>♦ hears minor civil and criminal matters; motor vehicle cases; landlord and tenant cases; replevin actions; misdemeanor violations of statutory or common law; certain criminal cases; and civil cases involving amounts not exceeding \$2,500</li> <li>♦ handles juvenile cases in Montgomery County</li> </ul>
<i>Administrative Judges Committee</i>	<i>Commissioner Education Committee</i>
<ul style="list-style-type: none"> <li>♦ considers and adopts Statewide policies and procedures</li> <li>♦ meets quarterly to consider matters that affect the administration, operation, and maintenance of the court</li> </ul>	<ul style="list-style-type: none"> <li>♦ meets monthly</li> <li>♦ periodically reviews and revises the Court Commissioner's Manual</li> <li>♦ recommends changes to forms and procedures used by commissioners</li> <li>♦ prepares and presents annual educational seminars to address changes in the law that affect commissioner operations</li> </ul>
<i>Committee on Criminal and Motor Vehicle Matters</i>	<i>Committee on Civil Procedures</i>
<ul style="list-style-type: none"> <li>♦ reviews new legislation affecting criminal and motor vehicle cases and appellate court decisions bearing on adjudicating criminal and motor vehicle causes</li> <li>♦ recommends revisions to court forms, practices, and procedures</li> <li>♦ studies certain topics in criminal and motor vehicle law when requested by the Chief Judge or the Administrative Judges</li> </ul>	<ul style="list-style-type: none"> <li>♦ reviews new legislation affecting court civil cases and appellate court decisions bearing on the trying of civil causes in Court</li> <li>♦ recommends revisions to court forms, practices, and procedures</li> <li>♦ studies certain topics in civil law when requested by the Chief Judge or the Administrative Judges</li> </ul>
<i>Judicial Education Committee</i>	<i>District Court Commissioners</i>
<ul style="list-style-type: none"> <li>♦ selects issues and topics for discussion at annual educational conferences</li> <li>♦ arranges speakers and presents annual educational conferences on selected topics for the judges</li> </ul>	<ul style="list-style-type: none"> <li>♦ determines whether probable cause exists to issue arrest warrants</li> <li>♦ issues charging documents, criminal summonses, and arrest warrants</li> <li>♦ determines conditions of pretrial release for arrested individuals</li> <li>♦ accepts payment of bail and issues bond documents</li> </ul>

## Workload Data for the Maryland District Court

### Caseloads for District Court Judges for Selected Counties in Fiscal Year 1996

		Montgomery County <sup>2</sup>	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide
	Number of Judges	9	7	12	23	11	94
	Population <sup>1</sup>	819,000	467,400	718,000	689,100	780,000	5,102,200
	Population per Judge	91,000	66,771	59,833	29,961	70,909	54,279
<b>Cases Filed or Processed per Judge<sup>2</sup></b>	Civil cases	10,216	6,404	12,003	10,066	17,598	8,740
	Motor vehicle cases	13,336	11,768	11,233	3,812	11,720	10,135
	Criminal cases	1,416	1,475	1,680	2,792	2,273	1,895
	Total cases	24,968	19,647	24,916	16,670	31,591	20,770

### Caseloads for District Court Judges for Selected Counties in Fiscal Year 1997

		Montgomery County <sup>2</sup>	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide
	Number of Judges	9	8	12	24	11	96
	Population <sup>1</sup>	824,700	474,400	721,900	664,300	778,900	5,108,500
	Population per Judge	91,633	58,937	55,430	28,882	70,809	53,213
<b>Cases Filed or Processed per Judge<sup>2</sup></b>	Civil cases	9,909	5,763	12,699	9,556	17,390	8,628
	Motor vehicle cases	13,091	10,938	12,230	3,145	13,132	10,024
	Criminal cases	1,425	1,487	1,833	2,945	2,126	1,976
	Total cases	24,426	18,189	26,762	15,646	32,648	20,628

Sources: OLO and the Annual Report of the Maryland Judiciary 1995-96 and 1996-97 (p 80)

Notes:

<sup>1</sup> Population is estimated for July 1, 1996 and July 1, 1997, as issued by the Maryland Center for Health Statistics

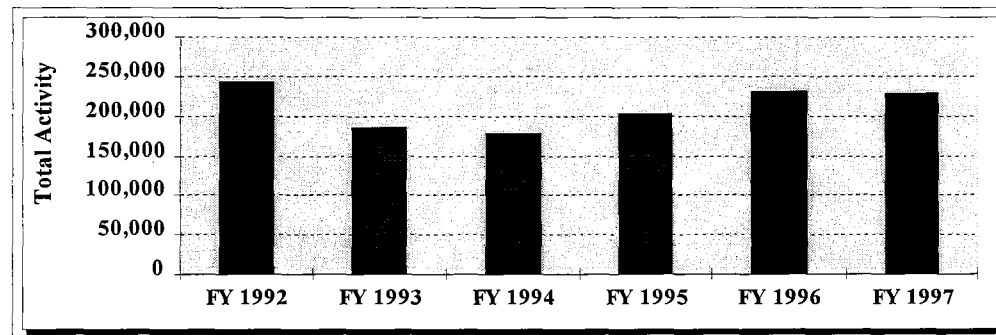
<sup>2</sup> For comparison purposes, the data in the tables above do not include Montgomery County juvenile court judges and related cases. All other Maryland jurisdictions handle juvenile matters in the circuit courts. Juvenile caseload information is displayed in the next section of this report, which discusses the circuit courts.

**Workload Data for the Maryland District Court**  
(continued)

**Montgomery County District Court Activity in Fiscal Years 1992-97**

Type of Case	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Change from FY 92 to FY 97
Motor vehicle cases processed	139,336	83,465	80,818	106,394	120,021	117,826	- 15.4%
Criminal cases processed	15,410	13,116	13,305	13,030	12,741	12,833	- 16.7%
Civil cases filed	80,878	82,302	77,152	77,992	91,947	89,177	+ 10.3%
DWI cases received	4,968	3,006	2,934	3,348	4,042	5,317	+ 7.0%
Emergency hearings held	432	464	534	497	453	443	+ 2.6%
Domestic violence hearings held	548	632	889	897	1,008	1,109	+ 102.3%
Total Activity	241,572	180,985	175,632	202,158	230,212	226,705	- 6.2%

**Total Activity for the Montgomery County District Court in FYs 92-97**



Sources: OLO and the Annual Report of the Maryland Judiciary 1995-96 and 1996-97 (pp 82-85, 87)

Notes:

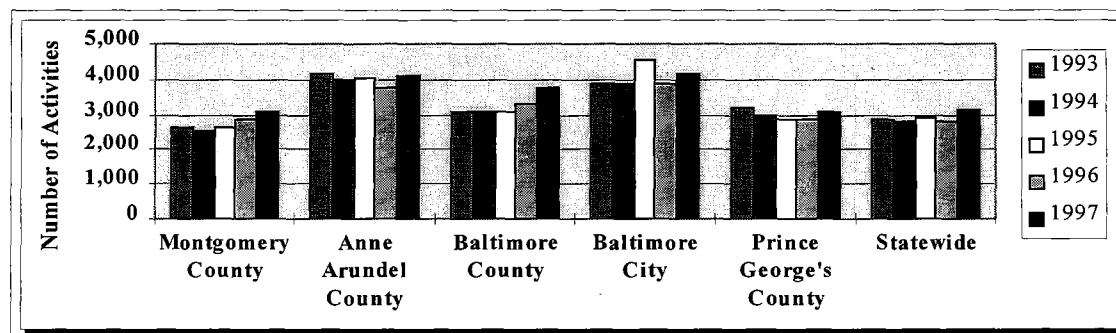
Data does not include juvenile case activity. Although juvenile matters are handled in Montgomery County's district court, all other jurisdictions handle juvenile cases in their circuit courts. Consequently, the State includes all juvenile case activity in the Statewide circuit court system reports. Circuit court information is discussed in the next section of this report, and juvenile case activity is included there for consistency of presentation and comparison with other jurisdictions.

## Workload Data for District Court Commissioners

### District Court Commissioner Activity for Selected Counties in Calendar Years 1993-97

Calendar Year	Activity Data	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide Activities	Montgomery County's Share of Statewide Cases
1993	Total Activity	44,974	49,757	71,284	179,574	90,396	603,968	7.4%
	Commissioners Budgeted	17	12	23	46	28	211	8.1%
	Activity per Commissioner	2,646	4,146	3,099	3,904	3,228	2,862	
1994	Total Activity	42,866	47,805	71,253	178,000	83,920	592,923	7.2%
	Commissioners Budgeted	17	12	23	46	28	211	8.1%
	Activity per Commissioner	2,522	3,984	3,098	3,870	2,997	2,810	
1995	Total Activity	44,915	48,263	70,655	183,075	80,944	601,250	7.5%
	Commissioners Budgeted	17	12	23	40	28	206	8.3%
	Activity per Commissioner	2,642	4,022	3,072	4,577	2,891	2,919	
1996	Total Activity	48,251	48,967	76,177	167,432	80,191	594,279	8.1%
	Commissioners Budgeted	17	13	23	43	28	210	8.1%
	Activity per Commissioner	2,838	3,767	3,312	3,894	2,864	2,830	
1997	Total Activity	52,645	53,173	86,965	186,312	87,152	665,498	7.9%
	Commissioners Budgeted	17	13	23	45	28	210	8.1%
	Activity per Commissioner	3,097	4,090	3,781	4,140	3,113	3,169	

### Workloads per District Court Commissioner for Selected Counties in CYs 93-97



Sources: OLO and the Annual Report - District Court of Maryland Commissioner System 1993-97

**Workload Data for District Court Commissioners**  
(continued)

**District Court Commissioner Activity by Type for Selected Counties in Calendar Years 1993-97**

Calendar Year	Activity Type	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide Activities by Type	Montgomery County's Share of Statewide Cases
1993	Charging Documents	6,468	3,132	10,455	15,541	12,550	77,263	8.4%
	Initial Appearances	12,820	13,722	16,118	60,718	19,459	158,091	8.1%
	Bonds Accepted	3,155	5,326	7,643	10,118	8,774	52,337	6.0%
1994	Charging Documents	5,889	5,391	10,548	15,398	11,581	74,606	7.9%
	Initial Appearances	11,677	13,845	16,440	60,679	20,432	158,917	7.3%
	Bonds Accepted	4,222	5,552	7,364	9,754	7,868	52,458	8.0%
1995	Charging Documents	5,306	5,228	10,390	15,479	11,953	74,624	7.1%
	Initial Appearances	13,344	14,316	17,455	65,843	21,312	170,541	7.8%
	Bonds Accepted	5,252	5,880	7,482	9,974	8,071	55,702	9.4%
1996	Charging Documents	5,044	5,058	10,716	16,364	11,690	74,589	6.8%
	Initial Appearances	13,588	13,293	19,122	60,779	21,483	166,804	8.1%
	Bonds Accepted	5,015	6,159	8,226	6,359	7,889	53,845	9.3%
1997	Charging Documents	5,087	5,416	10,760	16,258	11,301	74,783	6.8%
	Initial Appearances	13,761	13,077	20,830	72,189	22,470	182,419	7.5%
	Bonds Accepted	4,855	5,535	9,195	8,235	12,091	62,670	7.7%

Sources: OLO and the Annual Report - District Court of Maryland Commissioner System 1993-97

This page is intentionally blank

**Maryland District Courts**  
(Includes District Court Commissioners)

This section of the report shows operating budgets, expenditures, and staffing for the Maryland District Courts, which includes the district court commissioners assigned in the 23 counties and Baltimore City. The district courts are organized into 12 geographical regions, referred to as districts 1 through 12. Montgomery County is the only jurisdiction located in District 6.

The tables and graphs on page 90 depict Statewide district court activities for FYs 1990-99. Note that from FY 1990 to FY 1997, Statewide expenditures for the district courts increased by 31.5 percent, while permanent staffing increased by 9.0 full-time equivalent (FTE) workyears, or 3.8 percent. State agencies did not track contractual staff prior to FY 95. The summary below shows the changes in contractual staffing since the State began tracking the FTE workyears.

**Statewide Contractual FTE Staffing**

	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>	<u>FY 99</u>	<u>Change for Period</u>	
Budgeted	unknown	227.0	237.0	237.0	237.0	+ 10.0 WYs	+ 4.4%
Actual	228.0	227.0	237.0	n/a	n/a	+ 9.0 WYs	+ 4.0%

The State agency could not provide information on budgets, expenditures, or staffing allocations for the district courts in Montgomery County. Nor could the agency provide any detail of the budgets, expenditures, or staffing allocations for the court commissioners, either Statewide or in Montgomery County. However, OLO learned from the local district court commissioner's office that for calendar years 1993 through 1996, commissioner positions were authorized Statewide and allocated for Montgomery County as follows:

**Statewide and Montgomery County District Court Commissioner Staffing**

<u>Calendar Year</u>	<u>Statewide Positions</u>	<u>Positions Allocated to Montgomery County</u>	<u>County Share of Statewide Allocation</u>
1993	211	17	8.1%
1994	211	17	8.1%
1995	206	17	8.2%
1996	210	17	8.1%

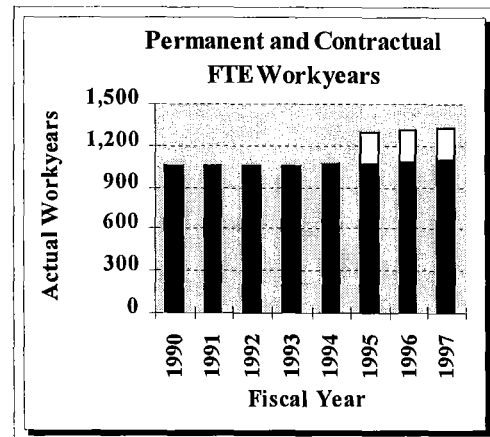
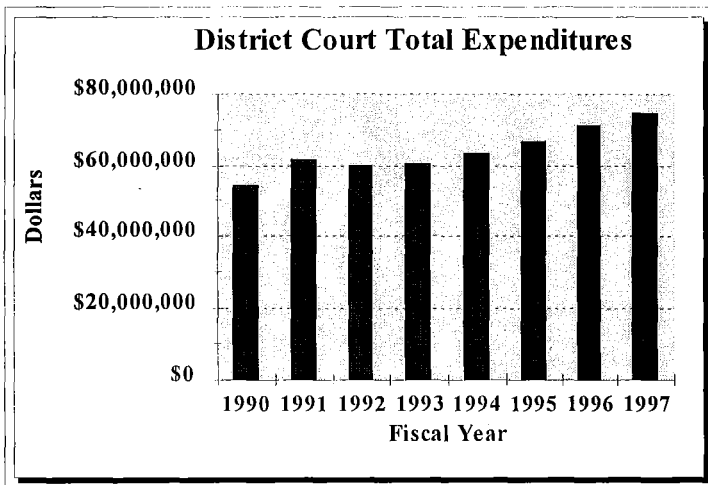
## Maryland District Courts Statewide

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$54,257,834	\$0	\$0	\$0	\$54,257,834	n/a	1,046.0	unknown
1991	\$62,134,969	\$0	\$0	\$0	\$62,134,969	14.5%	1,053.0	unknown
1992	\$62,985,690	\$0	\$0	\$0	\$62,985,690	1.4%	1,058.6	unknown
1993	\$61,902,784	\$0	\$0	\$0	\$61,902,784	-1.7%	1,053.6	unknown
1994	\$63,338,800	\$0	\$0	\$0	\$63,338,800	2.3%	1,053.0	unknown
1995	\$66,407,027	\$0	\$0	\$0	\$66,407,027	4.8%	1,070.0	unknown
1996	\$71,701,600	\$0	\$0	\$0	\$71,701,600	8.0%	1,087.0	227.0
1997	\$74,076,093	\$0	\$0	\$0	\$74,076,093	3.3%	1,093.0	237.0
1998	\$76,458,520	\$0	\$0	\$0	\$76,458,520	3.2%	1,115.0	237.0
1999	\$82,335,072	\$0	\$0	\$0	\$82,335,072	7.7%	1,146.0	237.0

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$53,987,152	\$0	\$0	\$0	\$53,987,152	n/a	1,046.0	unknown
1991	\$61,249,112	\$0	\$0	\$0	\$61,249,112	13.5%	1,052.6	unknown
1992	\$59,735,678	\$0	\$0	\$0	\$59,735,678	-2.5%	1,058.6	unknown
1993	\$60,402,773	\$0	\$0	\$0	\$60,402,773	1.1%	1,054.0	unknown
1994	\$63,338,788	\$0	\$0	\$0	\$63,338,788	4.9%	1,070.0	unknown
1995	\$66,407,014	\$0	\$0	\$0	\$66,407,014	4.8%	1,070.0	228.0
1996	\$70,972,486	\$0	\$0	\$0	\$70,972,486	6.9%	1,086.0	227.0
1997	\$74,156,453	\$0	\$0	\$0	\$74,156,453	4.5%	1,093.0	237.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

Notes:

Data includes juvenile court for Montgomery County only and orphan's court for all counties except Montgomery and Harford



**MARYLAND CIRCUIT COURT**  
(Judges and Clerks are funded by the State)  
(Operations are funded by the counties)

<b>Organization and Responsibilities .....</b>	<b>91</b>
<b>Judge and Court Workload Data (including juvenile cases).....</b>	<b>96</b>
<b>Budgets, Expenditures, and Staffing for Judges and Clerks.....</b>	<b>104</b>
<b>Budgets, Expenditures, and Staffing for Court Operations.....</b>	<b>110</b>
<b>State and County Shares of the Budgets .....</b>	<b>113</b>

## 5. Maryland Circuit Court

The circuit court is the highest common law and equity court of record exercising original jurisdiction within the State of Maryland. Its jurisdiction is broad, but generally covers more serious criminal matters, jury trials, major civil cases, and appeals from the district court. With the exception of Montgomery County, the circuit courts also handle juvenile cases throughout the State. Juvenile cases in Montgomery County are handled in the district courts.

There are eight circuits in the State and each circuit has an administrative judgeship. Montgomery County is part of the sixth judicial circuit along with Frederick County. The State of Maryland funds the clerks offices and the salaries for circuit court judges. Each county is responsible for funding the staff to support the judges offices and manage the courthouses. The various counties must also provide and fund space for the courts.

### (a) *Circuit Court Judges (State funded)*

There are eight circuit court administrative judges and 140 judges in the Statewide circuit court system. Montgomery County is part of the Sixth Judicial Circuit, and 17 judges are currently assigned to Montgomery County.

Circuit court judges are elected to 15 year terms by the qualified voters of each jurisdiction. Circuit administrative judges are appointed by the Chief Judge of the Court of Appeals.

The circuit court judges may hire employees to help conduct the business of the court. These employees may include: court administrators, auditors, masters, examiners, court reporters, messengers, bailiffs, court criers, librarians, clerks, secretaries, stenographers, law clerks, bailiffs, and deputy sheriffs.

Circuit court judges preside over hearings, court trials, and jury trials for civil, criminal, and support cases. Judges are also responsible for any other administrative duties needed by their local circuit.

The approved FY 1999 Statewide personnel complement for circuit court judges includes 140.0 full-time equivalent workyears and the operating budget is \$23.9 million.

*"The mission of the Circuit Court is to serve the Sixth Judicial Circuit residents in the determination of litigation in serious criminal matters and more substantive civil cases in accordance with the Constitution; administer justice in a fair, timely, and efficient manner, and adjudicate domestic and child support cases."*

Source:  
Montgomery County's approved FY 1998 operating budget

**(b) *Circuit Court Clerks (State funded)***

The Clerks of the Circuit Court, created by Article IV Section 25 of the State Constitution, are responsible for administrative and support activities and maintain land records and other legal papers of the court in each county.

The Clerks are elected by the local jurisdictions and are responsible for issuing writs and various licenses, recording land instruments and related documents, scheduling cases, managing jury selection, and administering oaths of office. In addition, the Clerks have the duty and power to authorize the destruction of papers and files that serve no useful purpose, record and maintain bonds given to the court, record and maintain an auditor's report of the distribution of the proceeds of a sale of real or personal property if ratified by the court, and submit an annual budget to the Chief Judge of the Court of Appeals and General Assembly.

The approved FY 1998 Statewide personnel complement for circuit court clerks includes approximately 1,140 full-time equivalent workyears and the operating budget is \$50.7 million.

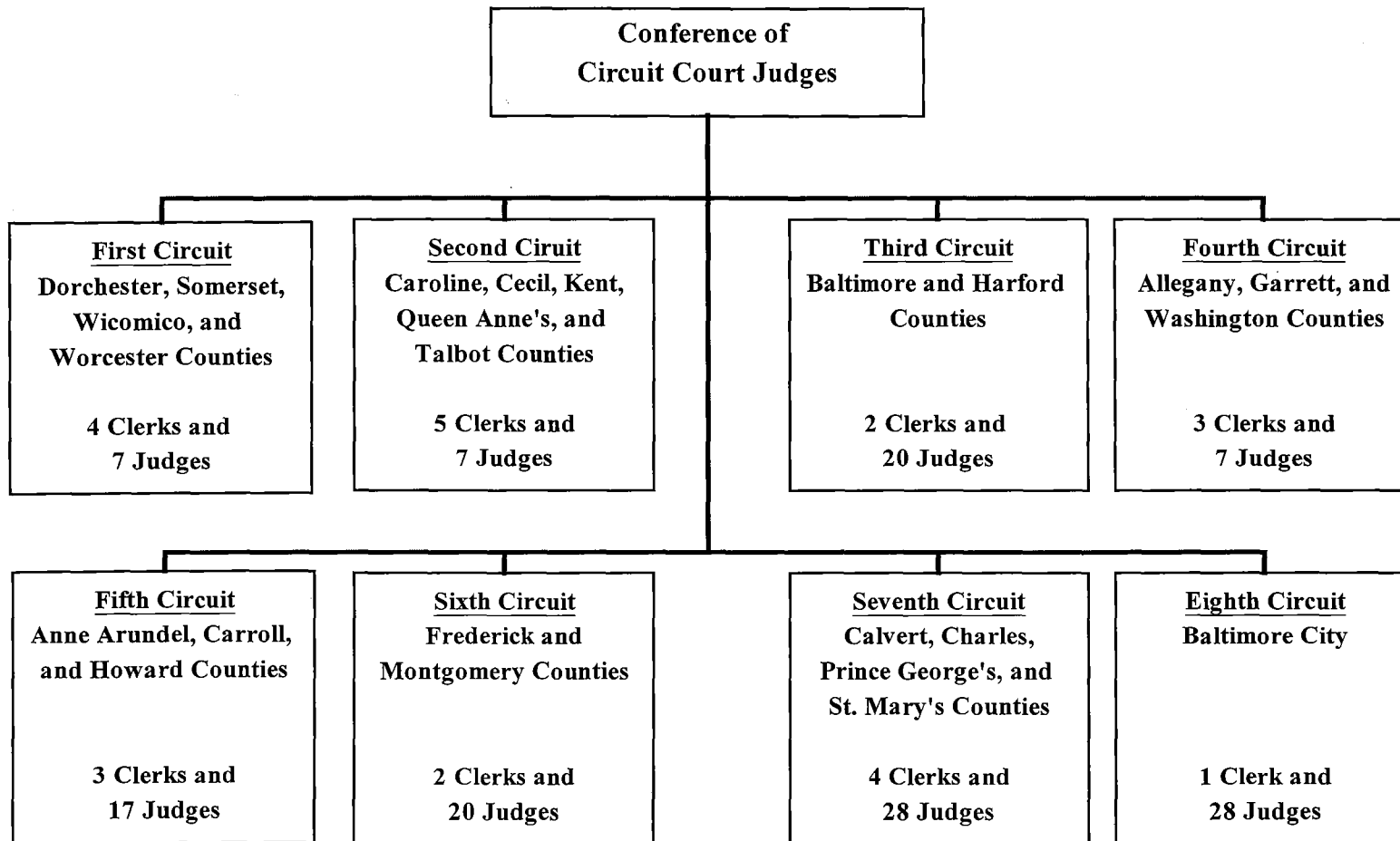
**(c) *Circuit Court Operations (County funded)***

Montgomery County circuit court operations are divided into nine programs: Case Assignment, Adjudication, Jury Administration, Domestic Relations, Technical Services, Administration, Custody and Investigations, Law Library, and Trust Office. Other functions include mediation and managing the video courtroom.

In Montgomery County, circuit court operations provide support services to the judiciary by managing and maintaining a law library and video courtroom, maintaining a differentiated case management system to schedule and track cases, providing family services related to parental support, investigating custody and adoption cases, administering and selecting juries, managing summonses, warrants, and other court papers, and disseminating public information on criminal and civil cases before the court.

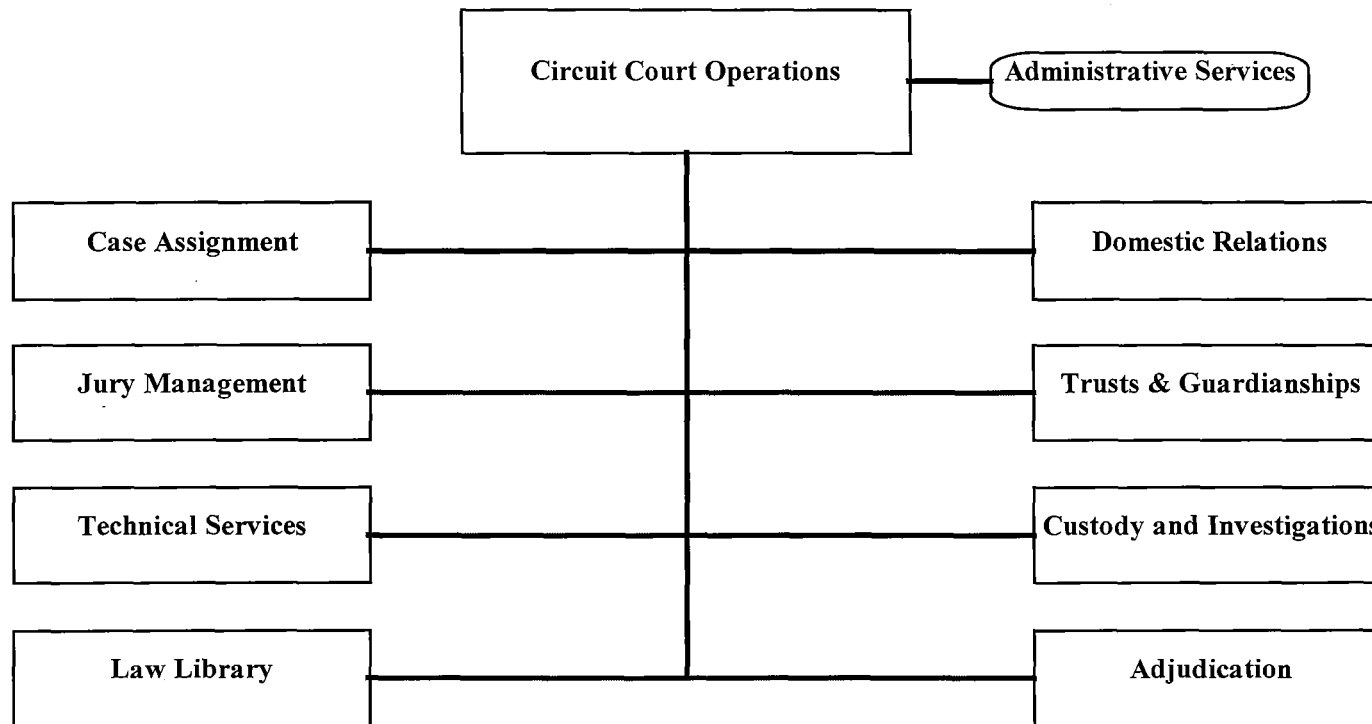
The County's approved FY 1999 personnel complement for operation of the Circuit Court includes 93 full-time and 8 part-time positions, for a total of 95.9 workyears. The FY 1998 operating budget is \$6.9 million. Personnel costs comprise 85.7 percent of the budget.

## Statewide Organization and Assignment of Maryland Circuit Court Judges and Clerks



Source: OLO and Information on the Web Site for the Maryland State Archives (reference date 9/8/97)  
circuit2.sg

## Organization of Montgomery County Circuit Court Operations



Source: OLO and Montgomery County Approved FY 1998 Personnel Complement

Duties and responsibilities of the various divisions of the circuit court in Montgomery County are summarized below.

<i>Administrative Services</i>	<i>Case Assignment</i>	<i>Jury Management</i>
<ul style="list-style-type: none"> <li>◆ prepares and monitors the budget</li> <li>◆ schedules hearings and clerk hearings with the Administrative Judge</li> <li>◆ contacts attorneys and/or parties with respect to ruling on motions</li> <li>◆ reviews files with respect to civil and criminal matters</li> </ul>	<ul style="list-style-type: none"> <li>◆ uses and maintains a differentiated case management system to efficiently manage court resources by classifying and tracking cases at the time of filing</li> <li>◆ allocates judicial and other court resources</li> <li>◆ maintains all case information in the computer system</li> </ul>	<ul style="list-style-type: none"> <li>◆ summons jurors</li> <li>◆ sends jurors to preliminary examinations to determine competency to serve</li> <li>◆ conducts juror orientations</li> <li>◆ sends juror questionnaires</li> </ul>
<i>Technical Services</i>	<i>Law Library</i>	<i>Domestic Relations Management</i>
<ul style="list-style-type: none"> <li>◆ responsible for centrally recording the official court record and maintaining the archives of recorded media</li> <li>◆ maintains a video courtroom connection with the detention center so bond reviews, arraignments, and motions can be heard without transporting defendants to the court</li> <li>◆ maintains, updates, and administers the court's web site</li> <li>◆ provides litigants with the use of telephone conferencing systems, hearing impaired, and audio-visual equipment</li> </ul>	<ul style="list-style-type: none"> <li>◆ maintains a law library with an emphasis on Maryland and Federal materials</li> <li>◆ provides library services to attorneys, <i>pro se</i> parties, court, and county agencies</li> <li>◆ provides reference services to all library patrons, both in-library and via telephone</li> <li>◆ coordinates and provides CD-ROM training to court personnel and patrons</li> <li>◆ assists patrons in locating and using specific materials, suggests possible sources, and helps define research questions</li> </ul>	<ul style="list-style-type: none"> <li>◆ provides family services related to parental support</li> <li>◆ reviews and makes recommendations on petitions to waive fees for parenting classes and mediation</li> <li>◆ reviews and makes recommendations on requests for custody psychological evaluations, home studies, and appointment of experts in domestic relations cases</li> <li>◆ answers questions from attorneys and judges regarding domestic relations law and procedures</li> </ul>
<i>Trusts and Guardianships</i>	<i>Custody and Investigations</i>	<i>Adjudication</i>
<ul style="list-style-type: none"> <li>◆ supervises expenditures for trusts and guardianships established by the court</li> <li>◆ examines Annual Fiduciary reports and prepares Report of the Trust Clerk</li> <li>◆ issues Show Case Orders on guardians who fail to file the required reports and pursues required follow-up</li> </ul>	<ul style="list-style-type: none"> <li>◆ investigates custody and adoption cases</li> <li>◆ arranges for out-of-state custody/visitation investigations</li> <li>◆ testifies in custody hearings when deemed necessary</li> <li>◆ attends and participates in settlement conferences when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>◆ adjudicates criminal and civil cases, selecting juries when necessary</li> <li>◆ conducts hearings, court trials, and jury trials</li> <li>◆ issues warrants, summonses, and other court papers</li> <li>◆ provides public information on criminal and civil caseloads</li> </ul>

## Workload Data for the Maryland Circuit Court

### Circuit Court *Civil Case Filings and Terminations* for Selected Counties in Fiscal Years 1992-97

	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide	Montgomery County's Share of Statewide Cases
<b>FY 1992</b>							
Filings	27,318	15,537	15,088	23,733	26,457	149,229	18.3%
Terminations	18,390	11,727	12,108	21,926	22,877	124,829	14.7%
<b>FY 1993</b>							
Filings	32,111	16,358	15,098	27,481	26,206	158,185	20.3%
Terminations	23,879	17,233	14,693	23,322	23,113	139,267	17.1%
<b>FY 1994</b>							
Filings	30,209	17,205	15,300	24,511	28,549	157,005	19.2%
Terminations	23,345	16,610	14,023	14,074	24,665	132,123	17.7%
<b>FY 1995</b>							
Filings	21,354	14,759	14,957	24,750	29,544	147,784	14.4%
Terminations	18,067	13,172	11,990	8,762	25,630	117,610	15.4%
<b>FY 1996</b>							
Filings	22,711	15,010	15,574	27,946	29,293	157,743	14.4%
Terminations	18,653	14,086	11,717	9,345	22,964	118,964	15.7%
<b>FY 1997</b>							
Filings	24,451	13,033	15,429	26,877	28,930	157,899	15.5%
Terminations	22,498	11,895	11,678	9,053	27,063	124,699	18.0%
<b><i>Averages for 6 years</i></b>							
<i>Filings</i>	26,359	15,317	15,241	25,883	28,163	154,641	
<i>Terminations</i>	20,805	14,121	12,702	14,414	24,385	126,249	
<b><i>Change FYs 92-97</i></b>							
<i>Filings</i>	- 10.5%	- 16.1%	+ 2.3%	+ 13.2%	+ 9.3%	+ 5.8%	
<i>Terminations</i>	+ 22.3%	+ 1.4%	- 3.6%	- 58.7%	+ 18.3%	- 0.1%	

Sources: OLO and the Annual Report of the Maryland Judiciary, 1995-96 and 1996-97 (p57)

**Workload Data for the Maryland Circuit Court**  
(continued)

**Circuit Court *Criminal Case Filings and Terminations* for Selected Counties in Fiscal Years 1992-97**

	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide	Montgomery County's Share of Statewide Cases
<b><u>FY 1992</u></b>							
Filings	6,532	7,626	7,200	23,020	9,005	74,062	8.8%
Terminations	4,169	6,538	7,212	23,447	7,864	68,458	6.1%
<b><u>FY 1993</u></b>							
Filings	6,214	6,174	6,801	21,851	8,442	69,836	8.9%
Terminations	4,540	6,237	6,575	22,233	7,688	66,427	6.8%
<b><u>FY 1994</u></b>							
Filings	4,818	5,439	7,328	23,174	7,906	68,927	7.0%
Terminations	3,445	4,922	7,047	22,161	7,806	64,075	5.4%
<b><u>FY 1995</u></b>							
Filings	4,803	5,279	7,225	22,328	7,642	68,672	7.0%
Terminations	3,723	4,911	7,092	20,137	7,432	62,980	5.9%
<b><u>FY 1996</u></b>							
Filings	5,293	4,917	7,789	21,736	8,851	69,753	7.6%
Terminations	5,018	4,986	7,415	21,085	8,248	66,954	7.5%
<b><u>FY 1997</u></b>							
Filings	4,516	4,419	7,571	22,785	8,907	69,121	6.5%
Terminations	4,372	4,345	7,272	20,689	7,819	64,087	6.8%
<b><u>Averages for 6 years</u></b>							
Filings	5,363	5,642	7,319	22,482	8,459	70,062	
Terminations	4,211	5,323	7,012	21,625	7,810	65,497	
<b><u>Change FYs 92-97</u></b>							
Filings	- 30.9%	- 42.1%	+ 5.2%	- 1.0%	- 1.1%	- 6.7%	
Terminations	+ 4.9%	- 33.5%	+ 0.8%	- 11.8%	- 0.6%	- 6.4%	

Sources: OLO and Annual Report of the Maryland Judiciary, 1995-96 and 1996-97 (p62)



**Workload Data for the Maryland Circuit Court**  
(continued)

**Juvenile Court Case Filings and Terminations for Selected Counties in Fiscal Years 1992-97**

	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide	Montgomery County's Share of Statewide Cases
<b><u>FY 1992</u></b>							
Filings	5,012	3,635	3,448	13,922	4,620	38,372	13.1%
Terminations	4,906	3,482	3,045	12,289	3,836	34,951	14.0%
<b><u>FY 1993</u></b>							
Filings	5,084	3,718	3,556	17,781	5,100	42,744	11.9%
Terminations	5,144	3,560	3,305	16,181	4,885	40,112	12.2%
<b><u>FY 1994</u></b>							
Filings	5,996	3,718	3,872	16,593	6,266	44,690	13.4%
Terminations	5,645	3,562	3,197	14,650	6,479	41,360	13.6%
<b><u>FY 1995</u></b>							
Filings	7,614	4,015	4,628	12,398	7,478	45,866	16.6%
Terminations	6,543	3,678	3,878	8,062	7,514	38,873	16.8%
<b><u>FY 1996</u></b>							
Filings	6,915	3,735	4,589	10,260	5,880	40,903	16.9%
Terminations	6,524	3,679	4,077	5,456	5,648	34,609	18.9%
<b><u>FY 1997</u></b>							
Filings	6,781	3,733	4,800	11,483	6,324	43,582	15.6%
Terminations	6,582	3,574	3,588	6,020	6,005	35,810	18.4%
<b><u>Averages for 6 years</u></b>							
Filings	6,234	3,759	4,149	13,740	5,945	42,693	
Terminations	5,891	3,589	3,515	10,443	5,728	37,619	
<b><u>Change FYs 92-97</u></b>							
Filings	+ 35.3%	+ 2.7%	+ 39.2%	- 17.5%	+ 36.9%	+ 13.6%	
Terminations	+ 34.2%	+ 2.6%	+ 17.8%	- 51.0%	+ 56.5%	+ 2.5%	

Sources: OLO and the Annual Report of the Maryland Judiciary, 1995-96 and 1996-97 (p67)

Notes:

The juvenile court cases in Montgomery County are under the jurisdiction of the district court., but are shown here for comparison purposes

**Workload Data for the Maryland Circuit Court**  
(continued)

***Civil Cases Tried by Selected Counties in Fiscal Years 1992-97***

Fiscal Year	Montgomery County <sup>1</sup>	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Civil Cases Tried Statewide	Montgomery County's Share of Statewide Cases
1992	529	397	744	1,743	2,292	8,279	6.4%
1993	923	456	907	1,669	2,557	9,027	10.0%
1994	966	1,040	963	1,630	1,089	8,781	11.0%
1995	1,021	1,027	617	1,675	334	7,426	13.7%
1996	719	784	483	1,643	311	7,059	10.2%
1997	652	724	378	1,380	375	6,449	10.1%

***Criminal Cases Tried by Selected Counties in Fiscal Years 1992-97***

Fiscal Year	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Criminal Cases Tried Statewide	Montgomery County's Share of Statewide Cases
1992	297	1,481	444	1,052	279	6,124	4.8%
1993	276	619	501	756	188	6,223	4.4%
1994	227	537	470	700	225	5,913	3.8%
1995	246	415	408	720	176	5,106	4.8%
1996	258	426	340	697	240	4,750	5.4%
1997	299	380	232	733	342	4,394	6.8%

Sources: OLO and Annual Report of the Maryland Judiciary, 1995-96 and 1996-97 (pp 59 and 64)

Notes:

<sup>1</sup> Includes juvenile cases tried in all counties except Montgomery, where juvenile cases are handled in the district courts

**Workload Data for the Maryland Circuit Court**  
(continued)

***FY 96 Caseload Data for Circuit Court Judges in Selected Counties***

Case Data	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide
Population <sup>1</sup>	819,000	467,400	718,000	689,100	780,000	5,102,200
Number of Circuit Judges	16	9	15	26	20	132
Number of Juvenile Judges <sup>2</sup>	3	combined above	combined above	combined above	combined above	combined above
Population per Judge	43,105	51,933	47,867	26,504	39,000	38,653
Criminal Cases Filed per Judge	331	546	519	836	443	528
Civil Cases Filed per Judge	1,419	2,083	1,344	1,469	1,759	1,453
Juvenile Cases Filed per Judge <sup>2</sup>	2,305	combined above	combined above	combined above	combined above	Combined above
Criminal Cases Terminated per Judge	314	554	494	811	412	507
Civil Cases Terminated per Judge	1,166	1,974	1,053	569	1,431	1,114
Juvenile Cases Terminated per Judge <sup>2</sup>	2,175	combined above	combined above	combined above	combined above	Combined above
Criminal Cases Tried per Judge	16.1	47.3	22.7	26.8	12.0	36.0
Civil Cases Tried per Judge	44.9	87.1	32.2	63.2	15.6	53.5

Sources: OLO and Annual Report of the Maryland Judiciary, 1995-96 (p54, 65)

Notes:

<sup>1</sup> Population estimates are for July 1, 1997, as issued by the Maryland Center for Health Statistics

<sup>2</sup> Juvenile judges and related cases are part of the district courts in Montgomery County, but case data is included here for comparison purposes. Juvenile causes are included in the civil case statistics for the other counties and in the Statewide data.

**Workload Data for the Maryland Circuit Court**  
(continued)

***FY 97 Caseload Data for Circuit Court Judges in Selected Counties***

Case Data	Montgomery County	Anne Arundel County	Baltimore County	Baltimore City	Prince George's County	Statewide
Population <sup>1</sup>	824,700	471,500	720,600	664,300	778,900	5,108,500
Number of Circuit Judges	16	9	15	28	20	134
Montgomery County Juvenile Judges <sup>2</sup>	3	combined above	combined above	combined above	combined above	combined above
Population per Judge	43,405	52,389	48,040	23,725	38,945	38,123
Criminal Cases Filed per Judge	282	491	505	813	445	516
Civil Cases Filed per Judge	1,528	1,863	1,349	1,370	1,763	1,453,
Juvenile Cases Filed per Judge <sup>2</sup>	2,260	combined above	combined above	combined above	combined above	combined above
Criminal Cases Terminated per Judge	273	483	485	739	391	739
Civil Cases Terminated per Judge	1,406	1,719	1,018	538	1,653	538
Juvenile Cases Terminated per Judge <sup>2</sup>	2,194	combined above	combined above	combined above	combined above	combined above
Criminal Cases Tried per Judge	18.7	42.2	15.5	26.2	17.1	32.8
Civil Cases Tried per Judge	40.8	80.4	25.2	49.3	18.8	48.1

Sources: OLO and Annual Report of the Maryland Judiciary, 1996-97 (p53)

Notes:

<sup>1</sup> Population estimates are for July 1, 1997, as issued by the Maryland Center for Health Statistics

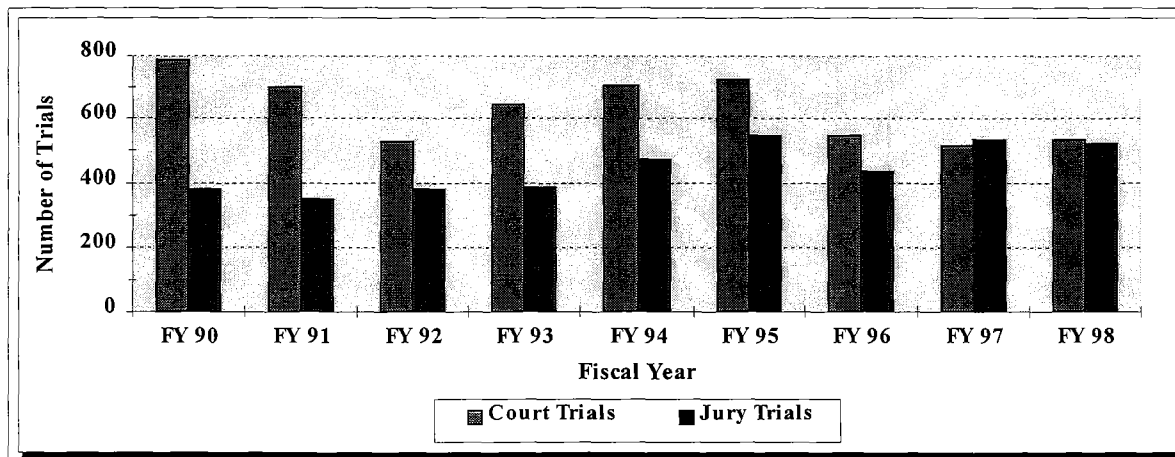
<sup>2</sup> Juvenile judges and related cases are part of the district courts in Montgomery County, but case data is included here for comparison purposes. Juvenile causes are included in the civil case statistics for the other counties and in the Statewide data.

**Workload Data for the Montgomery County Circuit Court**  
(continued)

**Montgomery County Circuit Court Trials in Fiscal Years 1990-98**

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98
Court Trials	786	701	530	642	706	724	545	517	534
Jury Trials	377	349	381	384	470	543	432	531	523
<b>Total Trials</b>	<b>1,163</b>	<b>1,050</b>	<b>911</b>	<b>1,026</b>	<b>1,176</b>	<b>1,267</b>	<b>977</b>	<b>1,048</b>	<b>1,057</b>

**Court Trials and Jury Trials in the Montgomery County Circuit Court in FYs 90-97**



Sources: OLO and Circuit Court Performance Indicators provided by local Circuit Court staff

**Workload Data for the Maryland Circuit Court**  
(continued)

**Average Number of Days from Filing to Disposition for Selected Counties in Fiscal Years 1994-97**

**Civil Cases**

Jurisdiction	FY 94	FY 95	FY 96	FY 97	Change from FY 94 to FY 97
Montgomery County	150	88	114	177	+ 18.0%
Anne Arundel County	214	228	227	238	+ 11.2%
Baltimore County	187	179	184	197	+ 5.3%
Baltimore City	227	278	262	272	+ 19.8%
Prince George's County	209	209	199	225	+ 7.7%

**Criminal Cases**

Jurisdiction	FY 94	FY 95	FY 96	FY 97	Change from FY 94 to FY 97
Montgomery County	113	93	94	90	- 20.4%
Anne Arundel County	136	135	135	121	- 11.0%
Baltimore County	80	82	81	94	+ 17.5%
Baltimore City	93	96	112	110	+ 18.3%
Prince George's County	125	121	114	127	+ 1.6%

**Juvenile Cases**

Jurisdiction	FY 94	FY 95	FY 96	FY 97	Change from FY 94 to FY 97
Montgomery County <sup>1</sup>	110	112	98	94	- 17.0%
Anne Arundel County	63	69	69	66	+ 4.8%
Baltimore County	59	65	62	64	+ 8.5%
Baltimore City	88	9	11	11	- 87.5%
Prince George's County	77	80	71	67	- 13.0%

Sources: OLO and Annual Report of the Maryland Judiciary, 1996-97 and 1997-98 (p53)

**Notes:**

A small number of lengthy cases can increase an average, particularly in a jurisdiction with a small caseload.

For that reason, civil cases over 721 days old, criminal cases over 360 days old, and juvenile cases over 271 days old are excluded from the above calculations. Approximately 90 - 95 percent of all cases are disposed of within those time periods

<sup>1</sup> Juvenile cases in Montgomery County are handled in the district court, but are shown here for comparison purposes

This page is intentionally blank

## Maryland Circuit Court Judges and Clerks

This section of the report shows budgets, expenditures, and staffing for the Maryland Circuit Court Judges and Clerks. The State funds the circuit court judges and clerks, while the various Maryland counties and Baltimore City fund the expenses for operating the circuit courts.

The tables and graphs on page 106 depict Statewide operating budget and expenditure activities from FYs 1990-99 for circuit court judges. Note that from FY 1990 to FY 1997, Statewide expenditures for the circuit court judges increased by 31.6 percent and staffing increased by 18.0 full-time equivalent (FTE) workyears, or 15.5 percent.

The tables and graphs on page 107 depict Statewide activities from FYs 1990-99 for circuit court clerks' offices. Note that from FY 1990 to FY 1997, Statewide expenditures for the circuit court clerks increased by 27.0 percent and permanent staffing increased by 8.5 FTE workyears, or 0.8 percent. Although 3.5 FTE workyears of contractual staffing is budgeted for FY 99, contractual staffing was not previously used in the clerk's offices.

The first table on page 108 shows Montgomery County operating budget allocations for circuit court judges and the court clerk's office for Fiscal Years 1990-1999. Highlights of the table are:

- the State budget allocation for Montgomery County circuit court judges increased by 17.6 percent from FY 93 to FY 99
- two additional FTE workyears were allocated for Montgomery County circuit court judges, representing an increase of 13.3 percent from FY 93 to FY 99
- the State budget allocation for the circuit court clerk's office in Montgomery County decreased by 9.1 percent from FY 90 to FY 99 (in FY 97, the child support enforcement program was transferred out of the circuit court clerk's office to the Maryland Department of Human Resources)
- thirty-five fewer permanent FTE workyears were allocated for the Montgomery County circuit court clerk's office and 2.0 contractual FTEs were added, for a net change of 33.0 fewer FTE workyears from FY 90 to FY 99 (in FY 97, child support enforcement activities were transferred out of our circuit court clerk's office to the Maryland Department of Human Resources)

The second table on page 108 shows Montgomery County operating budget allocations for circuit court judges and the clerk's office for Fiscal Years 1993-1999 as compared with Statewide budgets. Highlights of the table are:

- Montgomery County's share of the Statewide budget for circuit court judges decreased from 12.6 percent in FY 93 to 12.2 percent allocated in FY 99
- Montgomery County's share of the Statewide budget for circuit court clerks decreased from 15.5 percent in FY 93 to 11.5 percent allocated in FY 99 (in FY 97, child support enforcement activities were transferred out of our circuit court clerk's office to the Maryland Department of Human Resources)



## **Maryland Circuit Court Judges and Clerks (continued)**

The third table on page 108 shows Montgomery County staffing allocations for circuit court judges and the circuit court clerk's office for Fiscal Years 1993-1999 as compared with Statewide staffing budgets. Highlights of the table are:

- Montgomery County's share of the Statewide FTE staffing budget for circuit court judges remained steady at about 12.0 percent from FY 93 through FY 97 (although child support enforcement activities were transferred in FY 97 from the clerk's office to the Maryland Department of Human Services, the dollars were not removed from the clerk's budget allocation until FY 98)
- Montgomery County's share of the Statewide FTE staffing budget for circuit court clerks decreased from 15.9 percent in FY 93 to 13.4 percent allocated in FY 99 (in FY 97, the FTE workyears associated with child support enforcement activities were transferred out of the Montgomery County circuit court clerk's office to the Maryland Department of Human Services)

The charts on page 109 provide graphic representations of the changes in staffing budgeted in FYs 1993-1999 for judges and in FYs 1991-1999 for court clerks at two levels: Statewide and Montgomery County. The first graph shows how budgeted FTE staffing for judges in Montgomery County has tracked over time in relation to Statewide budgeted staffing. Note the trend lines for both Statewide staffing and Montgomery County staffing rose somewhat in recent years.

The second graph on page 109 shows how budgeted staffing for the court clerk's office in Montgomery County has tracked over time in relation to total budgeted staffing for clerk's offices Statewide. Note the trend lines for both Statewide staffing and Montgomery County staffing rose somewhat in recent years.

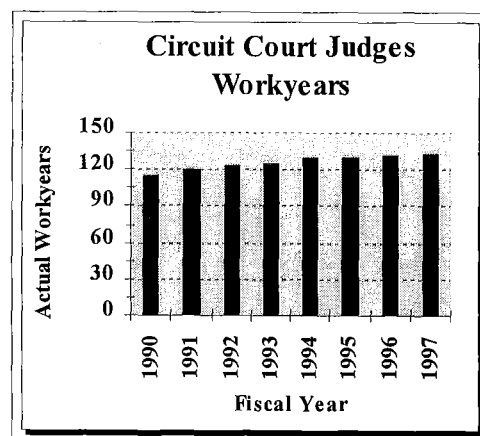
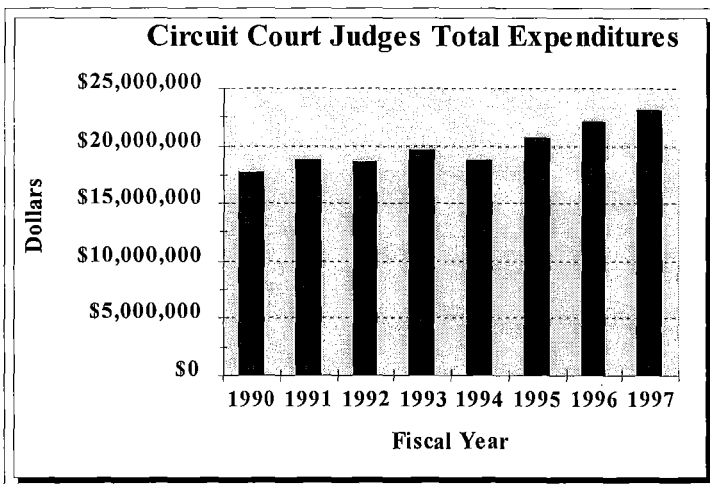
## Maryland Circuit Court Judges - Statewide

### Budgets for Fiscal Years 1990-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Staff Workyears
1990	\$16,510,007	\$0	\$0	\$0	\$16,510,007	n/a	116.0
1991	\$18,811,161	\$0	\$0	\$0	\$18,811,161	13.9%	120.0
1992	\$19,271,640	\$0	\$0	\$0	\$19,271,640	2.4%	123.0
1993	\$19,675,558	\$0	\$0	\$0	\$19,675,558	2.1%	123.0
1994	\$18,707,141	\$0	\$0	\$0	\$18,707,141	-4.9%	125.0
1995	\$20,522,592	\$0	\$60,000	\$0	\$20,582,592	10.0%	131.0
1996	\$21,987,466	\$0	\$0	\$0	\$21,987,466	6.8%	132.0
1997	\$23,283,049	\$0	\$0	\$0	\$23,283,049	5.9%	134.0
1998	\$23,915,885	\$0	\$0	\$0	\$23,915,885	2.7%	140.0
1999	\$23,886,423	\$0	\$0	\$0	\$23,886,423	-0.1%	140.0

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Staff Workyears
1990	\$17,597,653	\$0	\$0	\$0	\$17,597,653	n/a	116.0
1991	\$18,661,311	\$0	\$0	\$0	\$18,661,311	6.0%	120.0
1992	\$18,485,284	\$0	\$0	\$0	\$18,485,284	-0.9%	123.0
1993	\$19,581,498	\$0	\$0	\$0	\$19,581,498	5.9%	125.0
1994	\$18,485,530	\$0	\$273,829	\$0	\$18,759,359	-4.2%	131.0
1995	\$20,522,590	\$0	\$23,213	\$0	\$20,545,803	9.5%	131.0
1996	\$21,987,466	\$0	\$0	\$0	\$21,987,466	7.0%	132.0
1997	\$23,162,549	\$0	\$0	\$0	\$23,162,549	5.3%	134.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

Notes:

Data includes juvenile court judges for all counties except for Montgomery County, where the juvenile court judges are part of the district court

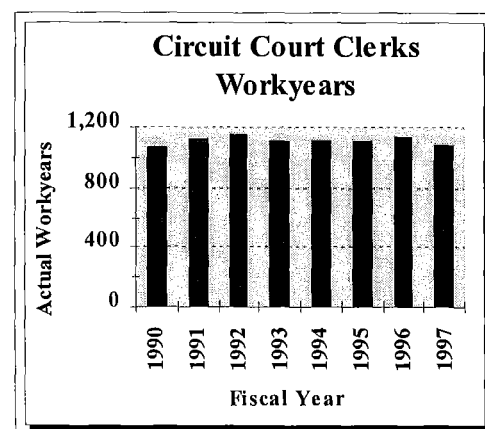
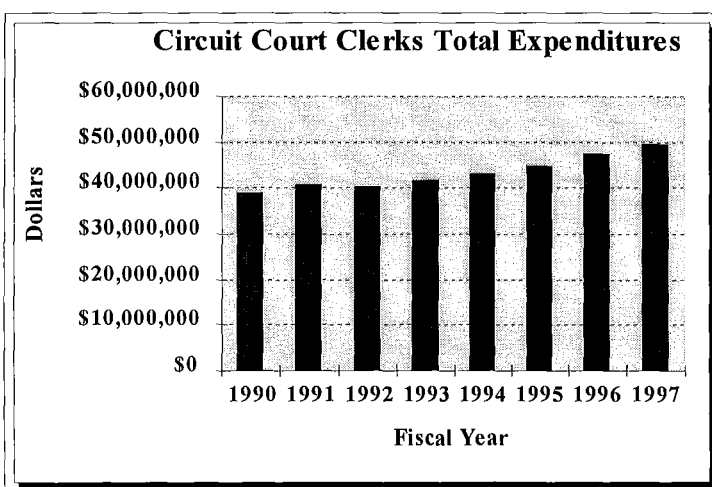
## Maryland Circuit Court Clerks - Statewide

### Budgets for Fiscal Years 1991-99

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1991	\$42,593,252	\$0	\$0	\$0	\$42,593,252	n/a	1,139.5	unknown
1992	\$43,186,676	\$0	\$0	\$0	\$43,186,676	1.4%	1,140.5	unknown
1993	\$42,505,722	\$0	\$0	\$0	\$42,505,722	-1.6%	1,113.5	unknown
1994	\$40,130,321	\$2,649,174	\$0	\$0	\$42,828,951	0.8%	1,092.5	unknown
1995	\$41,919,276	\$3,000,019	\$0	\$0	\$44,919,295	4.9%	1,108.0	unknown
1996	\$45,782,324	\$3,411,649	\$0	\$0	\$49,193,973	9.5%	1,131.0	0.0
1997	\$47,387,508	\$3,664,919	\$0	\$0	\$51,052,427	3.8%	1,079.0	0.0
1998	\$48,556,439	\$1,685,145	\$0	\$0	\$50,241,584	-1.6%	1,094.0	0.0
1999	\$51,734,551	\$1,953,324	\$0	\$0	\$53,687,875	6.9%	1,113.5	3.5

### Expenditures for Fiscal Years 1990-97

FY	General Funds	Federal Funds	Special Funds	Reimbursable Funds	Total Budgeted	% Change	Equivalent Workyears	
							Staff	Contract
1990	\$38,815,232	\$0	\$0	\$0	\$38,815,232	n/a	1,070.5	unknown
1991	\$40,447,378	\$0	\$0	\$0	\$40,447,378	4.2%	1,120.5	unknown
1992	\$40,178,230	\$0	\$0	\$0	\$40,178,230	-0.7%	1,141.5	unknown
1993	\$39,021,204	\$2,249,174	\$0	\$0	\$41,270,378	2.7%	1,108.5	unknown
1994	\$40,351,324	\$2,348,429	\$0	\$0	\$42,699,753	3.5%	1,108.0	unknown
1995	\$41,919,268	\$2,510,372	\$0	\$0	\$44,429,640	4.1%	1,108.0	0.0
1996	\$43,953,630	\$3,085,163	\$0	\$0	\$47,038,793	5.9%	1,131.0	0.0
1997	\$47,307,136	\$1,992,508	\$0	\$0	\$49,299,644	4.8%	1,079.0	0.0



Sources: Compiled by OLO from information contained in State of Maryland published budget documents

Notes:

In FY 97, child support enforcement activities were moved from the clerk's office to the Maryland Department of Human Services and the FTE workyears were reduced, however the dollars were not removed from the clerk' budget until FY 98

# **Montgomery County Circuit Court Judges and Clerks** **State Budget for Montgomery County Circuit Court Judges and Clerks**

## **Montgomery County Budget Allocations for Fiscal Years 1991-99**

Fiscal Year	----- Budgets -----			--- Equivalent Workyears ---		
	Judges	Court Clerk	Total	Judges	Court Clerk	Total
1991	not acquired	\$6,789,212	n/a	not acquired	183.0	n/a
1992	not acquired	\$6,889,147	n/a	not acquired	183.0	n/a
1993	\$2,477,730	\$6,609,111	\$9,086,841	15.0	177.0	192.0
1994	\$2,333,970	\$6,867,564	\$9,201,534	15.0	180.0	195.0
1995	\$2,304,765	\$7,135,062	\$9,439,827	16.0	190.0	205.0
1996	\$2,654,336	\$8,112,890	\$10,767,226	16.0	197.0	213.0
1997	\$2,748,128	\$8,561,955	\$11,310,083	16.0	135.0	151.0
1998	\$2,795,227	\$5,338,828	\$8,134,055	17.0	142.0	159.0
1999	\$2,914,310	\$6,168,962	\$9,083,272	17.0	150.0	167.0

*includes  
2.0 FTE  
contractual  
staffing*

## **Montgomery County Budget Allocations Compared with Statewide Budgets for Fiscal Years 1993-1999**

Budget or Allocation Category	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99
Montgomery County Budget Allocation for Judges	\$2,477,730	\$2,333,970	\$2,304,765	\$2,654,336	\$2,748,128	\$2,795,227	\$2,914,310
Montgomery County Budget Allocation for the Court Clerk	\$6,609,111	\$6,867,564	\$7,135,062	\$8,112,890	\$8,561,955	\$5,338,828	\$6,168,962
Statewide Budget for Judges	\$19,675,558	\$18,707,141	\$20,582,592	\$21,987,466	\$23,283,049	\$23,915,885	\$23,886,423
Statewide Budget for Clerks	\$42,505,722	\$42,828,951	\$44,919,295	\$49,193,973	\$51,052,427	\$50,241,584	\$53,687,875
Montgomery County Percent of Statewide Total for Judges	12.6%	12.5%	11.2%	12.1%	11.8%	11.7%	12.2%
Montgomery County Percent of Statewide Total for Clerks	15.5%	16.0%	15.9%	16.5%	16.8%	10.6%	11.5%

## **Montgomery County FTE Staffing Allocations Compared with Statewide Staffing Budgeted for Fiscal Years 1993-1999**

Budget or Allocation Category	FY 93	FY 94	FY 95	FY 96	FY 97	FY 98	FY 99
Montgomery County FTE Staffing for Judges	15.0	15.0	16.0	16.0	16.0	17.0	17.0
Montgomery County FTE Staffing for the Court Clerk	177.0	180.0	190.0	197.0	135.0	142.0	150.0
Statewide FTE Staffing for Judges	123.0	125.0	131.0	132.0	134.0	140.0	140.0
Statewide FTE Staffing for Clerks	1,113.5	1,092.5	1,108.0	1,131.0	1,079.0	1,094.0	1,117.0
Montgomery County Percent of Statewide FTE Staffing for Judges	12.2%	12.0%	12.2%	12.1%	11.9%	12.1%	12.1%
Montgomery County Percent of Statewide FTE Staffing for Clerks	15.9%	16.5%	17.2%	17.4%	12.5%	13.0%	13.4%

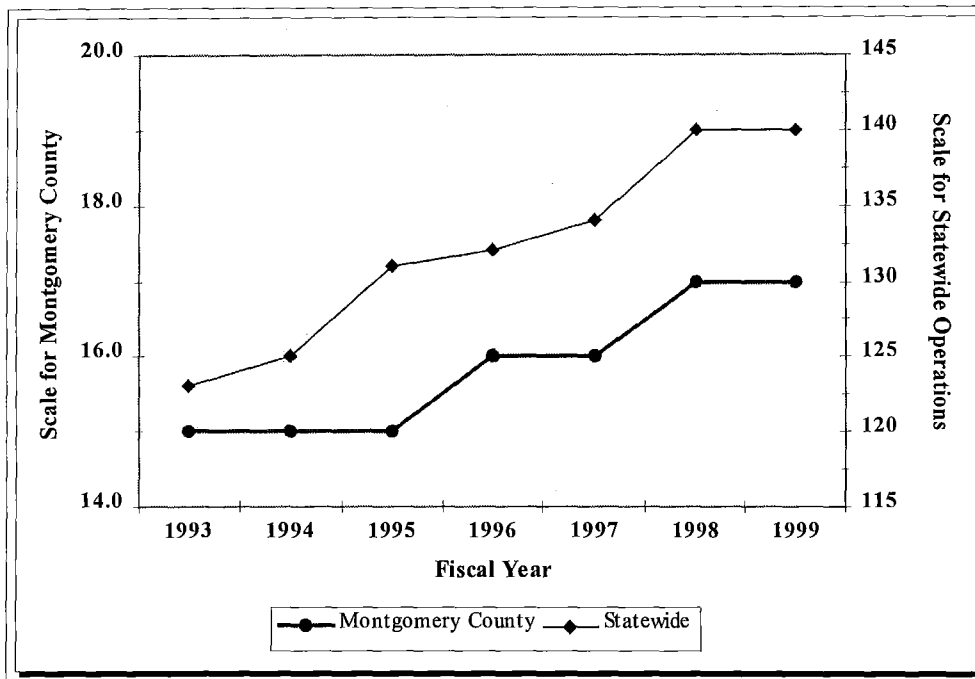
Sources: Compiled by OLO from information contained in Circuit Court Personnel and Budget Report for FYs 95-97

### Notes:

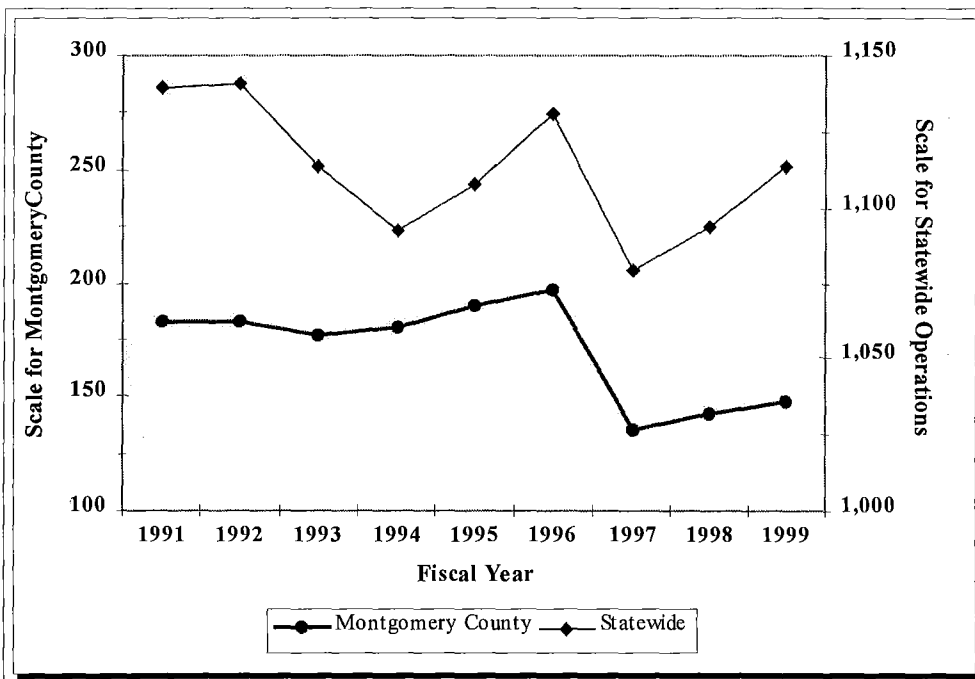
In FY 97, child support enforcement activities were moved from the clerk's office to the Maryland Department of Human Services and the FTE workyears were reduced, however the dollars were not removed from the clerk's budget until FY 98

## Circuit Court Judges and Clerks - Budgeted Permanent Staffing FYs 1993-1999

### Trends for Judges Statewide and in Montgomery County Permanent Staffing Budgeted FTE Workyears



### Trends for Clerks Statewide and in Montgomery County Permanent Staffing Budgeted FTE Workyears



Sources: Compiled by OLO from information contained in State of Maryland published budget documents and Circuit Court Personnel and Budget Report for FYs 95-97

Notes:

In FY 97, child support enforcement activities were moved from the clerk's office to the Maryland Department of Human Services and the FTE workyears were reduced, however the dollars were not removed from the clerk's budget until FY 98

## Montgomery County Circuit Court Operations

This section of the report shows operating budgets, expenditures, and staffing for managing the Montgomery County Circuit Court. Montgomery County operates and staffs one court, which is located in Rockville.

The tables and graphs on page 112 depict Montgomery County budget and expenditure activities from FYs 1990-99 for circuit court support operations. Note that from FY 1990 to FY 1998, County expenditures for operating the circuit court increased by 60.7 percent and staffing increased by 16.3 full-time equivalent (FTE) workyears.

The tables on page 113 show the State and County combined resources budgeted from FY 1993 through FY 1999 for operating and staffing the Montgomery County Circuit Court. Resources displayed include State budgets and FTE workyear staffing for circuit court judges and the court clerk, as well as County budgets and workyear staffing for circuit court operations support. (See page 108 for additional details on State budget allocations to Montgomery County for circuit court judges and the court clerk's office, and page 112 for details on the County budgets for operating support to the circuit court.)

The first table on page 113 shows State and County annual budgets for FYs 93-99, the combined budgets each year, and each entity's share of the total annual budget. Highlights of the table include:

- the State budget allocation in FY 99 for Montgomery County circuit court judges and the court clerk's office represented a decrease of 0.04 percent under the total amount allocated for FY 93 (note that FY 97 was the last fiscal year that the State allocation to Montgomery County included dollars for child support enforcement activities)
- the County budget in FY 99 for operating support to the circuit court represented an increase of 16.6 percent over the amount budgeted for FY 93
- the State's share of the total circuit court budget in FY 99 is 56.8 percent and the County's share is 43.2 percent

The second table on page 113 shows the State and County's annual budgets for FTE staffing for FYs 93-99, the combined total FTEs budgeted each year, and each entity's share of the total annually budgeted FTE workyears. Highlights of the table include:

- the State FTE staffing allocation in FY 99 for Montgomery County circuit court judges and the court clerk's office was 13.0 percent less than the staffing allocated for FY 93 (note that in FY 97, the State transferred the FTE staffing budget for the child support enforcement program to the Maryland Department of Human Services)
- the County FTE staffing budget in FY 99 for operating support to the circuit court represents an increase of 18.5 percent over the staffing budgeted for FY 93

## **Montgomery County Circuit Court Operations (continued)**

- the State's share of the total circuit court FTE staffing budget in FY 99 is 63.5 percent and the County's share was 36.5 percent
- from FY 93 to FY 99, the State's share of the total FTE staffing for the Montgomery County circuit court decreased by 25.0 workyears (predominantly because the State transferred the child support enforcement program to another department)
- from FY 93 to FY 99, the County's share of Total FTE staffing increased by 15.0 workyears (note that although County budgeted workyears increased by 15.0 workyears for the FY 93-99 period, actual staffing since FY 90 has only increased by 6.5 workyears)

From time to time, the Montgomery County Circuit Court received State or Federal grants for special programs and initiatives. Between FY 90 and FY 97, annual expenditures of these funds ranged from a low of \$272,012 to a high of \$529,362. See Appendix B for additional detail.

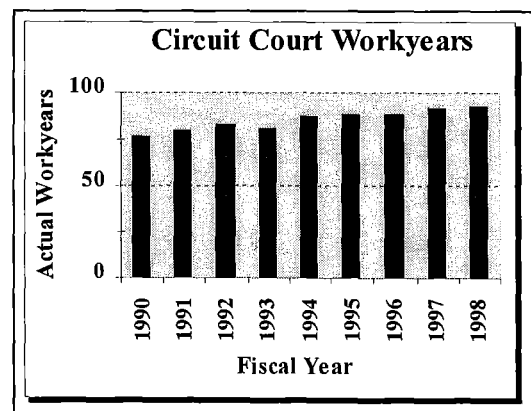
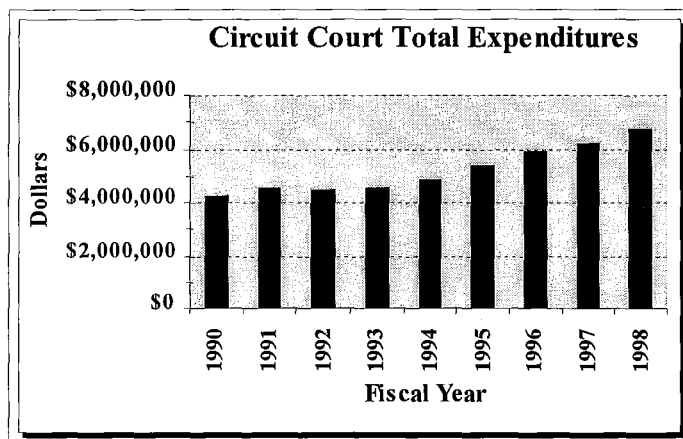
## Montgomery County Circuit Court Operations

### Budgets for Fiscal Years 1990-99

FY	Personnel	Operating	Capital Outlay	Total Budgeted	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$3,201,470	\$973,940	\$95,480	\$4,270,890	n/a	70	13	76.1
1991	\$3,673,310	\$957,130	\$125,790	\$4,756,230	11.4%	77	15	81.7
1992	\$3,664,890	\$888,320	\$0	\$4,553,210	-4.3%	79	12	82.4
1993	\$3,754,840	\$849,380	\$35,000	\$4,639,220	1.9%	78	12	80.9
1994	\$4,064,000	\$829,430	\$0	\$4,893,430	5.5%	87	10	87.4
1995	\$4,626,300	\$853,400	\$0	\$5,479,700	12.0%	87	8	88.4
1996	\$4,857,110	\$857,400	\$0	\$5,714,510	4.3%	87	8	88.4
1997	\$5,164,190	\$903,400	\$0	\$6,067,590	6.2%	89	8	91.9
1998	\$5,466,220	\$914,740	\$0	\$6,380,960	5.2%	89	8	91.9
1999	\$5,799,400	\$1,115,170	\$0	\$6,914,570	8.4%	93	8	95.9

### Expenditures for Fiscal Years 1990-98

FY	Personnel	Operating	Capital Outlay	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$3,095,259	\$895,908	\$201,674	\$4,192,841	n/a	71	14	76.6
1991	\$3,491,407	\$894,720	\$123,119	\$4,509,246	7.5%	79	15	79.3
1992	\$3,606,420	\$824,282	\$5,313	\$4,436,015	-1.6%	78	12	82.4
1993	\$3,655,127	\$784,614	\$53,675	\$4,493,416	1.3%	79	12	80.9
1994	\$4,020,245	\$813,139	\$0	\$4,833,384	7.6%	87	10	87.4
1995	\$4,335,206	\$947,279	\$43,000	\$5,325,485	10.2%	87	8	88.4
1996	\$4,507,850	\$1,403,861	\$0	\$5,911,711	11.0%	87	8	88.4
1997	\$4,834,723	\$1,357,275	\$0	\$6,191,998	4.7%	89	8	91.1
1998	\$5,183,480	\$1,552,550	\$0	\$6,736,030	8.8%	90	8	92.9



Sources: Compiled by OLO from information contained in Montgomery County published budget documents

Notes:

FY 98 expenditures are the estimates shown in the County's approved FY 99 budget document.



# **Montgomery County Circuit Court State and County Shares of the Budgets**

## **Dollars Budgeted by the State of Maryland and Montgomery County for the Circuit Court - Fiscal Years 1993-99**

Fiscal Year	----- Budgets -----			-- Share Provided by --	
	Judges and Court Clerk	Support Operations	Budget Totals	State of Maryland	Montgomery County
1993	\$9,086,841	\$4,639,220	\$13,726,061	66.2%	33.8%
1994	\$9,201,534	\$4,893,430	\$14,094,964	65.3%	34.7%
1995	\$9,439,827	\$5,479,700	\$14,919,527	63.3%	36.7%
1996	\$10,767,226	\$5,714,510	\$16,481,736	65.3%	34.7%
1997	\$11,310,083	\$6,067,590	\$17,377,673	65.1%	34.9%
1998	\$8,134,055	\$6,380,960	\$14,515,015	56.0%	44.0%
1999	\$9,083,272	\$6,914,570	\$15,997,842	56.8%	43.2%

## **FTE Workyears Budgeted by the State of Maryland and Montgomery County for the Circuit Court - Fiscal Years 1993-99**

Fiscal Year	--- Equivalent Workyears Budgeted ---			-- Share Provided by --	
	Judges and Court Clerk	Support Operations	Workyear Totals	State of Maryland	Montgomery County
1993	192.0	80.9	272.9	70.4%	29.6%
1994	195.0	87.4	282.4	69.1%	30.9%
1995	205.0	88.4	293.4	69.9%	30.1%
1996	213.0	88.4	301.4	70.7%	29.3%
1997	151.0	91.9	242.9	62.2%	37.8%
1998	159.0	91.9	250.9	63.4%	36.6%
1999	167.0	95.9	262.9	63.5%	36.5%

Sources: Compiled by OLO from information contained in Circuit Court Personnel and Budget Report for FYs 95-97

**Notes:**

In FY 97, child support enforcement activities were moved from the clerk's office to the Maryland Department of Human Services and the FTE workyears were reduced, however the dollars were not removed from the clerk's budget until FY 98

**MONTGOMERY COUNTY OFFICE OF THE STATE'S ATTORNEY**  
(funded by Montgomery County)

<b>Organization and Responsibilities .....</b>	<b>114</b>
<b>Workload Data .....</b>	<b>117</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>119</b>

## 6. Montgomery County Office of the State's Attorney

The State's Attorney is a constitutionally authorized independent office that was created to prosecute criminal violations. Article V, Section 7 of the Maryland Constitution specifies that the Maryland counties and Baltimore City must each elect a state's attorney to serve a four-year term. Although created by the State, responsibility for funding the state's attorney offices falls to the various counties.

The office prosecutes circuit court cases after filing through the grand jury, district court misdemeanor and serious traffic offenses, and juvenile offenders. Staff investigate major fraud and white collar criminal cases, coordinate mediation to resolve district court and bad check cases by diversion or restitution before going to trial, and provide direct and indirect services to the victims and witnesses of crime. Staff also offer an 11-week alternative to incarceration for juvenile offenders designed to show the consequences of criminal behavior on the victim and the community by performing community service. The office also coordinates docket scheduling, caseload assignment, and data processing management.

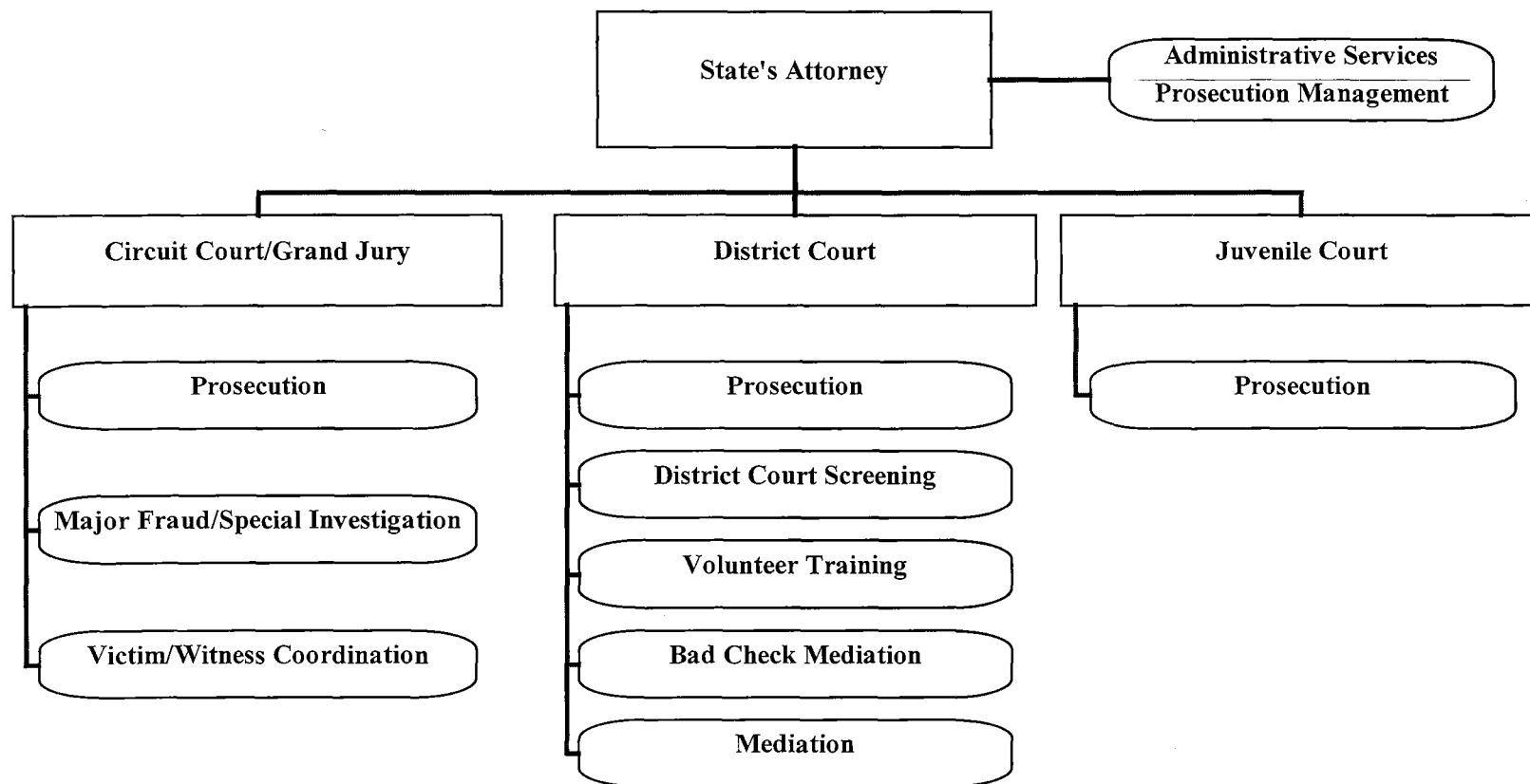
The workload for the office is largely driven by the work of the Police Department and actions taken by the courts, as well as changing crime rates in the County.

The County's approved FY 1999 personnel complement for the State's Attorney includes 81 full-time and 10 part-time positions, for a total of 86.4 workyears. The FY 1999 operating budget is \$6.4 million. Personnel costs comprise 92.5 percent of the office budget.

*"The mission of the State's Attorney is to serve the public interest through the fair and honest administration of justice by exercising its responsibilities to prosecute criminal violations in Montgomery County; educate the public with regard to criminal justice issues; provide training to lawyers for future service; address inequality and promote fairness in the criminal justice system; ensure access to the criminal justice system; promote professional relations with judges and attorneys; and further the efficient use of criminal justice resources."*

Source:  
Montgomery County's approved FY 1998 operating budget

## Organization of the Montgomery County Office of the State's Attorney



Source: OLO and Montgomery County Approved FY 1998 Personnel Complement

The Montgomery County State's Attorney is organized into four divisions. Major duties and responsibilities of these divisions are:

<i>Administration and Prosecution Management</i>	<i>Grand Jury and Circuit Court Prosecution</i>	<i>District Court</i>	<i>Juvenile Court</i>
<ul style="list-style-type: none"> <li>◆ provides policy and direction to the office and promotes professional relations with judges and attorneys</li> <li>◆ pursues and coordinates initiatives with other criminal justice entities</li> <li>◆ provides office management</li> <li>◆ coordinates attorney case loads and schedules docket assignments</li> <li>◆ receives visitors and directs inquiries</li> <li>◆ prepares and monitors the agency budgets</li> <li>◆ arranges procurements</li> <li>◆ maintains automated systems</li> <li>◆ enters and audits data in the Criminal Justice Information System (CJIS) for the circuit, district, and juvenile courts</li> </ul>	<ul style="list-style-type: none"> <li>◆ reviews cases for possible filing</li> <li>◆ conducts grand jury investigations of major felony, drug distribution, property forfeitures, and environmental cases</li> <li>◆ presents cases to the grand jury for indictment</li> <li>◆ files informations with the circuit courts</li> <li>◆ litigates circuit court cases to disposition</li> <li>◆ conducts investigations of complex financial crimes and explores allegations of other major frauds</li> <li>◆ conducts investigations of serious criminal cases as an assist to law enforcement agencies</li> <li>◆ generally assists victims and witnesses throughout the trial process</li> <li>◆ assists victims in criminal cases that are designated victim-intensive, guides individuals through the judicial process, and makes referrals to County agencies as necessary</li> </ul>	<ul style="list-style-type: none"> <li>◆ screens victims and witnesses to determine the outcomes they would like to obtain from the criminal justice system</li> <li>◆ files and prosecutes criminal cases in district court, including misdemeanors and serious traffic offenses</li> <li>◆ litigates district court cases to final disposition</li> <li>◆ mediates and resolves non-violent disputes between individuals</li> <li>◆ mediates restitution in bad check cases prior to formal charges being filed with the district court</li> <li>◆ recruits and trains volunteers to provide victim/witness assistance</li> </ul>	<ul style="list-style-type: none"> <li>◆ performs a preliminary review of all cases in which a juvenile is charged with a violent crime</li> <li>◆ files formal charges with the juvenile court where appropriate</li> <li>◆ prosecutes juveniles accused of committing criminal offenses</li> <li>◆ litigates juvenile court cases to disposition</li> <li>◆ works with the juvenile court and delinquents to obtain restitution for victims when possible</li> <li>◆ provides administrative support to the Teen Court</li> </ul>

## Workload Data for the Montgomery County Office of the State's Attorney

### District Court Jury Demands/Appeals Handled by the Montgomery County State's Attorney in Fiscal Years 1991-97

	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Percent Change FY 91 to FY 97
Cases Filed	1,802	2,208	1,790	1,511	1,609	1,702	1,264	-30.0%
Cases Closed	1,946	2,314	1,870	1,478	1,570	1,743	1,320	-32.2%

### Juveniles Charged and Petitions Filed by the Montgomery County State's Attorney in Fiscal Years 1990-97

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Percent Change FY 90 to FY 97
Juveniles charged	1,149	1,377	1,451	1,320	1,396	1,992	1,780	1,571	+36.7%
Petitions filed	1,462	1,697	1,810	1,484	1,948	2,851	2,217	1,545	+ 5.7%

### Other Cases Handled by the Montgomery County State's Attorney in Fiscal Years 1991-97

	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Percent Change Earliest to FY 97
Circuit Court Criminal Cases Filed	1,129	1,238	1,382	1,220	1,268	1,246	1,082	- 4.2%
District Court Cases Screened	unknown	6,178	5,607	4,974	4,678	4,937	5,188	-16.0%
District Court Criminal Cases Filed	14,237	15,410	13,116	13,888	13,030	12,741	13,785	- 3.2%
District Court DWI Cases Filed	6,558	4,968	3,006	3,500	3,348	4,042	5,317	-19.0%

Sources: OLO, Montgomery County published budget documents, and the Montgomery County Office of the State's Attorney

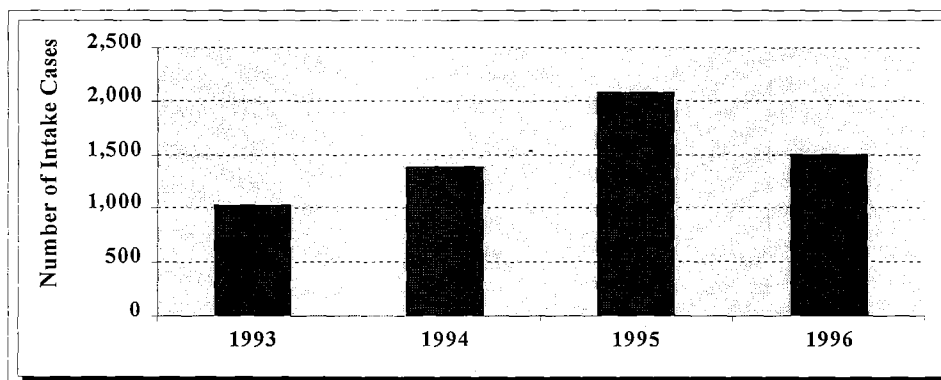
## Workload Data for the Montgomery County Office of the State's Attorney

(continued)

### Juvenile Cases Formally Petitioned to the County State's Attorney in Fiscal Years 1993-96

Fiscal Year	Montgomery County Cases	Statewide Cases	Montgomery County Share of Statewide Cases
1993	1,032	20,372	5.1%
1994	1,383	20,386	6.8%
1995	2,079	22,186	9.4%
1996	1,486	22,111	6.7%
<i>Average for 4 years</i>	<b>1,495</b>	<b>21,264</b>	<b>7.0%</b>
Change FY 93 to FY 96	+ 44.0%	+ 8.5%	+ 1.6%

### Juvenile Cases Formally Petitioned to the Montgomery County State's Attorney in FYs 93-96



Sources: OLO and the Maryland Department of Juvenile Justice Statistical Report for FYs 1993-96

This page is intentionally blank



## Montgomery County Office of the State's Attorney

This section of the report shows operating budgets, expenditures, and staffing for the Montgomery County Office of the State's Attorney. Although created by the State, each county and Baltimore City must fund an office and periodically elect a state's attorney.

The tables and graphs on page 120 depict Montgomery County budget, expenditure, and staffing activities from FYs 1990-99 for the State's Attorney office. Note that from FY 1990 to FY 1998, County expenditures for the Office of the State's Attorney increased by 32.5 percent and full-time equivalent workyears increased by 2.7 percent.

The amounts allocated by the State's Attorney for juvenile services from FY 90 to FY 98 ranged from \$269,250 to \$604,240, respectively. See the tables below for annual detail of budgets and expenditures this decade for juvenile services.

### State's Attorney Budgets and Expenditures for Juvenile Services in FYs 1990-98

#### Budget Activity

<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>
\$269,250	\$319,057	\$335,097	\$283,861	\$351,800	\$390,690	\$436,430	\$586,140	\$604,240

#### Expenditure Activity

<u>FY 90</u>	<u>FY 91</u>	<u>FY 92</u>	<u>FY 93</u>	<u>FY 94</u>	<u>FY 95</u>	<u>FY 96</u>	<u>FY 97</u>	<u>FY 98</u>
\$304,309	\$304,309	\$281,089	\$330,495	\$336,878	\$342,759	\$424,903	\$446,949	\$495,171

**Note:** The budget and expenditure amounts above do not include a share of general expenses allocated in prosecution management and administration.

In some years, the State's Attorney received State or Federal grants for special programs and initiatives. Between FY 90 and FY 97, annual grant expenditures of these funds ranged from a low of \$3,991 to a high of \$143,140. See Appendix B for additional detail.

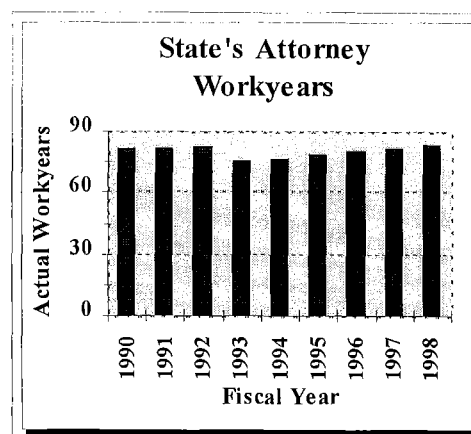
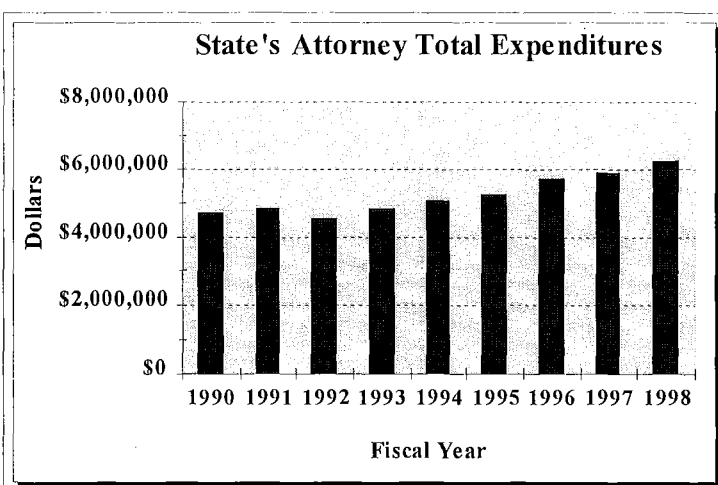
## Montgomery County Office of the State's Attorney

### Budgets for Fiscal Years 1990-99

FY	Personnel	Operating	Capital Outlay	Total Budgeted	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$4,176,390	\$724,300	\$61,530	\$4,962,220	n/a	82	6	84.1
1991	\$4,511,390	\$724,640	\$86,840	\$5,322,870	7.3%	82	8	85.4
1992	\$4,308,000	\$582,290	\$48,000	\$4,938,290	-7.2%	77	11	82.0
1993	\$4,345,340	\$517,660	\$0	\$4,863,000	-1.5%	75	11	75.5
1994	\$4,480,540	\$370,200	\$0	\$4,850,740	-0.3%	73	12	76.4
1995	\$4,812,960	\$356,450	\$0	\$5,169,410	6.6%	74	13	77.8
1996	\$5,125,330	\$346,420	\$0	\$5,471,750	5.8%	76	15	79.8
1997	\$5,434,750	\$420,010	\$0	\$5,854,760	7.0%	77	10	81.0
1998	\$5,642,000	\$461,350	\$0	\$6,103,350	4.2%	81	10	81.7
1999	\$5,942,440	\$481,460	\$0	\$6,423,900	5.3%	85	9	86.4

### Expenditures for Fiscal Years 1990-98

FY	Personnel	Operating	Capital Outlay	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$3,949,740	\$660,790	\$55,144	\$4,665,674	n/a	79	6	81.1
1991	\$4,236,905	\$567,395	\$9,984	\$4,814,284	3.2%	79	6	81.4
1992	\$4,144,601	\$366,883	\$7,977	\$4,519,461	-6.1%	76	11	82.0
1993	\$4,306,601	\$480,631	\$0	\$4,787,232	5.9%	75	11	75.5
1994	\$4,499,883	\$528,698	\$0	\$5,028,581	5.0%	73	12	76.4
1995	\$4,827,365	\$382,705	\$0	\$5,210,070	3.6%	74	13	77.8
1996	\$5,128,866	\$544,233	\$6,015	\$5,679,114	9.0%	76	15	79.8
1997	\$5,276,391	\$605,099	\$0	\$5,881,490	3.6%	81	10	81.7
1998	\$5,513,600	\$669,670	\$0	\$6,183,270	5.1%	83	10	83.3



Sources: Compiled by OLO from information contained in Montgomery County published budget documents

Notes:

FY 98 expenditures are the estimates shown in the County's approved FY 99 budget document.

**MONTGOMERY COUNTY SHERIFF'S OFFICE**  
(funded by Montgomery County)

<b>Organization and Responsibilities .....</b>	<b>121</b>
<b>Workload Data .....</b>	<b>124</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>128</b>

## **7. Montgomery County Sheriff's Office**

The Office of the Sheriff was established by the State of Maryland and is considered part of the State judicial system. Article IV, Section 44 of the Maryland Constitution specifies that the Maryland counties and Baltimore City must each elect a sheriff to serve a four-year term. Although established by the State, responsibility for funding sheriff organizations falls to the various counties.

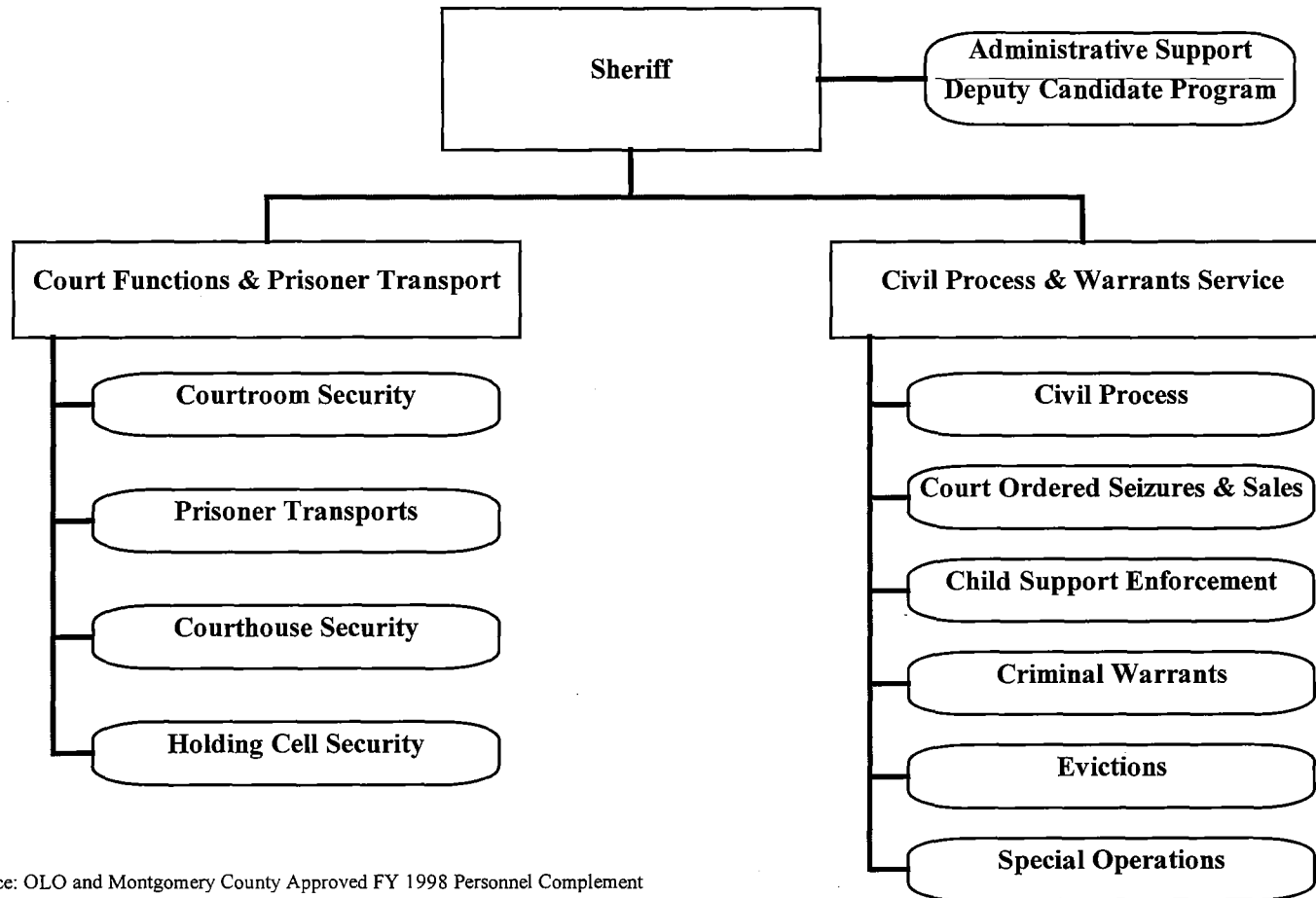
In Montgomery County, the duties and responsibilities of the Sheriff's Office are: to provide courtroom security for the circuit court, transport prisoners between the detention center and the courts, and serve papers as directed by the courts. Papers requiring service include writs, subpoenas, summonses, and warrants. Sheriff deputies serve papers issued by the district courts in relation to civil matters and all papers issued by the circuit courts. The Sheriff also has the power to conduct environmental crime investigations.

The County's approved FY 1999 personnel complement for the Sheriff's Office includes 125 full-time and 3 part-time positions, for a total of 134.6 workyears. The FY 1999 operating budget is \$8.6 million. Personnel costs represent 88.2 percent of the office budget.

*"The mission of the Sheriff's Office is to serve the circuit and district courts in the conduct of judicial affairs and prisoner transport, and to provide a safe environment for the daily operations of judicial activities, employees, and visitors in the courthouse."*

Source:  
Montgomery County's approved FY 1998 operating budget

## Organization of the Montgomery County Sheriff's Office



Source: OLO and Montgomery County Approved FY 1998 Personnel Complement

Duties and responsibilities of the various divisions in the Montgomery County Sheriff's Office are summarized in the table below.

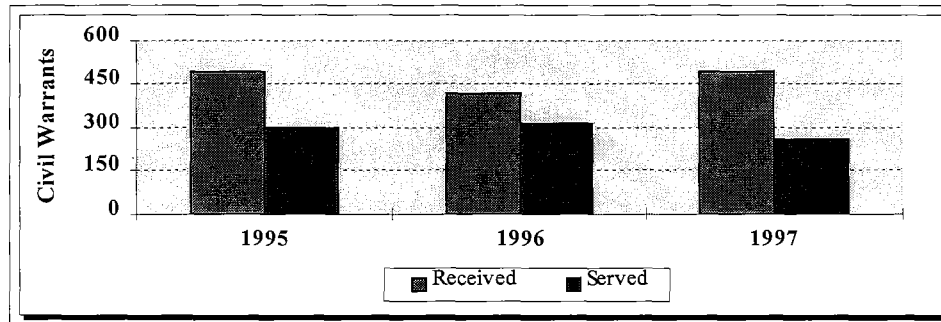
<i>Office Administration and Candidate Program</i>	<i>Courtroom, Transport, and Temporary Detention Security</i>	<i>Civil Process Criminal Warrants and Special Operations</i>
<ul style="list-style-type: none"> <li>◆ manages recruiting and hiring efforts</li> <li>◆ conducts internal inquiries and background investigations</li> <li>◆ organizes in-service and specialized training for deputies</li> <li>◆ participates in other public safety agencies' applicant, promotional, and disciplinary boards</li> <li>◆ provides technical support for the summons, domestic violence, and warrant components of the automated tracking systems</li> <li>◆ maintains an official record of the fees and charges collected and outstanding</li> <li>◆ oversees the Sheriff's compliance with recognized accreditation standards</li> </ul>	<ul style="list-style-type: none"> <li>◆ guards and transports prisoners between the County detention center and the various court holding facilities</li> <li>◆ guards and transports prisoners between the detention center and health care facilities</li> <li>◆ administers the temporary detention facilities for adult prisoners that are in the circuit and district court buildings located in Rockville and the district court building in Silver Spring</li> <li>◆ provides building security for the Rockville circuit court building and courtroom security for circuit court judges and domestic relations masters</li> </ul>	<ul style="list-style-type: none"> <li>◆ conducts Sheriff's sales of seized or attached property</li> <li>◆ handles civil papers forwarded by other jurisdictions for serving in Montgomery County</li> <li>◆ records and tracks summons, warrants, and other court papers forwarded for serving</li> <li>◆ serves summonses, arrest warrants, subpoenas, and other court papers received from the County district and circuit courts</li> <li>◆ handles extradition processes on fugitives located in other jurisdictions</li> <li>◆ records and tracks warrants in the County's Warrant Index System, MILES, and NCIC databases as appropriate.</li> </ul>

## Workload Data for the Montgomery County Sheriff's Office

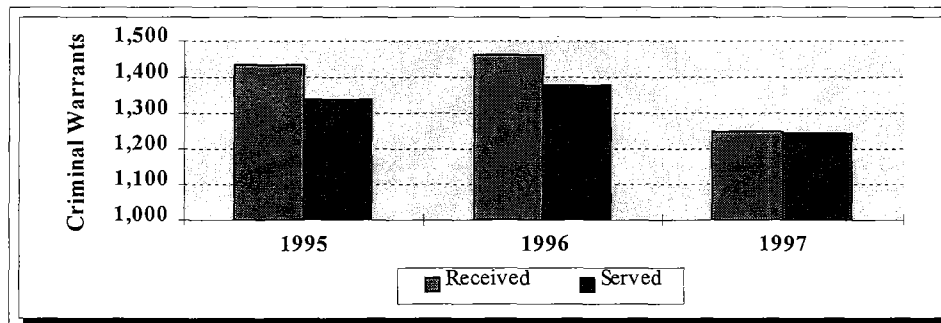
### Civil and Criminal Warrants Received and Served by the County Sheriff's Office in Fiscal Years 1995-97

	FY 95		FY 96		FY 97		Change FYs 95-97	
	Civil	Criminal	Civil	Criminal	Civil	Criminal	Civil	Criminal
Received	491	1,432	415	1,462	492	1,249	0.0%	- 12.8%
Served	299	1,340	312	1,376	258	1,243	- 13.7%	- 7.2%
% Served	60.9%	93.6%	75.2%	94.1%	52.4%	99.5%		

#### Civil Warrants Received and Served in FYs 95-97



#### Criminal Warrants Received and Served in FYs 95-97



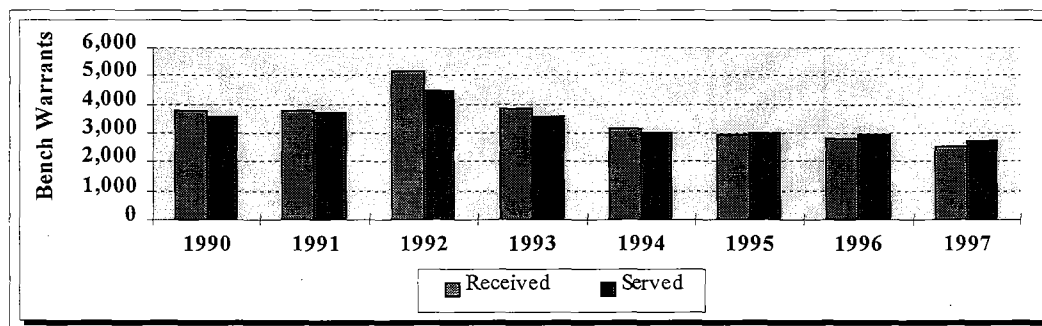
Sources: OLO and the Warrant Status Report for FYs 1995-97

## Workload Data for the Montgomery County Sheriff's Office

(continued)

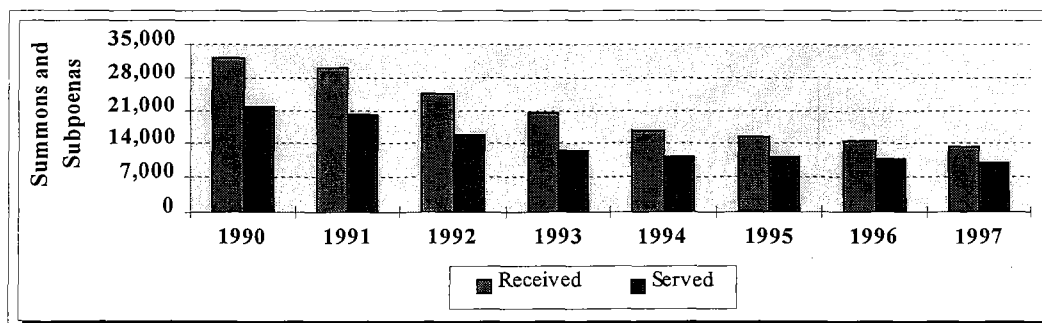
### Bench Warrants Received and Served by the County Sheriff's Office in Fiscal Years 1990-97

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Change FYs 90-97
Received	3,789	3,786	5,142	3,848	3,107	2,952	2,781	2,504	- 33.9%
Served	3,582	3,690	4,460	3,532	3,021	3,019	2,917	2,714	- 24.2%
% Served	94.5%	97.5%	86.7%	91.8%	97.2%	102.3%	104.9%	108.4%	



### Summons and Subpoenas Received and Served by the County Sheriff's Office in Fiscal Years 1990-97

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Change FYs 90-97
Received	32,284	29,990	24,494	20,338	16,571	15,524	14,464	13,520	- 58.1%
Served	21,630	20,033	15,921	12,680	11,135	11,383	10,906	10,187	- 52.9%
% Served	67.0%	66.8%	65.0%	62.3%	67.2%	73.3%	75.4%	75.3%	



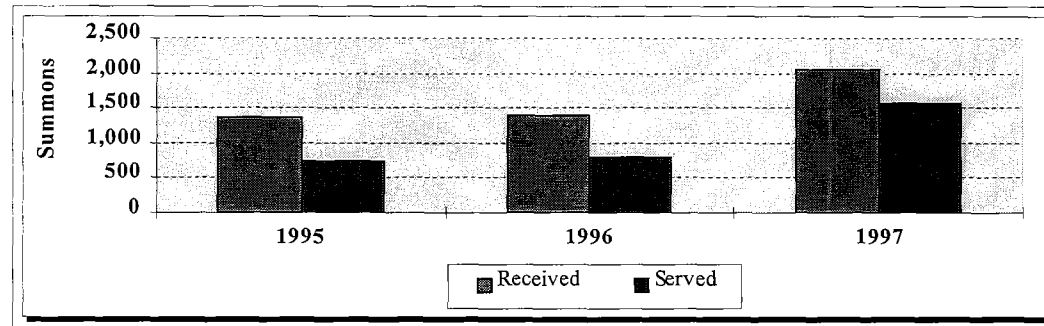
Sources: OLO and Montgomery County published budget documents FYs 90-99



**Workload Data for the Montgomery County Sheriff's Office**  
(continued)

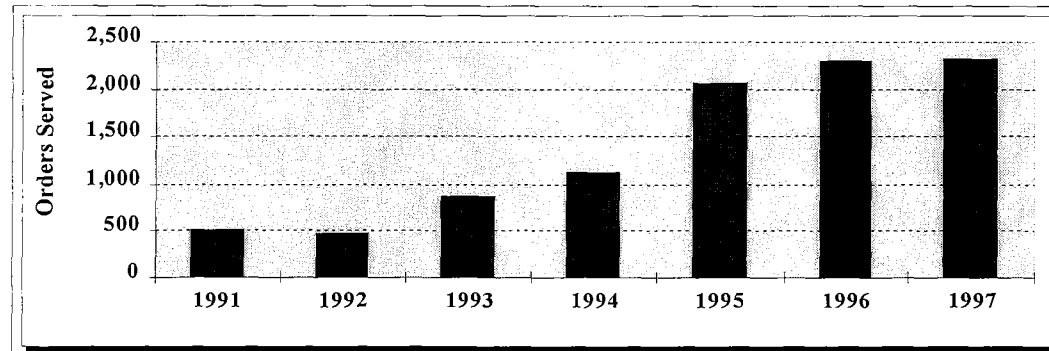
**Child Support Summons Received and Served by the County Sheriff's Office in Fiscal Years 1995-97**

	FY 95	FY 96	FY 97	Change FYs 95-97
Received	1,355	1,384	2,053	+ 51.5%
Served	740	792	1,573	+ 112.6%
<i>Percent Served</i>	<i>54.6%</i>	<i>57.2%</i>	<i>67.7%</i>	



**Domestic Violence Petitions - Exparte and Protective Orders Served by the County Sheriff's Office in Fiscal Years 1991-97**

FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	Change FYs 95-97
504	457	879	1,125	2,063	2,298	2,300	+ 365.7%



Sources: OLO and the Montgomery County published budget documents FYs 90-99

**Workload Data for the Montgomery County Sheriff's Office**  
(continued)

**Court Process Papers - Summary Ejectment Tackups Served**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
55,745	59,347	60,516	62,165	61,600	61,475	63,928	68,050

**Court Process Papers - Eviction Writs Executed**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
1,379	1,139	1,282	1,154	877	963	914	1,035

**Individuals Extradited to Montgomery County**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
345	322	243	198	174	175	175	132

**Security of Courtrooms and Transports - Adult Prisoners Transported Between the Detention Center and the Courts**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
17,436	13,927	14,148	14,313	13,310	13,942	13,731	13,700

**Security of Courtrooms and Transports - Hours for Guarding Prisoners in the Hospital**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
4,416	4,299	5,414	2,378	2,610	5,072	5,070	4,220

**Security of Courtrooms and Transports - Hours for Medical Transports of Department of Detention Center Inmates**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
5,073	4,226	4,196	3,373	4,923	5,705	6,489	3,732

Sources: OLO and the Montgomery County published budget documents FYs 90-99

This page is intentionally blank

## **Montgomery County Sheriff's Office**

This section of the report shows operating budgets, expenditures, and staffing for the Montgomery County Sheriff's Office. Although established by the State and considered to be part of the Statewide judicial system, each county and Baltimore City must fund an office and periodically elect a sheriff.

The tables and graphs on page 129 depict Montgomery County Montgomery County budget, expenditure, and staffing activities from FYs 1990-99 for the Sheriff's Office. Note that from FY 1990 to FY 1998, County expenditures for the Sheriff's Office increased by 43.4 percent and full-time equivalent workyears increased by 13.5 percent.

Between FY 90 and FY 97, the Sheriff received State reimbursements and grants that ranged from a low of \$26,853 to a high of \$1.6 million. See Appendix B for additional detail.

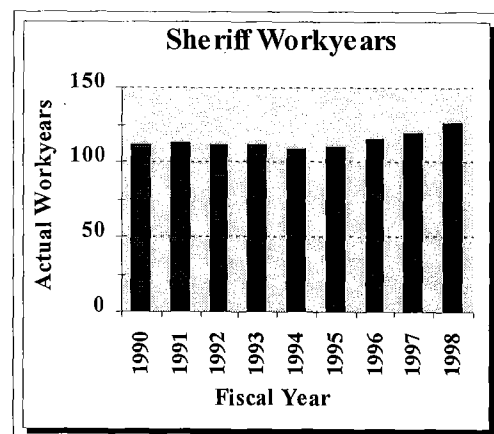
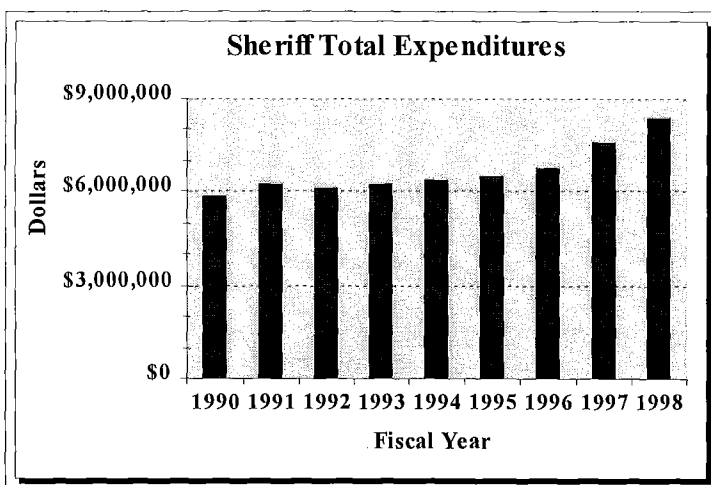
## Montgomery County Sheriff's Office

### Budgets for Fiscal Years 1990-99

FY	Personnel	Operating	Capital Outlay	Total Budgeted	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$4,845,960	\$677,430	\$69,560	\$5,592,950	n/a	103	4	111.3
1991	\$5,402,410	\$798,870	\$51,960	\$6,253,240	11.8%	115	2	112.1
1992	\$5,470,560	\$841,850	\$0	\$6,312,410	0.9%	110	2	111.3
1993	\$5,436,520	\$858,280	\$0	\$6,294,800	-0.3%	109	2	110.2
1994	\$5,573,010	\$680,420	\$0	\$6,253,430	-0.7%	107	2	108.5
1995	\$5,746,170	\$665,270	\$16,230	\$6,427,670	2.8%	107	2	109.3
1996	\$5,861,230	\$686,470	\$86,530	\$6,634,230	3.2%	109	2	114.4
1997	\$6,673,950	\$992,068	\$96,330	\$7,762,348	17.0%	113	3	119.4
1998	\$7,236,610	\$1,034,620	\$0	\$8,271,230	6.6%	119	3	124.8
1999	\$7,607,570	\$1,013,790	\$0	\$8,621,360	4.2%	125	3	134.6

### Expenditures for Fiscal Years 1990-98

FY	Personnel	Operating	Capital Outlay	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$4,992,077	\$748,494	\$68,190	\$5,808,761	n/a	104	2	111.3
1991	\$5,395,081	\$807,458	\$39,084	\$6,241,623	7.5%	115	2	112.1
1992	\$5,421,805	\$608,761	\$33,953	\$6,064,519	-2.8%	110	2	111.3
1993	\$5,405,562	\$795,277	\$0	\$6,200,839	2.2%	109	2	110.2
1994	\$5,637,354	\$718,385	\$0	\$6,355,739	2.5%	107	2	108.5
1995	\$5,837,106	\$610,931	\$24,414	\$6,472,451	1.8%	107	2	109.3
1996	\$5,966,804	\$706,669	\$33,781	\$6,707,254	3.6%	109	2	114.4
1997	\$6,644,599	\$859,802	\$96,316	\$7,600,717	13.3%	113	3	119.4
1998	\$7,244,440	\$1,083,020	\$0	\$8,327,460	9.6%	121	3	126.3



Sources: Compiled by OLO from information contained in Montgomery County published budget documents

Notes:

FY 98 expenditures are the estimate shown in the County's adopted FY 99 budget document

**MONTGOMERY COUNTY POLICE DEPARTMENT**  
(funded by Montgomery County)

<b>Organization and Responsibilities .....</b>	<b>130</b>
<b>Workload Data .....</b>	<b>133</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>140</b>

## 8. Montgomery County Police Department

The Montgomery County Police Department (MCPD) was established in 1922 as the primary law enforcement agency of the County. The goals of the department are to: protect life and property, preserve peace and order, prevent and detect crime, enforce laws and ordinances, arrest violators of the law, and promote safe and efficient use of public thoroughfares. Beginning in FY 1997, MCPD became responsible for animal control activities. To provide for consistency in the comparisons, the revenues, budgets, expenditures, and workload trends associated with animal control activities are not included in the financial summaries and statistics presented in this report.

Aside from the new responsibilities for animal control, the Police Department manages programs in the following categories: patrol response operations, criminal investigative operations, public safety support operations, crime suppression operations, community policing, and administration. Organizationally, MCPD is comprised of the office of the Police Chief at headquarters and three major bureaus: Field Services, Investigative Services, and Management Services.

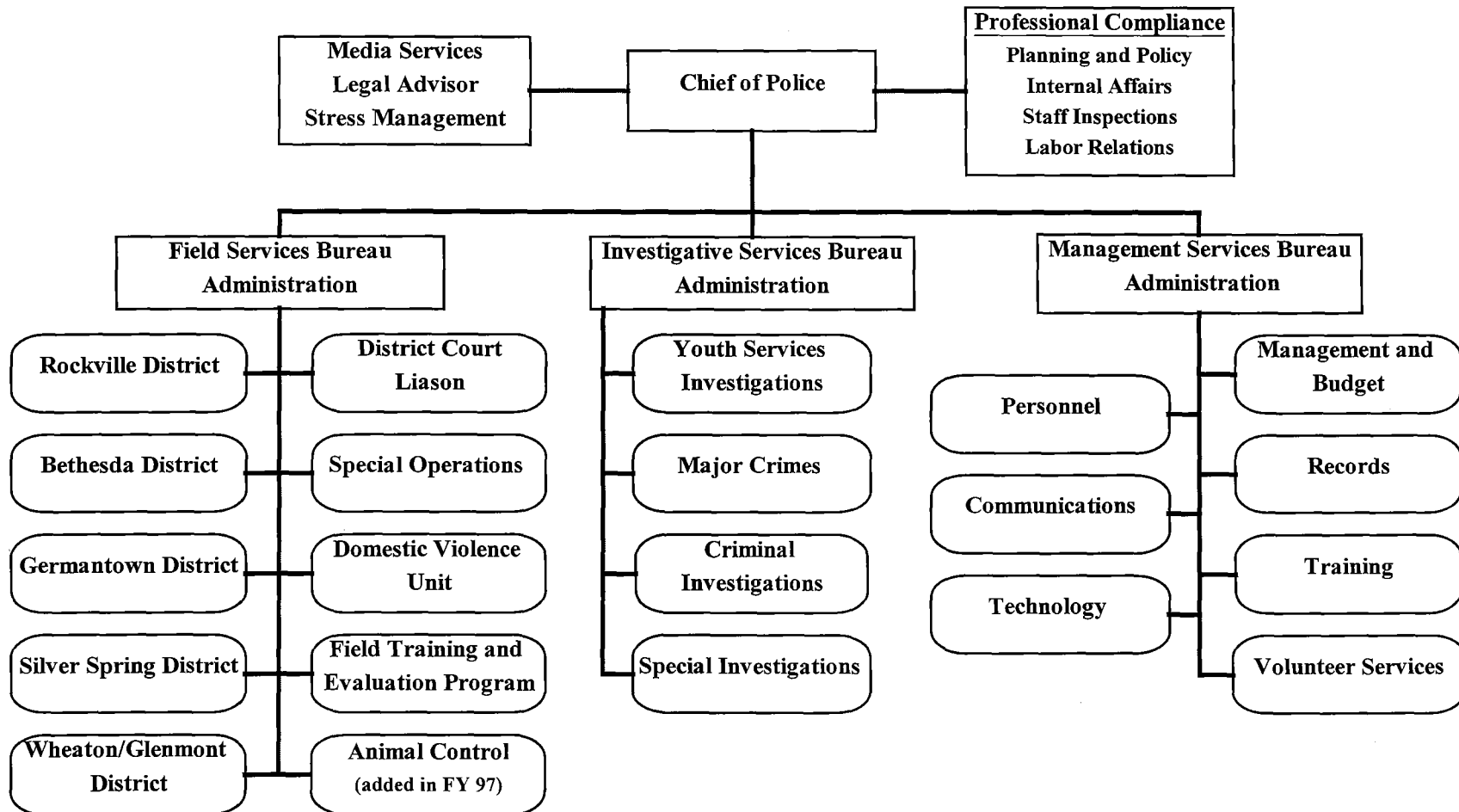
Excluding animal control activities, the County's approved FY 1999 personnel complement for the Police Department is comprised of 1,324 full-time and 159 part-time positions, for a total of 1410.2 workyears. The FY 1999 operating budget is \$111.4 million. Personnel costs represent approximately 86 percent of the department budget.

*"The mission of the Department of Police is to protect life and property and preserve peace and order.*

*The mission is accomplished by providing the highest quality of police services through empowerment of Department staff and the community to work in partnership with the goal of improving the quality of life within Montgomery County, while at the same time maintaining respect for individual rights and human dignity."*

Source:  
Montgomery County's approved FY 1998 operating budget

## Organization of the Montgomery County Department of Police



Sources: OLO, the Montgomery County Police Department, and the Montgomery County FY 1998 Approved Personnel Complement



The following table shows a summary of major programs and services provided by MCPD (excluding animal control activities).

<i>Police Chief-Administration</i>	<i>Field Services Bureau</i>	<i>Management Services Bureau</i>	<i>Investigative Services Bureau</i>
<ul style="list-style-type: none"> <li>◆ provides overall direction, management, planning, and coordination of all department programs</li> <li>◆ manages employee/labor relations, contract negotiations, and grievance administration</li> <li>◆ investigates allegations of employee misconduct and works to identify patterns of problematic behavior</li> <li>◆ conducts inspections and audits of department units to ensure proper administrative and operational controls are in place and being observed</li> <li>◆ provides counseling and referral services for employees and their dependents to manage stress</li> <li>◆ provides public information to the media on matters of interest and safety</li> <li>◆ maintains the written directive system and conducts strategic planning</li> <li>◆ provides the department with legal opinions concerning police matters</li> </ul>	<ul style="list-style-type: none"> <li>◆ arranges and conducts field training for officers</li> <li>◆ operates canine and special tactical units to include SWAT, School Safety, DARE, etc.</li> <li>◆ coordinates police officer interaction with the district court</li> <li>◆ studies issues and performs enforcement, investigation, and education activities in response to traffic management incidents</li> <li>◆ coordinates activities of the five district police stations (Rockville, Wheaton, Bethesda, Silver Spring, and Germantown)</li> <li>◆ manages community policing and outreach efforts</li> <li>◆ implements police sub-stations and other special initiatives in problem areas, including foot patrols and bike patrols</li> <li>◆ coordinates officers' interactions with the district court</li> <li>◆ coordinates MCPD domestic violence enforcement efforts</li> <li>◆ performs animal control functions and contracts with the Humane Society to operate the County's animal shelter (since FY 97)</li> </ul>	<ul style="list-style-type: none"> <li>◆ provides reporting and records management support for patrol and investigative functions</li> <li>◆ manages recruitment and selection for police job classes, provides technical assistance on personnel matters, and conducts background investigations</li> <li>◆ prepares and manages the operating and capital budgets and monitors departmental financial activity</li> <li>◆ procures and controls department supplies and equipment and provides for centralized storage of evidence</li> <li>◆ identifies, recovers, removes, and disposes of impounded and abandoned vehicles</li> <li>◆ registers burglar alarm users, tracks false alarm calls, issues licenses and collects fees</li> <li>◆ provides and evaluates police officer training programs</li> <li>◆ recruits, screens, and assigns volunteers based on capabilities, and coordinates the Americorp grant</li> <li>◆ answers all 911-dialed calls and dispatches officers as necessary</li> <li>◆ manages the MCPD grants program</li> <li>◆ procures and installs computer hard-ware and software and radios systems, and provides technology training to staff</li> <li>◆ provides quality control of officer reports in Central Processing Unit</li> </ul>	<ul style="list-style-type: none"> <li>◆ investigates all major crimes, including homicide, rape and other sex offenses, narcotics, vice, and robberies</li> <li>◆ investigates reports of sexual and physical child abuse, missing and exploited children, child pornography, and other related activities</li> <li>◆ investigates fraud and forgery cases and white collar crimes, including computer crimes, telecommunications fraud, embezzlements, credit card forgery, and confidence games</li> <li>◆ maintains a database on all stolen vehicles, conducts investigations, and educates the public on auto theft prevention</li> <li>◆ provides technical support for criminal and traffic investigations by examining crime scenes and collecting, recording, analyzing, and preserving physical evidence</li> <li>◆ performs crime analysis</li> <li>◆ inspects precious metals and secondhand dealers in the County</li> </ul>

## Workload Data for the Montgomery County Police Department

### Part 1 Crimes Reported to the County Police Department in Calendar Years 1990-97

Part 1 Crimes by Category	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Murder	24	26	21	29	35	21	13	22	- 8.3%
Forcible Rape	195	210	184	205	193	215	154	173	- 11.3%
Aggravated Assault	1,064	1,234	1,193	1,034	1,050	1,109	1,016	1,097	+ 3.1%
Robbery	807	979	930	842	869	1,015	983	841	+ 4.2%
Burglary	4,778	5,105	4,804	4,529	4,503	4,671	4,581	3,990	- 16.5%
Larceny	2,960	3,287	3,054	3,097	3,298	3,293	3,210	3,110	+ 5.1%
Auto Theft	19,788	22,933	22,190	21,405	23,178	23,682	23,881	22,338	+ 12.9%
Total Part 1 Crimes Reported	29,616	33,774	32,376	31,141	33,126	34,006	33,838	31,571	+ 6.6%

### Part 2 Crimes Reported to the County Police Department in Calendar Years 1990-97

Part 2 Crimes by Category	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Disorderly Conduct	14,317	13,592	13,622	12,398	12,351	11,736	13,110	13,433	- 6.2%
Vandalism	7,732	8,334	7,655	6,850	8,196	6,821	6,793	6,689	- 13.5%
Minor Assaults	4,166	4,385	4,605	4,567	5,087	6,272	7,331	6,722	+ 61.4%
Drug Offenses	2,336	2,479	3,052	2,673	2,819	3,096	2,792	3,014	+ 29.0%
Embezzlement	2,364	680	1,099	1,219	1,964	960	873	947	- 59.9%
Minor Juvenile Offenses*	1,835	1,845	1,991	1,753	2,142	2,184	1,926	2,019	+ 10.0%
Bad Checks	1,591	2,061	1,143	978	713	563	949	853	- 46.4%
Forgery	1,970	1,522	2,031	1,545	1,507	1,084	1,233	1,125	- 42.9%
Sex Offenses	689	758	723	702	650	538	542	662	- 3.9%
Family Offenses	387	404	501	551	469	458	440	472	+ 22.0%
Arson	342	311	302	268	335	254	219	229	- 33.0%
Other	7,475	6,979	6,914	7,015	7,707	8,021	8,292	8,653	+ 15.8%
Total Part 2 Crimes Reported	45,204	43,350	43,638	40,519	43,940	41,987	44,500	44,818	- 0.9%

Sources: OLO and Montgomery County Police Department Quarterly Crime Reports - 4th Quarter in CYs 1990 through 1997

Notes:

\*Minor juvenile offenses include runaways, out of control juveniles, and other offenses. Other juvenile crimes are included in the specific Part 1 and Part 2 offenses.

**Workload Data for the Montgomery County Police Department**  
(continued)

**History of Crimes Reported to the County Police Department Indexed per 1,000 Population in Calendar Years 1990-97**

Population	CY 90		CY 91		CY 92		CY 93		CY 94		CY 95		CY 96		CY 97	
	757,027		765,000		773,000		758,000		798,000		810,000		819,000		828,000	
	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>	<i>Crimes Reported</i>	<i>Index</i>
Murder	24	0.03	26	0.04	21	0.03	29	0.04	35	0.05	21	0.03	13	0.02	22	0.03
Forcible Rape	195	0.3	210	0.3	184	0.2	205	0.3	193	0.2	215	0.3	154	0.2	173	0.2
Robbery	807	1	979	1	930	1	842	1	869	1	1,015	1	983	1	841	1
Aggravated Assault	1,064	1	1,234	2	1,193	2	1,034	1	1,050	1	1,109	1	1,016	1	1,097	1
<i>Subtotal for Violent Crimes</i>	<i>2,090</i>	<i>2.8</i>	<i>2,449</i>	<i>3.2</i>	<i>2,328</i>	<i>3.0</i>	<i>2,110</i>	<i>2.7</i>	<i>2,147</i>	<i>2.7</i>	<i>2,360</i>	<i>2.9</i>	<i>2,166</i>	<i>2.6</i>	<i>2,133</i>	<i>2.6</i>
Burglary	4,778	6	5,105	7	4,804	6	4,529	6	4,503	6	4,671	6	4,581	6	3,990	5
Larceny	19,788	26	22,933	30	22,190	29	21,405	27	23,178	29	23,682	29	23,881	29	22,338	27
Auto Theft	2,960	4	3,287	4	3,054	4	3,097	4	3,298	4	3,293	4	3,210	4	3,110	4
<i>Subtotal for Part 1 Crimes</i>	<i>29,616</i>	<i>39</i>	<i>33,774</i>	<i>44</i>	<i>32,376</i>	<i>42</i>	<i>31,141</i>	<i>40</i>	<i>33,126</i>	<i>42</i>	<i>34,006</i>	<i>42</i>	<i>33,838</i>	<i>41</i>	<i>32,571</i>	<i>38</i>
<i>Reported Part 2 Crimes</i>	<i>45,204</i>	<i>60</i>	<i>43,350</i>	<i>57</i>	<i>43,638</i>	<i>56</i>	<i>40,519</i>	<i>52</i>	<i>43,940</i>	<i>55</i>	<i>41,987</i>	<i>52</i>	<i>44,500</i>	<i>54</i>	<i>44,818</i>	<i>54</i>
<i>Total Crimes Reported</i>	<i>74,820</i>	<i>99</i>	<i>77,124</i>	<i>101</i>	<i>76,014</i>	<i>98</i>	<i>71,660</i>	<i>91</i>	<i>77,066</i>	<i>97</i>	<i>75,993</i>	<i>94</i>	<i>78,338</i>	<i>96</i>	<i>76,389</i>	<i>92</i>

Sources: OLO and Montgomery County Police Department Quarterly Crime Report - 4th Quarter 1997

Notes:

The index represents the total crime per 1,000 population

Violent crime consists of murder, rape robbery, and aggravated assault, while burglary, larceny, and auto theft are considered property crime

**Workload Data for the Montgomery County Police Department**  
(continued)

**Part 1 Arrests by Type of Offense in Calendar Years 1990-97**

Type of Offense	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Murder	17	23	19	19	40	13	18	7	- 58.8%
Forcible Rape	75	62	55	53	55	66	55	55	- 26.7%
Robbery	234	288	305	274	270	259	311	221	- 5.6%
Aggravated Assault	217	252	280	180	228	304	323	470	+116.6%
Burglary	720	764	726	660	593	630	661	614	- 14.7%
Larceny	3,149	3,497	3,090	2,330	2,168	2,431	2,737	2,519	- 20.0%
Auto Theft	807	759	642	512	538	534	372	484	- 40.0%
<b>Total Part 1 Arrests</b>	<b>5,219</b>	<b>5,645</b>	<b>5,117</b>	<b>4,028</b>	<b>3,892</b>	<b>4,237</b>	<b>4,477</b>	<b>4,370</b>	<b>- 16.3%</b>

**Part 2 Arrests by Type of Offense in Calendar Years CY 1990-97**

Type of Offense	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Disorderly Conduct	61	46	42	43	50	57	73	146	+139.3%
Vandalism	328	296	227	200	197	200	209	208	- 36.6%
Minor Assaults	816	837	768	801	891	1,118	1,537	1,311	+ 60.7%
Drug Offenses	1,589	1,442	1,399	1,287	1,633	2,256	2,246	2,147	+ 35.1%
Embezzlement	80	73	57	59	51	23	39	14	- 82.5%
Minor Juvenile Offenses*	303	289	266	215	99	84	122	63	- 79.2%
Bad Checks	161	175	171	181	157	111	167	191	+ 18.6%
Forgery	151	167	184	205	182	144	150	96	- 36.4%
Sex Offenses	145	168	129	154	119	144	144	158	+ 9.0%
Family Offenses	74	60	67	64	61	42	31	37	- 50.0%
Arson	86	95	48	38	33	31	20	27	- 68.6%
Other	3,195	3,276	3,438	4,005	3,863	3,839	3,571	3,935	+ 23.2%
<b>Total Part 2 Arrests</b>	<b>6,989</b>	<b>6,924</b>	<b>6,796</b>	<b>7,252</b>	<b>7,336</b>	<b>8,049</b>	<b>8,309</b>	<b>8,333</b>	<b>+ 19.2%</b>

Sources: OLO and Montgomery County Police Department Quarterly Crime Reports - 4th Quarter in CYs 1990 through 1997

Notes:

\*Minor juvenile offenses include runaways, out of control juveniles, and other offenses. Other juvenile arrests are included in the specific Part 1 and Part 2 offenses.

**Workload Data for the Montgomery County Police Department**  
(continued)

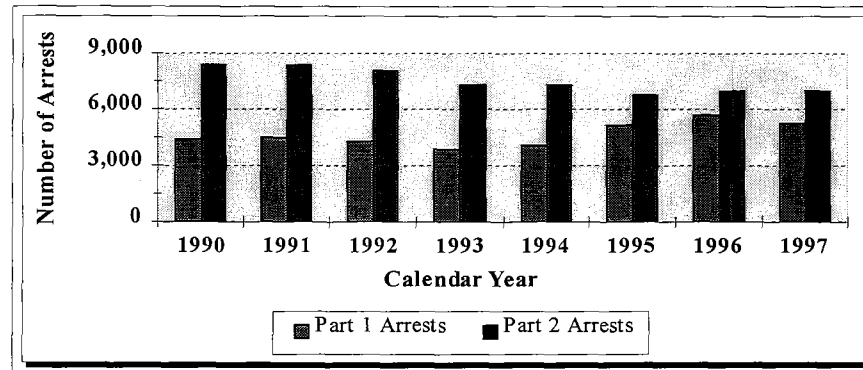
**Summary of County Police Department Arrest Data in Calendar Years 1990-97**

	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97
Part 1 Crimes Reported	29,616	33,774	32,376	31,141	33,126	34,006	33,838	32,571
Part 2 Crimes Reported	45,204	43,350	43,638	40,519	43,940	41,987	44,500	44,818
Total Part 1 and 2 Crimes Reported	74,820	77,124	76,014	71,660	77,066	75,993	78,338	77,389
Part 1 Arrests	5,219	5,645	5,117	4,028	3,892	4,237	4,477	4,370
Part 2 Arrests	6,989	6,924	6,796	7,252	7,336	8,049	8,309	8,333
Total Part 1 and 2 Arrests	12,208	12,569	11,913	11,280	11,228	12,286	12,786	12,703

**Arrest Rates:**

<i>For Part 1 Crimes</i>	<i>17.6%</i>	<i>16.7%</i>	<i>15.8%</i>	<i>12.9%</i>	<i>11.7%</i>	<i>12.5%</i>	<i>13.2%</i>	<i>13.4%</i>
<i>For Part 2 Crimes</i>	<i>15.5%</i>	<i>16.0%</i>	<i>15.6%</i>	<i>17.9%</i>	<i>16.7%</i>	<i>19.2%</i>	<i>18.7%</i>	<i>18.6%</i>
<i>Average Rate for both Part 1 and Part 2 Crimes</i>	<i>16.3%</i>	<i>16.3%</i>	<i>15.7%</i>	<i>15.7%</i>	<i>14.6%</i>	<i>16.2%</i>	<i>16.3%</i>	<i>16.4%</i>

**Comparison of Part 1 and Part 2 Arrests in CYs 1990-97**



Sources: OLO and Montgomery County Police Department Quarterly Crime Reports - 4th Quarter in CYs 1990 through 1997

**Notes:**

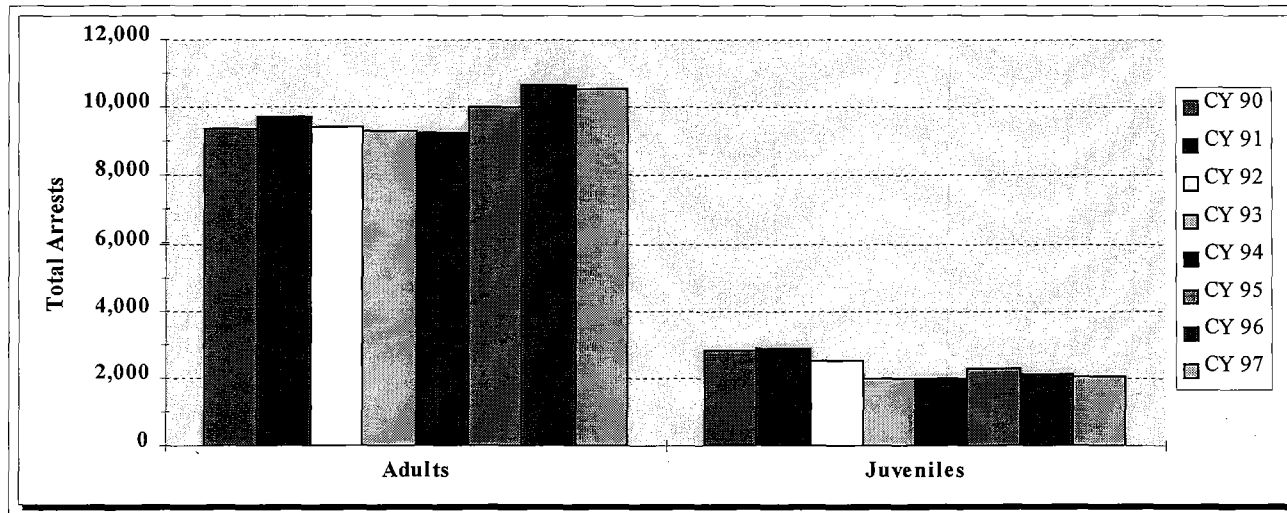
Part 1 crimes represent seven felonies: murder, rape, aggravated assault, robbery, burglary, larceny, and auto theft. All police jurisdictions report statistics on these crimes to the FBI for their Uniform Crime Report. All other offenses are considered Part 2 crimes.

**Workload Data for the Montgomery County Police Department**  
(continued)

**Comparison of Total Arrests for Adults and Juveniles in Calendar Years 1990-97**

	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Adults	9,387	9,721	9,415	9,282	9,266	10,003	10,669	10,672	+ 13.7 %
Juveniles	2,821	2,848	2,498	1,988	1,962	2,283	2,117	2,031	- 28.0 %
Total Arrests	12,208	12,569	11,913	11,280	11,228	12,286	12,786	12,703	+ 4.1 %
<i>Percent Juveniles</i>	<i>23.1%</i>	<i>22.7%</i>	<i>21.0%</i>	<i>17.6%</i>	<i>17.5%</i>	<i>18.6%</i>	<i>16.6%</i>	<i>16.0%</i>	

**Total Arrests for Adults and Juveniles in CYs 1990-97**



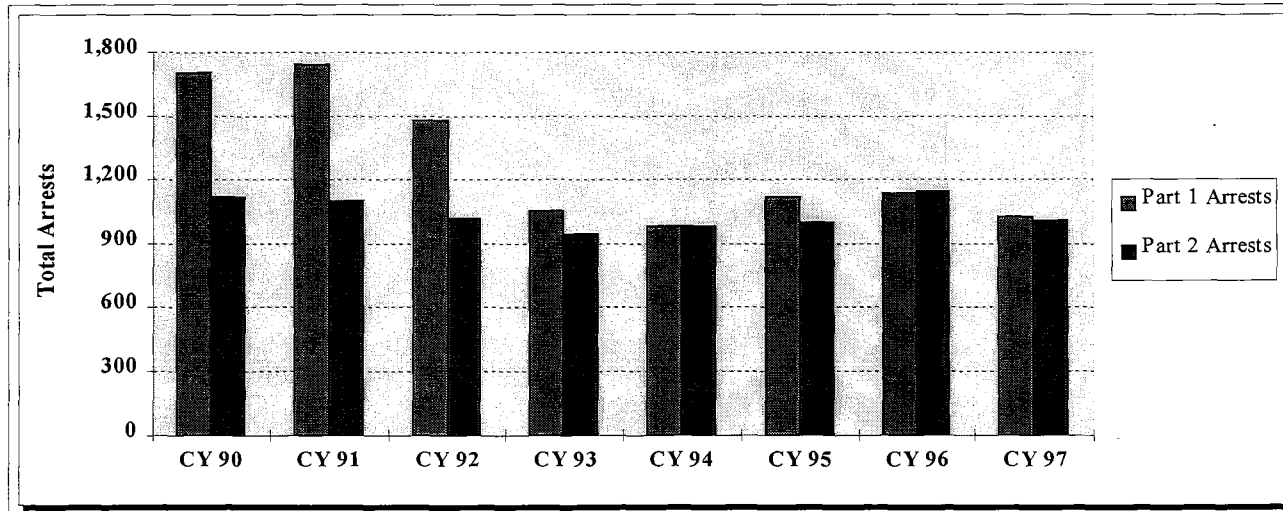
Sources: OLO, the Montgomery County Police Department Quarterly Crime Reports - 4th Quarter in CYs 1990 through 1997, and the Youth Services Investigation Division

**Workload Data for the Montgomery County Police Department**  
(continued)

**Part 1 and Part 2 Juvenile Arrests in Calendar Years 1990-97**

	CY 90	CY 91	CY 92	CY 93	CY 94	CY 95	CY 96	CY 97	Change from CY 90 to CY 97
Part 1 Arrests	1,706	1,745	1,479	1,050	979	1,120	1,135	1,026	- 39.9 %
Part 2 Arrests	1,115	1,103	1,019	938	983	997	1,148	1,005	- 9.9 %
<b>Total Arrests</b>	<b>2,821</b>	<b>2,848</b>	<b>2,498</b>	<b>1,988</b>	<b>1,962</b>	<b>2,283</b>	<b>2,117</b>	<b>2,031</b>	<b>-28.0 %</b>

**Juvenile Arrests in Calendar Years 1990-97**



Sources: OLO, the Montgomery County Police Department Quarterly Crime Reports - 4th Quarter in CYs 1990 through 1997, and the Youth Services Investigation Division

Notes:

Part 1 crimes represent seven felonies: murder, rape, aggravated assault, robbery, burglary, larceny, and auto theft. All police jurisdictions report statistics on these crimes to the FBI for their Uniform Crime Report. All other offenses are considered Part 2 crimes.

Juvenile arrests include Part 1 and Part 2 offenses, including the Minor Juvenile Offenses.

**Workload Data for the Montgomery County Police Department**  
(continued)

**Special Assignment Team Arrests**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
1,425	1,358	915	1,050	810	819	1,152	1,383

**Narcotic Drug Arrests**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
2,159	1,450	1,397	1,328	1,414	1,488	1,495	unknown

**Calls for Service**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
250,771	249,436	256,374	253,336	295,041	275,998	280,941	284,610

**Traffic Citations Issued for All Offenses**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
157,623	124,400	95,374	46,582	45,292	67,602	80,914	85,728

**Telephone Reporting Unit - Calls Handled**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
10,174	15,965	24,336	26,777	32,952	33,461	31,489	30,897

**Telephone Reporting Unit - Reports Written**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
8,288	11,132	17,750	19,403	19,396	20,258	19,212	19,622

Sources: OLO and Montgomery County published budget documents FYs 90-99



## **Montgomery County Police Department**

This section of the report shows operating budgets, expenditures, and staffing for the Montgomery County Police Department. The County's Police Department was established in 1922 as the primary law enforcement agency in the County. The Police Department has a headquarters and district stations located in Bethesda, Rockville, Silver Spring, Wheaton, and Germantown. The Department also has eight satellite stations located throughout the County.

The tables and graphs on page 141 depict Montgomery County Montgomery County budget, expenditure, and staffing activities from FYs 1990-99 for police operations. Note that from FY 1990 to FY 1998, County expenditures for the Police Department increased by 47.5 percent and full-time equivalent workyears increased by 16.4 percent.

The Youth Division of the Police Department's Investigative Services Bureau is responsible for the administration of juvenile justice activities in the department. Police administrators estimate that the County spends about \$325,000 per year in personnel costs for staff in the Youth Division.

Between FY 90 and FY 97, the Police received State and Federal reimbursements, aid, and grants that ranged from a low of \$6.4 million to a high of \$17.1 million. See Appendix B for additional detail.

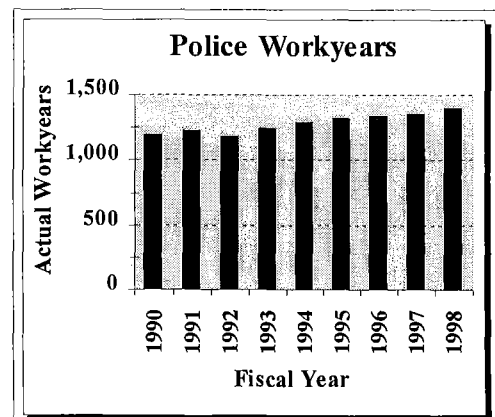
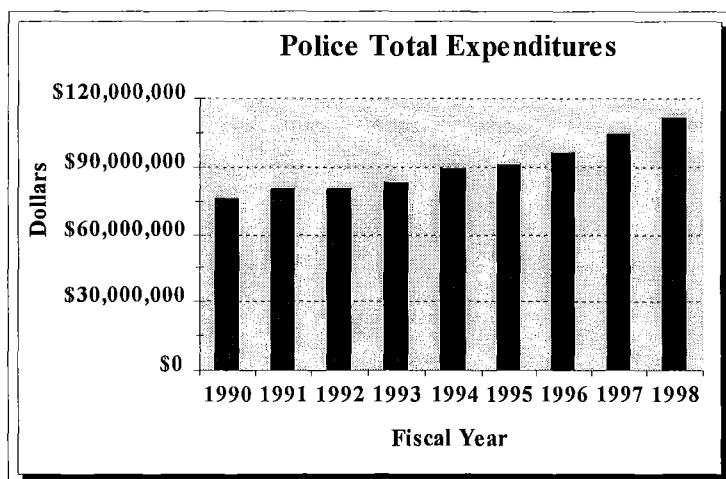
## Montgomery County Police Department

### Budgets for Fiscal Years 1990-99

FY	Personnel	Operating	Capital Outlay	Total Budgeted	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$64,395,840	\$9,942,170	\$205,520	\$74,543,530	n/a	1,113	159	1,197.5
1991	\$70,084,150	\$11,136,110	\$103,030	\$81,323,290	9.1%	1,139	161	1,225.7
1992	\$68,827,720	\$11,872,220	\$0	\$80,699,940	-0.8%	1,100	160	1,181.5
1993	\$71,418,810	\$11,564,440	\$21,220	\$83,004,470	2.9%	1,109	161	1,236.6
1994	\$76,869,940	\$11,730,140	\$66,500	\$88,666,580	6.8%	1,159	161	1,283.2
1995	\$80,798,150	\$11,589,690	\$200,000	\$92,587,840	4.4%	1,197	167	1,319.0
1996	\$82,812,280	\$13,662,910	\$216,200	\$96,691,390	4.4%	1,215	167	1,331.3
1997	\$86,505,090	\$14,534,610	\$135,000	\$101,174,700	4.6%	1,248	168	1,340.0
1998	\$94,218,810	\$14,739,850	\$0	\$108,958,660	7.7%	1,314	168	1,390.7
1999	\$96,671,990	\$16,521,830	\$0	\$113,193,820	3.9%	1,334	173	1,423.3

### Expenditures for Fiscal Years 1990-98

FY	Personnel	Operating	Capital Outlay	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$66,293,773	\$9,191,288	\$122,165	\$75,607,226	n/a	1,113	159	1,197.5
1991	\$69,797,855	\$10,450,982	\$63,694	\$80,312,531	6.2%	1,133	161	1,225.7
1992	\$69,033,035	\$10,620,513	\$69,496	\$79,723,044	-0.7%	1,100	160	1,181.5
1993	\$71,496,892	\$10,928,575	\$55,211	\$82,480,678	3.5%	1,109	161	1,236.6
1994	\$76,177,845	\$12,880,029	\$59,016	\$89,116,890	8.0%	1,159	161	1,283.2
1995	\$78,732,576	\$11,518,217	\$270,395	\$90,521,188	1.6%	1,197	167	1,319.0
1996	\$80,754,638	\$15,091,245	\$240,520	\$96,086,403	6.1%	1,215	167	1,331.3
1997	\$89,448,978	\$14,331,450	\$91,679	\$103,872,107	8.1%	1,248	168	1,340.0
1998	\$95,321,350	\$16,192,520	\$0	\$111,513,870	7.4%	1,315	172	1,393.7



Sources: Compiled by OLO from information contained in Montgomery County published budget documents

Notes:

Budgets and expenditures for FYs 97-98 include Animal Control Operations of about \$1.7 million and 12.5 workyears.

**MONTGOMERY COUNTY**  
**DEPARTMENT OF CORRECTION AND REHABILITATION**  
(funded by Montgomery County)

<b>Organization and Responsibilities .....</b>	<b>142</b>
<b>Workload Data .....</b>	<b>145</b>
<b>Budgets, Expenditures, and Staffing .....</b>	<b>148</b>

## 9. Montgomery County Department of Correction and Rehabilitation

The Department of Correction and Rehabilitation (DOCR) is an Executive Branch department of Montgomery County. The Department operates facilities and programs for the care and custody of pre-trial detainees and sentenced offenders. DOCR offers an array of alternative services for those clients who are unlikely to commit additional crimes. Through its programs, DOCR strives to protect the public by providing a wide range of constructive professional correctional services for pre-trial and convicted offenders, and reduce the rate of reincarceration by providing offenders with the opportunity for self-improvement and the ability to successfully adjust within the community.

DOCR operates two residential facilities: a detention center and a pre-release center. The inmate population at the facilities consists of adult men and women who are legally committed by the courts and Montgomery County residents who are transferred from State and Federal facilities.

DOCR coordinates public safety concerns with defense attorneys, the Office of the State's Attorney, the County's district and circuit court judges, the State of Maryland Division of Correction, and other law-enforcement entities.

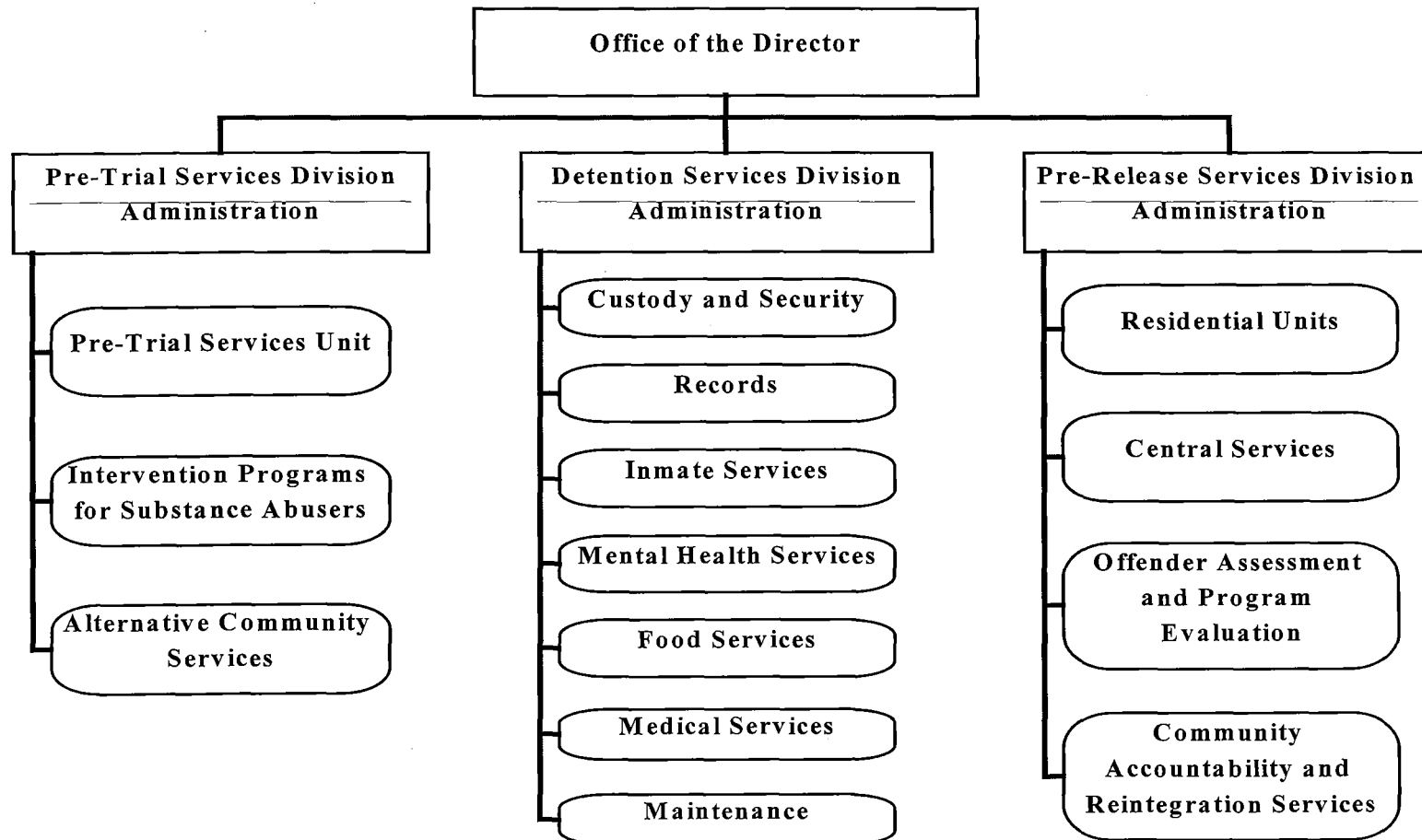
The County's approved FY 1999 personnel complement includes 353 full-time and 14 part-time positions, for a total of 375.4 workyears. The FY 1999 operating budget is \$26.8 million. Personnel costs represent 82.6 percent of the department budget.

*"The mission of the Montgomery County 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 services.*

*These functions are achieved through the employment of well managed and effective correctional approaches, including the use of pre-trial supervision, secure incarceration, and community treatment and reintegration programs."*

Source:  
Montgomery County's approved FY 1998 operating budget

## Organization of Montgomery County Department of Correction and Rehabilitation



Source: OLO and Montgomery County Approved FY 1998 Personnel Complement

The following table shows a summary of major programs and services provided by the Department of Correction And Rehabilitation.

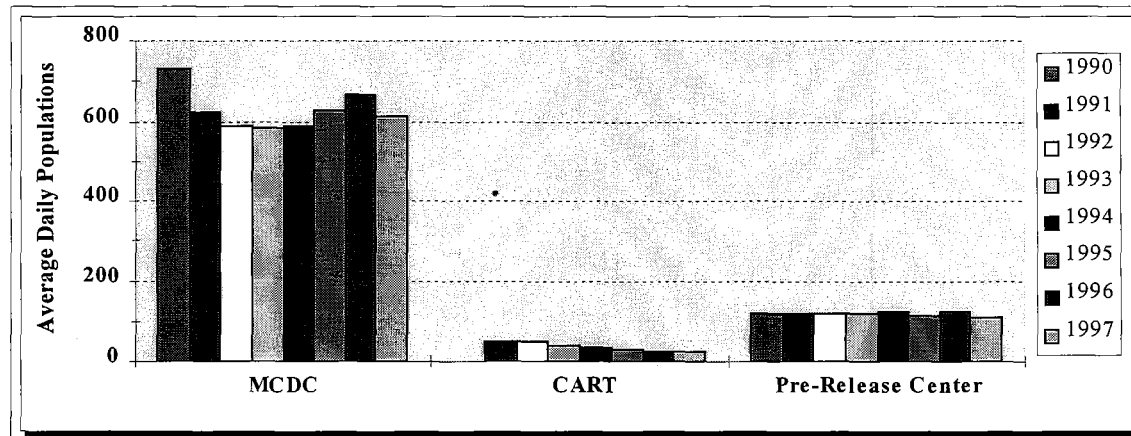
<i>Director's Office-Administration</i>	<i>Pre-Trial Services</i>	<i>Detention Services</i>	<i>Pre-Release Services</i>
<ul style="list-style-type: none"> <li>◆ develops and implements departmental policies and procedures</li> <li>◆ administers departmental medical and training programs</li> <li>◆ plans and manages the operating budgets</li> <li>◆ manages capital projects and planning units</li> <li>◆ provides overall direction for administrative functions</li> <li>◆ coordinates staff services throughout the department</li> <li>◆ maintains and manages training units</li> </ul>	<ul style="list-style-type: none"> <li>◆ verifies background, reviews criminal history, and assesses detainees for the courts</li> <li>◆ supervises individuals through physical contact or via telephone for offenders released to the unit by the courts</li> <li>◆ coordinates with DHHS to divert persons charged with misdemeanors and low level felonies to shelter housing and treatment in the community (Supervision Services Program)</li> <li>◆ operates and manages voluntary first offender diversion options for pre-trial and sentenced adults and select juvenile offenders (Alternative Community Services Program)</li> <li>• arranges intervention programs as alternatives to prosecution for eligible offenders arrested on drug charges (Intervention Program for Substance Abusers)</li> </ul>	<ul style="list-style-type: none"> <li>◆ operates and manages the County detention facility</li> <li>◆ maintains security, internal order, and discipline at the facility by supervising inmates and conducting security patrols and inspections</li> <li>◆ screens and classifies inmates, manages cases, and provides services to inmates confined to the facility</li> <li>◆ manages psychological, medical care, and educational programs for inmates</li> <li>◆ maintains a Crisis Intervention Unit for inmates with mental dysfunctions</li> <li>◆ manages central processing of adult criminal arrestees</li> <li>• maintains confinement and release, records, processes inmate transfers, performs sentence interpretation, coordinates the parole process, and arranges transportation for inmates</li> </ul>	<ul style="list-style-type: none"> <li>◆ operates and manages the County pre-release center</li> <li>◆ provides intensive, structured programming for inmates, to include counseling, behavior management, employment development/placement, placements for community resource and treatment services, and involvement in support groups and community activities</li> <li>◆ provides the court with in-depth assessments, screenings, and evaluations of sentenced offenders for eligibility in pre-release programs</li> <li>◆ determines treatment options that are most appropriate for each inmate and arranges placements</li> <li>◆ provides community supervision and intensive treatment of offenders in conjunction with family and monitors participants electronically (Community Accountability &amp; Reintegration Treatment Program)</li> </ul>

## Workload Data for the Montgomery County Department of Correction and Rehabilitation

### Average Daily Populations<sup>1</sup> in Fiscal Years 1990-97

	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
MCDC <sup>2</sup>	733	623	588	583	590	628	668	612
CART <sup>3</sup>	unknown	47	49	39	34	28	27	24
Pre-Release Center	117	118	120	119	125	116	123	110

### Local Inmate Average Daily Populations<sup>1</sup> in FYs 90-97



Sources: OLO and Montgomery County published budget documents FYs 90-99

Notes:

<sup>1</sup> Does not include any Federal inmates

<sup>2</sup> MCDC = Montgomery County Detention Center

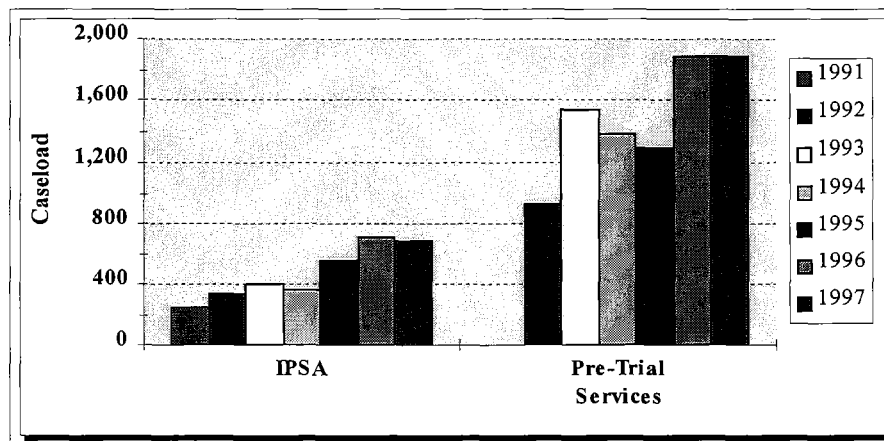
<sup>3</sup> CART = Community Accountability, Reintegration, and Treatment

**Workload Data for the Montgomery County Department of Correction and Rehabilitation**  
(continued)

**Pre-Trial Services and Substance Abuse Intervention Caseloads in Fiscal Years 1991-97**

	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
IPSA <sup>1</sup>	249	340	403	357	549	713	679
Pre-Trial Services	unknown	932	1,540	1,387	1,287	1,883	1,883

**Pre-Trial and IPSA Supervision Caseloads in FYs 91-97**



Sources: OLO and Montgomery County published budget documents FYs 90-99

Notes:

<sup>1</sup> IPSA = Intervention Program for Substance Abusers



**Workload Data for the Montgomery County Department of Correction and Rehabilitation**  
(continued)

**Effectiveness of Correction and Rehabilitation Programs in Fiscal Years 1990-97**

**Pre-Release Center - Percent of residents successfully released to the community**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
76	81	79	77	78	79	86	89

**Alternative Community Service - Percent of offenders successfully completing the program**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
unknown	88	87	89	77	86	88	67

**Community Accountability, Reintegration, and Treatment - Percent of offenders successfully completing the program**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
unknown	91	85	83	82	88	93	88

**Intervention Program for Substance Abusers - Percent of offenders successfully completing the program**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
unknown	44	42	40	37	46	39	unknown

**Pre-Trial Services - Arrest free rate while under supervision**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
unknown	unknown	93	95	98	98	97	93

**Pre-Trial Services - Court appearance rate while under supervision**

FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
unknown	unknown	92	96	98	98	98	97

Sources: OLO and the Montgomery County published budget documents FYs 90-99

## **Montgomery County Department of Correction and Rehabilitation**

This section of the report shows operating budgets, expenditures, and staffing for the Montgomery County Department of Correction and Rehabilitation (DOCR). DOCR operates two residential inmate facilities located in Rockville: a detention center and a pre-release center. DOCR also operates some non-residential programs from various locations in Rockville. Some examples of the DOCR programs include: Alternative Community Service, Intervention Program for Substance Abusers (IPSA), Community Accountability, Reintegration, and Treatment (CART), and Pre-Trial Services.

The tables and graphs on page 149 depict Montgomery County budget, expenditure, and staffing activities from FYs 1990-99 for DOCR. Note that from FY 1990 to FY 1998, County expenditures for DOCR increased by 77.2 percent and full-time equivalent workyears increased by 25.6 percent.

Between FY 90 and FY 97, DOCR received State and Federal reimbursements and grants that ranged from a low of \$1.2 million to a high of \$3.6 million. See Appendix B for additional detail.

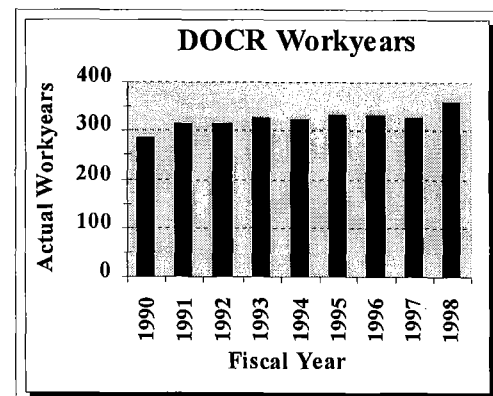
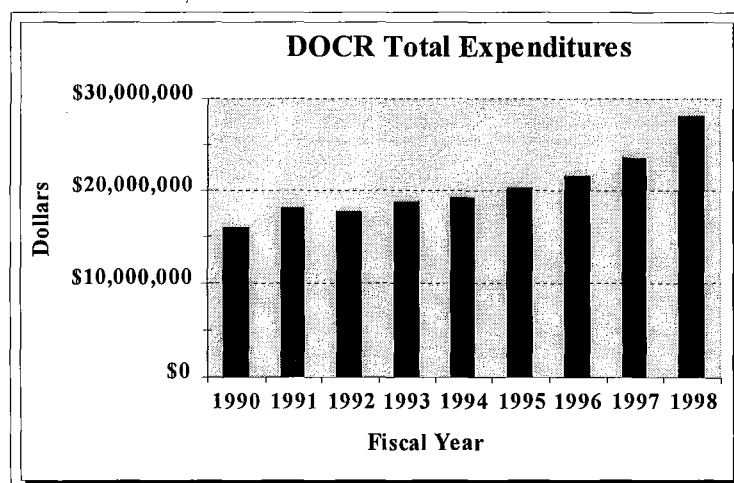
## Montgomery County Department of Correction and Rehabilitation

### Budgets for Fiscal Years 1990-99

FY	Personnel	Operating	Capital Outlay	Total Budgeted	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$12,761,560	\$2,776,200	\$134,440	\$15,672,200	n/a	295	13	284.4
1991	\$15,152,950	\$3,177,200	\$340,250	\$18,670,400	19.1%	334	18	332.2
1992	\$14,749,560	\$4,051,080	\$0	\$18,800,640	0.7%	301	14	306.0
1993	\$15,926,990	\$4,163,240	\$45,350	\$20,135,580	7.1%	305	30	327.2
1994	\$15,717,210	\$3,694,780	\$48,000	\$19,459,990	-3.4%	299	31	319.6
1995	\$16,784,400	\$3,957,310	\$14,500	\$20,756,210	6.7%	304	17	329.5
1996	\$17,261,290	\$3,854,340	\$20,000	\$21,135,630	1.8%	304	17	326.9
1997	\$18,480,140	\$4,140,350	\$0	\$22,620,490	7.0%	312	12	325.1
1998	\$20,800,160	\$4,188,020	\$0	\$24,988,180	10.5%	350	11	356.3
1999	\$22,099,170	\$4,668,930	\$0	\$26,768,100	7.1%	353	14	375.4

### Expenditures for Fiscal Years 1990-98

FY	Personnel	Operating	Capital Outlay	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1990	\$12,261,455	\$3,311,603	\$195,879	\$15,768,937	n/a	295	13	284.4
1991	\$14,468,138	\$3,314,869	\$254,315	\$18,037,322	14.4%	317	17	314.7
1992	\$14,429,557	\$3,245,183	\$0	\$17,674,740	-2.0%	301	14	312.2
1993	\$15,058,967	\$3,536,682	\$134,365	\$18,730,014	6.0%	305	30	327.2
1994	\$15,201,756	\$3,736,776	\$163,317	\$19,101,849	2.0%	299	31	319.6
1995	\$16,400,109	\$3,831,433	\$76,323	\$20,307,865	6.3%	304	17	329.5
1996	\$17,685,539	\$3,731,609	\$31	\$21,417,179	5.5%	313	15	327.9
1997	\$19,249,656	\$4,256,684	\$0	\$23,506,340	9.8%	312	12	325.1
1998	\$23,279,320	\$4,662,600	\$0	\$27,941,920	18.9%	350	12	357.1



Sources: Compiled by OLO from information contained in Montgomery County published budget documents

Notes:

The FY 98 budget increase is largely attributable to adding staff for the central processing unit

FY 98 expenditures are estimated, as shown in the Executive's recommended budget document of March 12, 1998

**MONTGOMERY COUNTY**  
**DEPARTMENT OF HEALTH AND HUMAN SERVICES**  
(juvenile justice and delinquency prevention services funded by Montgomery County)

<b>Organization and Responsibilities of Relevant Sections.....</b>	<b>150</b>
<b>DHHS Expenditures for Relevant Programs and Activities .....</b>	<b>153</b>
<b>State Contributions for DHHS Child Welfare Services.....</b>	<b>161</b>
<b>State Contributions to DHHS for the Systems Reform Initiative... </b>	<b>162</b>
<b>County Attorney Expenditures for Child Protective Cases .....</b>	<b>163</b>

## 10. Department of Health and Human Services

In July 1995, the departments of Health, Social Services, Family Resources, and Addiction, Victim, and Mental Health Services were combined to create the Department of Health and Human Services (DHHS). The new DHHS organization provides a myriad of services in five areas.

### Public Health Services

### Aging and Disability Services

### Crisis, Income, and Victim Services

### Children, Youth, and Family Services

### Adult Mental Health and Substance Abuse Services

The program area of Children, Youth, and Family Services is of most significance to the OLO review of funding for juvenile justice and delinquency prevention. Several programs in this area provide services to youth referred by the State's Department of Juvenile Justice and by County police.

Such programs include intervention/treatment for adjudicated youth and delinquency prevention measures to ensure the welfare of children, provide youths with community and therapeutic services, and reduce the overall rate of recidivism. Children, Youth and Family Services in DHHS provide programs through a combination of in-house resources and contracts with private organizations. Some of the contractual services include: Project Family Outreach, Youth Service Centers, and Boy's and Girl's Homes, and Court Appointed Special Advocates.

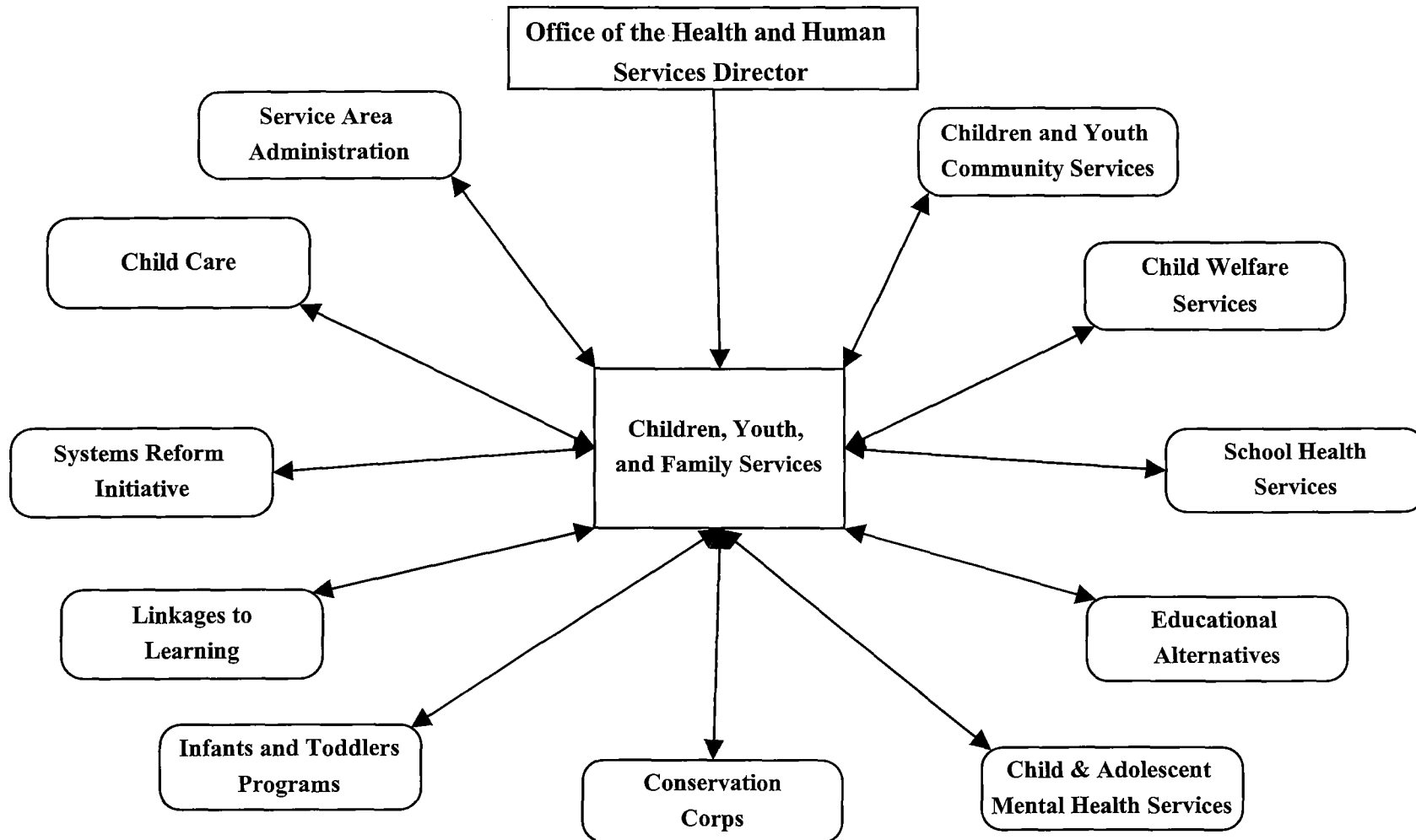
The County's approved FY 1999 personnel complement for DHHS includes 1,032 full-time and 363 part-time positions, for a total of 1,248.1 workyears. The FY 1999 operating budget is \$161.2 million. Personnel costs comprise 45.5 percent of the department budget.

*"The mission of Health and Human services is to assure the provision of integrated, programmatically sound, and fiscally responsible services addressing the health and human service needs of Montgomery County residents; to develop and implement policies and procedures which further this end; to maximize the resources available for direct, customer-oriented services while maintaining adequate management oversight at minimum costs; to pilot and evaluate innovative approaches to service delivery and system coordination; and to develop and maintain a broad network of community, non-profit, public, and private sector delivery organizations in a sustained and substantial partnership."*

Source:

Montgomery County's approved FY 1998 operating budget

**Organization of the Montgomery County Department of Health and Human Services  
Children, Youth and Families Service Area**



Source: OLO, DHHS, and Montgomery County FY 1999 approved operating budget document  
dhhs2.flo

The major duties and responsibilities of Children, Youth and Family Services include:

*Children, Youth and Family Services*

- ♦ administers child and adolescent mental health programs and services to treat children and youth who have serious mental health, substance abuse, or behavioral problems
- ♦ administers the child care subsidy program for low and moderate-income families
- ♦ delivers community services through contracts with local private agencies to provide for respite care, community empowerment, single parent family services, youth centers, and family outreach
- ♦ investigates allegations of physical or sexual abuse and neglect of children under the age of 18 years
- ♦ coordinates services with the County Attorney, State's Attorney, Police Department, and courts for child protective cases
- ♦ provides child protection and welfare services to abused children and their families, foster parents, or adoptive parents
- ♦ manages the child foster care, adoption, protective services, and in-home services programs, and provides intensive short-term family preservation services
- ♦ recruits, trains, approves, and monitors foster and adoptive parents
- ♦ operates a Conservation Corps program to increase the employability of out-of-school and at-risk 17 to 23 year old youth
- ♦ provides an interagency system of early intervention services for eligible infants and toddlers with developmental delays
- ♦ coordinates services to students and their families designed to improve performance in school, home, and the community
- ♦ provides school-based health services, which includes counseling and education, emergency care, crisis intervention, and referrals for medical, psychological, and behavioral conditions
- ♦ offers (in conjunction with the school system) a therapeutic and academic setting for a limited number of adolescents with drug and alcohol abuse problems, conduct disorders, and other emotional problems
- ♦ administers the Systems Reform Initiative grant by working with families to identify and secure comprehensive services, which include case management and monitoring of individual family services plans, and by working to expand these collaborative efforts to improve outcomes for children and their families
- ♦ provides services to prevent children with substance abuse or other emotional problems from being sent out-of-State, and manages cases for children who are being returned home from out-of-State programs or are diverted from going out-of-State
- ♦ plans, coordinates, and implements interagency initiatives among public and private agencies to provide services to children, youth, and their families
- ♦ provides comprehensive screening and assessment services for children with substance abuse problems and provides outpatient treatment to those without insurance or other financial means to pay for services

This page is intentionally blank



## Montgomery County Department of Health and Human Services

This section of the report shows expenditures for juvenile justice and delinquency prevention programs and activities managed by the Montgomery County Department of Health and Human Services (DHHS). DHHS was created on July 1, 1995, by consolidating four previously independent departments. In order to achieve an integrated service delivery system, DHHS is organized into five inter-related service areas: Adult Mental Health and Substance Abuse Services; Aging and Disability Services; Children, Youth, and Family Services; Crisis, Income, and Victim Services; and Public Health Services. Most of the juvenile justice and delinquency prevention programs fall under the Children, Youth, and Families service area.

For purposes of this report, *delinquency prevention* activities are defined as those programs and services which serve children and youth who are at risk of entering the juvenile justice system for delinquent or status offenses. *Intervention and treatment* activities are defined as those programs and services that serve children and youth who have become involved in the juvenile justice system for delinquent or status offenses.

**Special Note 1:** In FY 97, the State of Maryland transferred their social services program to the County's DHHS. Since that time, the State has contributed substantial funds to DHHS to continue the social service programs. DHHS staff estimate that approximately \$5 to \$6 million dollars of the State contribution are used for child welfare services relating to juvenile treatment, intervention, and delinquency services. Since these funds do not represent new services to the County, they are displayed separately from the other State and Federal grants awarded to DHHS and are not included in the tables and graphs contained in this section of the report. Child welfare services are more fully described on page 161.

**Special Note 2:** In FY 93, DHHS began receiving contributions from the State of Maryland for the Systems Reform Initiative (SRI). These funds are used to restructure the delivery of services to children, youth, and families into an integrated system of comprehensive services managed by the counties. The funds were pooled from other Maryland Departments and placed under the control of the local jurisdictions. Since these funds do not represent new services to the County, they are displayed separately from the other State and Federal grants awarded to DHHS and are not included in the tables and graphs contained in this section of the report. This program is more fully described on page 162.

**Special Note 3:** The County Attorney's Office works closely with DHHS and the law enforcement offices on child protective cases. State and Federal funds are available to reimburse the County for the costs associated with these cases. However, the Federal/State allotments do not cover the entire costs for these services, and the County is supplementing the program. The display of County Attorney costs and workloads associated with child protective cases begins on page 164.

## Montgomery County Department of Health and Human Services

(continued)

The table on page 157 shows DHHS expenditures in FYs 90-98 for juvenile delinquency intervention, treatment, and prevention programs and activities. Note that County funding towards expenditures for intervention and treatment services fluctuated slightly during the 1990s, while funding towards expenditures for prevention services grew by 113.7 percent (from \$2.4 million in FY 90 to \$5.1 million in FY 98).

Note also that State and Federal grants increased substantially during the decade for both intervention/treatment and prevention programs and activities. State and Federal grants increased from \$3,600 in FY 90 to \$581,300 in FY 98 for intervention/ treatment, and from \$123,900 in FY 90 to \$359,400 for delinquency prevention.

The first graph on page 157 shows total DHHS expenditures in FYs 90-98 for delinquency prevention programs and activities. Note that total expenditures for delinquency prevention increased from \$2.5 million in FY 90 to \$5.5 million in FY 98 (includes all funding sources).

The second graph on page 157 shows total DHHS expenditures in FYs 90-98 for intervention and treatment programs and activities. Note that total expenditures increased from \$2.8 million in FY 90 to \$3.5 million as of FY 98. (includes all funding sources).

The first graph on page 158 shows expenditures for intervention and treatment versus prevention, and the second graph displays the share of funding provided for intervention, treatment, and prevention services by the County and other sources.

The table and graphs on page 159 show the FYs 90-98 expenditures made by DHHS for intervention and treatment activities.

Key intervention and treatment programs for which the majority of clients are in the juvenile justice system include:

- Adolescent Treatment and Family Services
- Child and Adolescent Forensic Evaluation Services
- Child and Adolescent Mental Health Services
- The Other Way School
- System Reform Initiative, and
- Child Welfare Services (5.0 percent portion)

**Montgomery County Department of Health and Human Services**  
(continued)

Note that Montgomery County's share of funding for juvenile delinquency intervention and treatment services this decade averaged \$3.2 million annually, as summarized below.

**Sources of DHHS Funding for Delinquency Intervention and Treatment Services**

<b>Fiscal Year</b>	<b>County Funds</b>	<b>State and Federal Funds</b>	<b>Percent County Share</b>	<b>State Contributions for SRI and Child Welfare</b>
1990	\$ 2,842,000	\$ 3,600	99.9%	
1991	3,097,500	45,200	98.6%	
1992	3,095,300	108,300	96.6%	
1993	2,746,900	68,300	97.6%	\$ 210,600 <sup>1</sup>
1994	3,010,700	31,080	99.0%	1,824,300 <sup>1</sup>
1995	4,007,700	129,500	96.9%	2,927,500 <sup>1</sup>
1996	3,779,000	139,600	96.4%	3,387,800 <sup>1</sup>
1997	3,020,600	302,400	90.9%	4,165,300 <sup>1</sup>
1998	2,960,300	581,300	83.6%	4,566,300 <sup>1</sup>
Totals	\$ 28,500,000	\$ 1,409,280		\$ 17,081,800
9-year average	\$ 3,173,333	\$ 156,587	95.3%	
Change FY 90-98	\$ 118,300	\$ 577,700	+ 4.2%	

<sup>1</sup> Represents State funding for the Systems Reform Initiative since FY 93 plus 5 percent of State funding for child welfare services since FY 97. Prior to implementation of SRI in FY 94, the State appropriated comparable funds to support out-of-State placement of special needs children. Prior to FY 97, the child welfare funding was appropriated only in the Maryland Department of Human Resources budget, and not appropriated in the County budget.

Appendix B contains additional detail on DHHS expenditures using State and Federal funds between FY 90 and FY 97 (exclusive of the State's SRI and Child Welfare contributions).

The table and graphs on page 159 show the FYs 90-98 expenditures made by DHHS for juvenile delinquency prevention activities. Key prevention programs include:

- Substance Abuse Prevention
- Therapeutic Recreation Program
- Parents and Children Together
- Conservation Corps
- Youth Community Services, and
- Child Welfare (95 percent) portion

**Montgomery County Department of Health and Human Services**  
(continued)

Note that Montgomery County's share of funding for juvenile delinquency prevention services this decade averaged \$3.7 million annually, as summarized below.

**Sources of DHHS Funding for Juvenile Delinquency Prevention Services**

<b>Fiscal Year</b>	<b>County Funds</b>	<b>State and Federal Funds</b>	<b>County Share</b>	<b>State Contributions for Child Welfare</b>
1990	\$ 2,385,400	\$ 123,900	95.1%	
1991	3,212,800	879,600	78.5%	
1992	2,996,700	1,072,200	73.6%	
1993	3,902,000	995,700	79.7%	
1994	2,757,300	1,109,300	71.3%	
1995	3,656,800	1,482,000	71.2%	
1996	4,738,800	983,600	82.8%	
1997	4,751,000	340,300	93.3%	\$ 4,273,600 <sup>1</sup>
1998	5,098,300	359,400	93.4%	5,698,200 <sup>1</sup>
Totals	\$ 33,499,100	\$ 7,346,000		\$ 9,971,800
9-year average	\$ 3,722,122	\$ 816,222	82.0%	
Change FY 90-98	\$ 2,712,900	\$ 235,500	+ 113.7%	

<sup>1</sup> Represents 95 percent of State funding for child welfare services. Prior to FY 97, the funding was appropriated only in the Maryland Department of Human Resources budget, and not appropriated in the County budget.

Appendix B contains additional detail on DHHS expenditures using State and Federal funds between FY 90 and FY 97 (exclusive of the State's SRI and Child Welfare contributions).

Discussion of State contributions to DHHS for child welfare programs begins on page 161.

Discussion of State contributions to DHHS for the Systems Reform Initiative begins on page 162.

Information on expenditures and staffing for child protective cases handled by the County Attorney's Office of Montgomery County (in cooperation with DHHS staff) begins on page 163.

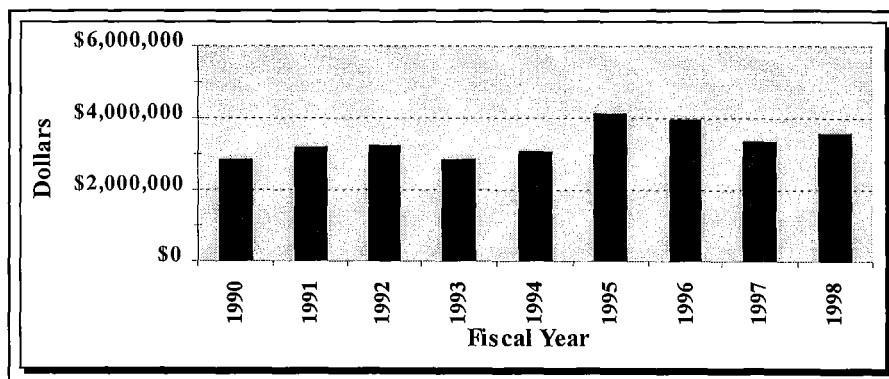
# **Montgomery County Department of Health and Human Services Juvenile Justice and Delinquency Prevention Programs and Activities**

## **DHHS Expenditures for Intervention, Treatment, and Prevention in Fiscal Years 1990-98**

FY	Intervention and Treatment Services		Delinquency Prevention Services		Totals for All Services by Funding Source		Percent Shares by Funding Source	
	County Funding	State/Federal Funding	County Funding	State/Federal Funding	County Funding	State/Federal Funding	County Share	State/Federal Share
1990	\$2,842,000	\$3,600	\$2,385,400	\$123,900	\$5,227,400	\$127,500	97.6%	2.4%
1991	\$3,097,500	\$45,200	\$3,212,800	\$879,600	\$6,310,300	\$924,800	87.2%	12.8%
1992	\$3,095,300	\$108,300	\$2,996,700	\$1,072,200	\$6,092,000	\$1,180,500	83.8%	16.2%
1993	\$2,746,900	\$68,300	\$3,902,000	\$995,700	\$6,648,900	\$1,064,000	86.2%	13.8%
1994	\$3,010,700	\$31,800	\$2,757,300	\$1,109,300	\$5,768,000	\$1,141,100	83.5%	16.5%
1995	\$4,007,700	\$129,500	\$3,656,800	\$1,482,000	\$7,664,500	\$1,611,500	82.6%	17.4%
1996	\$3,779,000	\$139,600	\$4,738,800	\$983,600	\$8,517,800	\$1,123,200	88.3%	11.7%
1997	\$3,020,600	\$302,400	\$4,751,000	\$340,300	\$7,771,600	\$642,700	92.4%	7.6%
1998	\$2,960,300	\$581,300	\$5,098,300	\$359,400	\$8,058,600	\$940,700	89.5%	10.5%

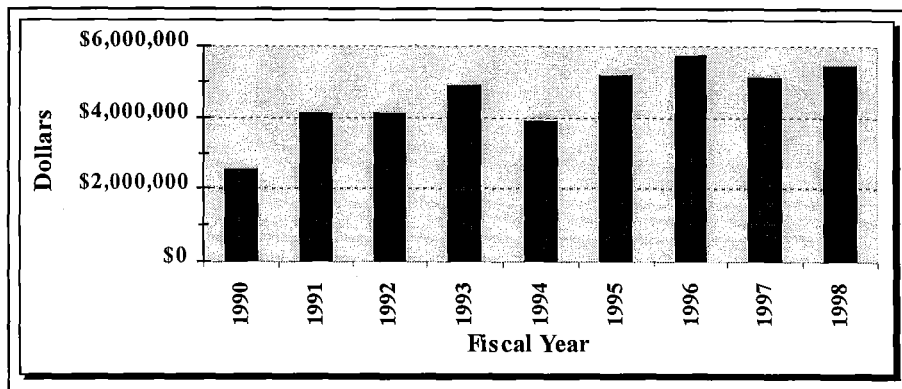
### **DHHS Expenditures for Intervention and Treatment Services in FYs 90-98**

(excludes State contributions to DHHS during part of the period for Child Welfare and the Systems Reform Initiative)



### **DHHS Expenditures for Delinquency Prevention Services in FYs 90-98**

(excludes State contributions to DHHS during part of the period for Child Welfare services)



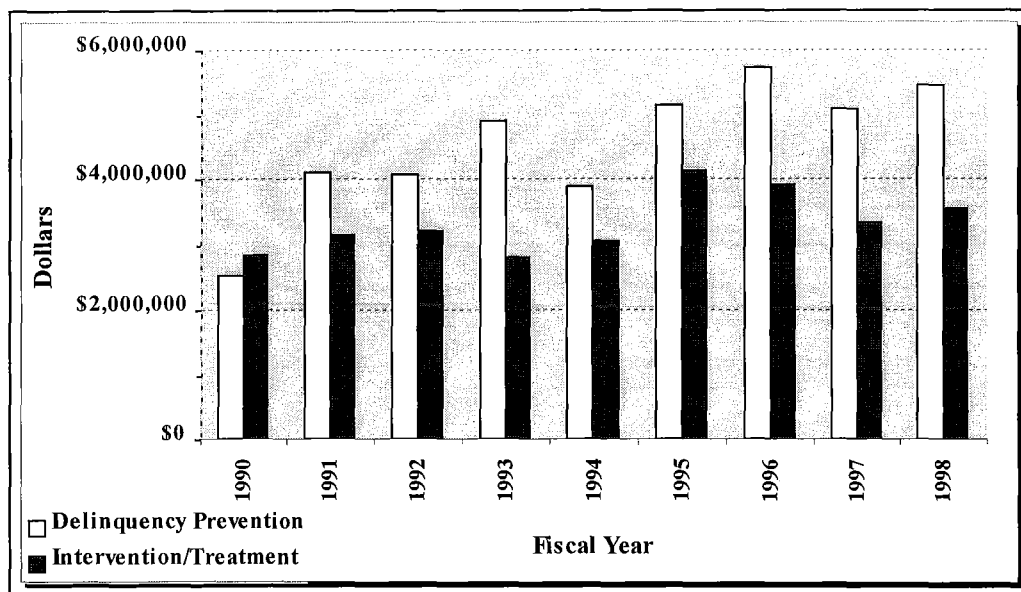
Sources: Compiled by OLO from data provided by the County's Department of Health and Human Services

Notes:

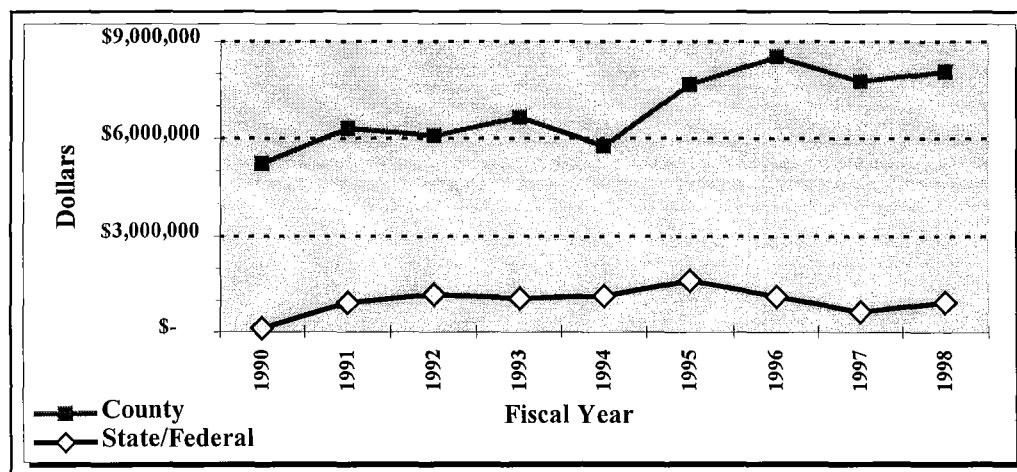
Data on this page does not include any State contributions to DHHS for Child Welfare services or the Systems Reform Initiative (SRI). See discussion of child welfare funding on page 161 and discussion of SRI funding on page 162.

**Montgomery County Department of Health and Human Services  
Juvenile Justice and Delinquency Prevention Programs and Activities  
(continued)**

**DHHS Expenditures for Intervention, Treatment, and Prevention in FYs 90-98**  
(excludes State contributions to DHHS during part of the period for Child Welfare and the Systems Reform Initiative)



**Funding Sources for DHHS Intervention, Treatment, and Prevention Expenditures in FYs 90-98**  
(excludes State contributions to DHHS during part of the period for Child Welfare and the Systems Reform Initiative)



Sources: Compiled by OLO from data provided by the County's Department of Health and Human Services

Notes:

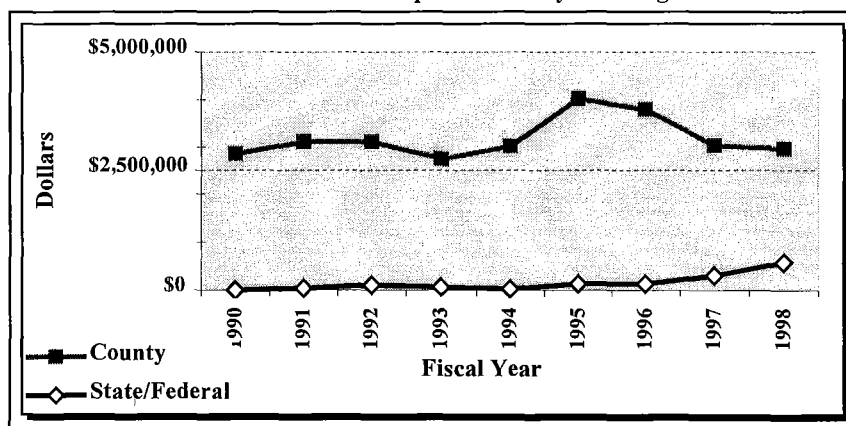
Data on this page does not include any State contributions to DHHS for Child Welfare services or the Systems Reform Initiative (SRI). See discussion of child welfare funding on page 161 and discussion of SRI funding on page 162.

**Montgomery County Department of Health and Human Services  
Juvenile Justice and Delinquency Prevention Programs and Activities**  
(continued)

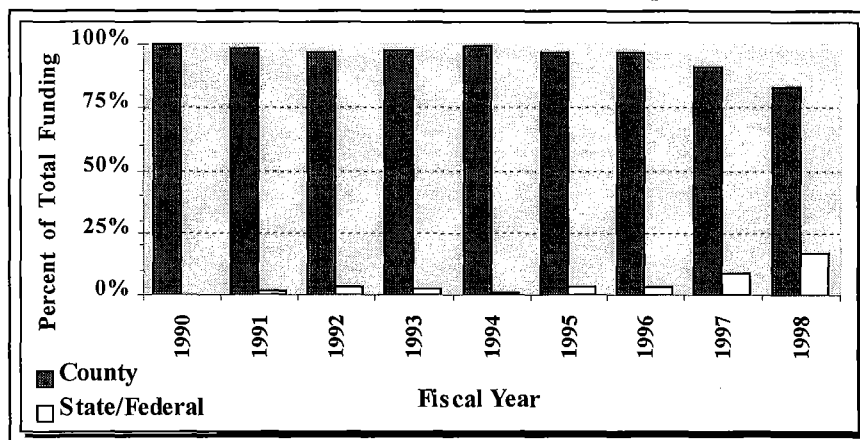
**DHHS Expenditures for Intervention and Treatment Services in Fiscal Years 1990-1998**  
(excludes State contributions to DHHS during part of the period for Child Welfare and the Systems Reform Initiative)

FY	Expenditures by Funding Source		Total Expended	Percent Change	Shares of Funding	
	County Funding	State/Federal Funding			County Funding	State/Federal Funding
1990	\$2,842,000	\$3,600	\$2,845,600	n/a	99.9%	0.1%
1991	\$3,097,500	\$45,200	\$3,142,700	10.4%	98.6%	1.4%
1992	\$3,095,300	\$108,300	\$3,203,600	1.9%	96.6%	3.4%
1993	\$2,746,900	\$68,300	\$2,815,200	-12.1%	97.6%	2.4%
1994	\$3,010,700	\$31,800	\$3,042,500	8.1%	99.0%	1.0%
1995	\$4,007,700	\$129,500	\$4,137,200	36.0%	96.9%	3.1%
1996	\$3,779,000	\$139,600	\$3,918,600	-5.3%	96.4%	3.6%
1997	\$3,020,600	\$302,400	\$3,323,000	-15.2%	90.9%	9.1%
1998	\$2,960,300	\$581,300	\$3,541,600	6.6%	83.6%	16.4%

**DHHS Intervention and Treatment Expenditures by Funding Source in FYs 90-98**



**Shares of Funding for DHHS Intervention and Treatment Expenditures in FYs 90-98**



Sources: Compiled by OLO from data provided by the County's Department of Health and Human Services

Notes:

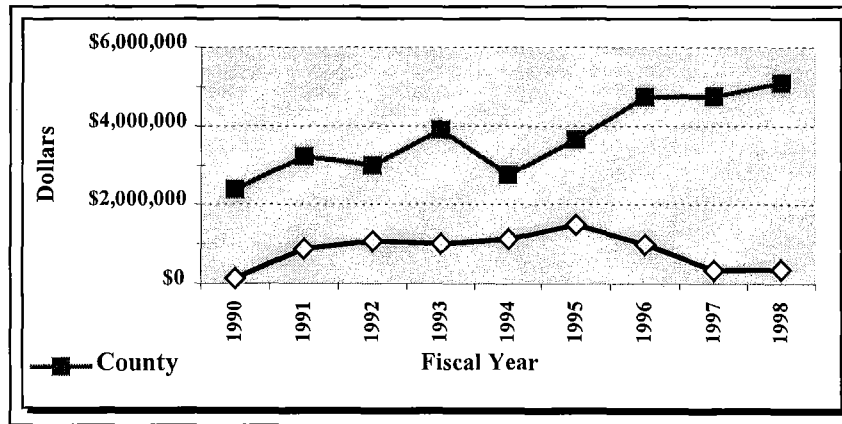
Data on this page does not include any State contributions to DHHS for Child Welfare services or the Systems Reform Initiative (SRI). See discussion of child welfare funding on page 161 and discussion of SRI funding on page 162.

**Montgomery County Department of Health and Human Services  
Juvenile Justice and Delinquency Prevention Programs and Activities**  
(continued)

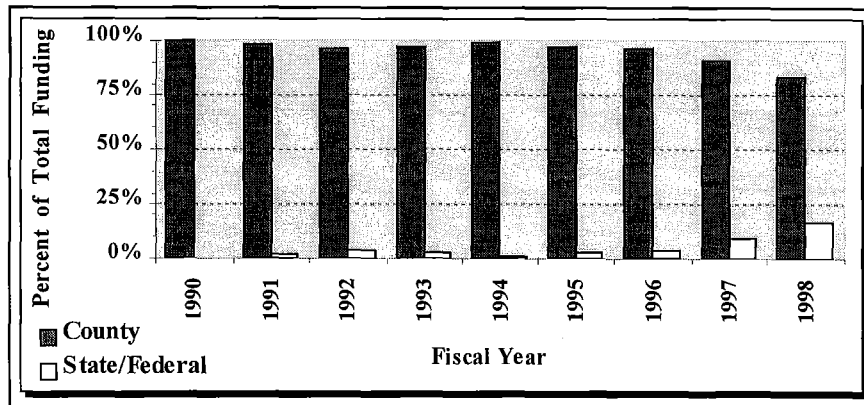
**DHHS Expenditures for Delinquency Prevention Services in Fiscal Years 1990-1998**  
(excludes State contributions to DHHS during part of the period for Child Welfare services)

FY	Expenditures by Funding Source		Total Expended	Percent Change	Shares of Funding	
	County Funding	State/Federal Funding			County Funding	State/Federal Funding
1990	\$2,385,400	\$123,900	\$2,509,300	n/a	95.1%	4.9%
1991	\$3,212,800	\$879,600	\$4,092,400	63.1%	78.5%	21.5%
1992	\$2,996,700	\$1,072,200	\$4,068,900	-0.6%	73.6%	26.4%
1993	\$3,902,000	\$995,700	\$4,897,700	20.4%	79.7%	20.3%
1994	\$2,757,300	\$1,109,300	\$3,866,600	-21.1%	71.3%	28.7%
1995	\$3,656,800	\$1,482,000	\$5,138,800	32.9%	71.2%	28.8%
1996	\$4,738,800	\$983,600	\$5,722,400	11.4%	82.8%	17.2%
1997	\$4,751,000	\$340,300	\$5,091,300	-11.0%	93.3%	6.7%
1998	\$5,098,300	\$359,400	\$5,457,700	7.2%	93.4%	6.6%

**DHHS Delinquency Prevention Expenditures by Funding Source in FYs 90-98**



**Shares of Funding for DHHS Delinquency Prevention Expenditures in FYs 90-98**



Sources: Compiled by OLO from data provided by the County's Department of Health and Human Services

Notes:

Data on this page does not include any State contributions for Child Welfare services. See discussion of child welfare funding on page 161.



## State of Maryland Contributions to DHHS for Child Welfare Services

On October 1, 1996, House Bill Number 669 authorized the transfer of responsibility for this county's social services programs from the State of Maryland to Montgomery County Government. Personnel previously assigned to the State's Department of Social Services were transferred to the County. The State of Maryland provides funding for Montgomery County to continue the social service programs and activities previously managed by the State.

The increase in County funding from this arrangement did not represent any change in the level of service, but a change in the administration of the services. DHHS receives dollars from the State to continue the social service programs.

DHHS estimates that 5.0 percent of the child welfare dollars received from the State are used for delinquency intervention and treatment services and 95.0 percent of the dollars are used for delinquency prevention related services. The expenditures for FYs 97-98 are shown below.

Note that State funding in FY 98 increased by 33.3 percent over FY 97 mainly because the FY 97 State contribution was for a partial year (nine months).

### State Child Welfare Dollars Used for Juvenile Justice and Delinquency Prevention

	Delinquency Prevention	Delinquency Intervention and Treatment	Totals
FY 97 (nine months)	\$ 4,273,600	\$ 66,240	\$ 4,339,840
FY 98	\$ 5,698,200	\$ 88,321	\$ 5,786,521
Dollar Increases	\$ 1,424,600	\$ 22,081	\$ 1,446,681

## State Contributions to DHHS for the Systems Reform Initiative

In response to fragmented and duplicative services provided by the delivery systems for children and youth, the Governor's Subcabinet for Children, Youth and Families was established by executive order in 1989, and subsequently codified through legislation in 1993. The duties of the Subcabinet were to conduct ongoing examinations of the systems in Maryland, which provide services to children, youth and families and to facilitate the development of a comprehensive, effective, efficient, and integrated service delivery system.

In 1992, the General Assembly enacted House Bill 1055 and Senate Bill 588, that required the Subcabinet to develop plans for a Statewide family preservation system for returning or diverting children from out-of-State placements. Thus the Systems Reform Initiative (SRI) was undertaken to begin restructuring the State's interagency human service delivery system.

The goal of the SRI initiative is to create a seamless, community based system of essential services for at-risk children and families with objective performance measures to ensure accountability of results among the various service providers. The reformed service delivery system provides for coordination and integration of a broad range of community services. The key element of SRI is that counties are providing greater input, are exercising greater control over dollars and services; and are working more cooperatively with the State to deliver needed services.

Under authorization by House Bill 1233 (1994), the Governor and the General Assembly established a \$37 million Subcabinet Fund for two activities, return/diversion and family preservation, in the FY 96 budget. The funds were pooled from other Maryland departments and reallocated for management by the county governments. Since that time the State has released additional dollars to local control.

SRI expenditures for FYs 93-98 are shown below. Note that SRI funding grew from \$210,600 start-up funding in FY 93 to \$4.5 million by FY 98.

### State SRI Dollars Used for Intervention and Treatment Services

	State Intervention and Treatment Contributions	Dollar Increase	Percent Increase
FY 93 (start up funds)	\$ 210,600	n/a	n/a
FY 94	\$1,824,300	\$ 1,613,700	766.2 %
FY 95	\$2,297,500	\$ 473,200	25.9 %
FY 96	\$3,387,800	\$ 1,090,300	47.5 %
FY 97	\$4,099,010	\$ 711,210	21.0 %
FY 98	\$4,477,972	\$ 378,962	9.5 %
Dollar Increase FYs 93-98	\$ 4,267,372		

## **Montgomery County Office of the County Attorney Expenditures for Child Protective Cases**

This section of the report shows estimated expenditures, and staffing for child protective cases handled by the County Attorney's Office of Montgomery County, in cooperation with the Department of Health and Human Services.

The Office of the County Attorney acts as the chief legal officer of Montgomery County Government and conducts all its legal business. The County Attorney provides legal support and representation to the County and members of the Executive, the County Council and its agencies, boards, and commissions.

The office does not prosecute or defend any criminal cases, the Office of the State's Attorney performs that function. However, County attorneys provide legal services to the Department of Health and Human Services (DHHS) for child protective cases. Costs associated with these cases are partly reimbursed by Federal Participation Funds, which pass through the states.

The office is divided into four program areas: litigation services, general counsel, special projects, and support services. The Special Projects area contains the component that provides legal counsel and representation to DHHS relating to child protective cases.

The office also provides many other services to DHHS. The attorneys provide advice and counsel to social workers and DHHS on a variety of legal issues, handle subpoenas for DHHS records and testimony by social workers, train social workers on the changes in law and evidentiary issues.

The tables and graphs on page 164 depict estimated expenditures for FYs 1995-98 for county attorney activities relating to child protective cases. Note that from FY 1995 to FY 1998, estimated County Attorney expenditures for child protective cases increased by 70.3 percent and estimated full-time equivalent workyears increased by 33.3 percent.

County Attorney expenditures for child protection cases can be submitted to the State of Maryland for reimbursement, pursuant to Article 88A, subsections 7(a) and 7(c) of the Annotated Code of Maryland. The County's Department of Health and Human Services (DHHS) has a contract with the State of Maryland for reimbursement of attorney fees associated with child protective and welfare cases. The contract with the State for FY 97 was for \$100,000 (\$150,000 for FY 98).

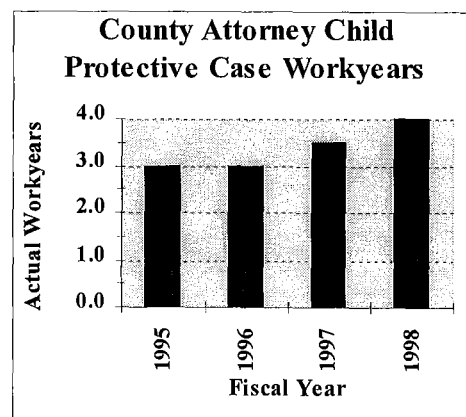
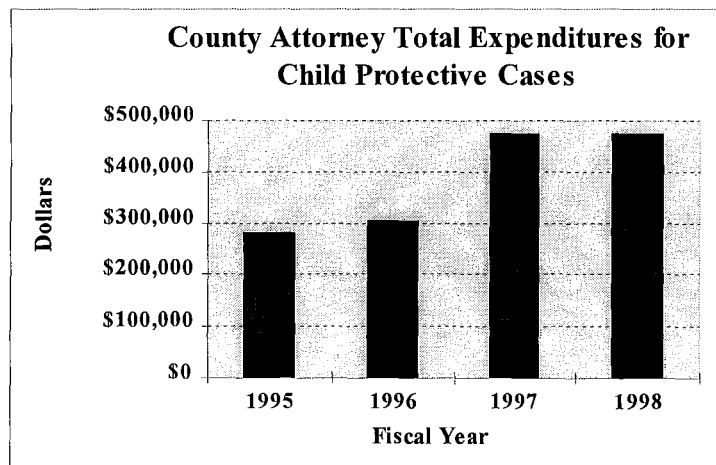
The County Attorney's expenditures that exceed the amounts reimbursed annually through the DHHS contract with the State are filed as claims under the Federal Financial Participation grant. Claims for attorney work in Fiscal Years 1995-1998 resulted in the County receiving additional annual reimbursements of 24 to 35 percent of the amounts claimed. The County Attorney's office absorbs any costs that are not reimbursed.

## Montgomery County Office of the County Attorney

### Expenditures for Child Protective Cases

Fiscal Year	New Cases	Cases Closed	Total Expended	% Change	Full-Time Staffing	Part-Time Staffing	Equivalent Workyears
1995	Data not acquired	Data not acquired	\$278,202	n/a	3.0	0.0	3.0
1996	319	306	\$304,008	9.3%	3.0	0.0	3.0
1997	368	293	\$472,087	55.3%	3.5	0.0	3.5
1998	372	259	\$473,809	0.4%	3.0	2.0	4.0
Changes FYs 95-98	+ 53	- 47	\$195,607		no change	+ 2.0	+ 1.0
Percentage Changes	+ 16.6 %	- 15.4 %	+ 70.3 %		no change	+ 100.0 %	+ 33.3 %

DHHS estimates that approximately 5 percent of the child protective cases involve juvenile delinquency intervention and treatment activities, and 95 percent of the cases relate to delinquency prevention.



Number of open CINA (children in need of assistance) cases 6/30/98 (14 percent increase in CINA cases in the last three years)	958 children
Number of open TPRs (termination of parental rights) 6/30/98 (29 percent increase in TPR cases in the past fiscal year)	161 children
Number of adoptions awaiting finalization	13 children

Sources: Compiled by OLO from estimates provided by the Montgomery County Office of the County Attorney

**Notes:**

For FYs 95-97, the State of Maryland contracted with the County's Department of Health and Human Services to reimburse \$100,000 of the County Attorney's expenditures relating to child protective cases. In FY 98, the reimbursement was increased to \$150,000. County attorney costs over the limit of \$100,000 or \$150,000 are submitted for reimbursement as additional claims against Federal Financial Participation (FFP) funds that are managed by the State. The County received FFP reimbursements of between 24 to 35 percent of the amount claimed in any year.

## SUMMARY OF DATA ACQUIRED

This appendix contains more detailed listings of what information OLO did or did not acquire for each of the State and County departments/offices examined.

<i><b>Public Defender (State Funded)</b></i>	<i><b>Listing of Information Acquired</b></i>
→	Statewide operating budgets by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
→	Statewide expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
→	Statewide caseload data (from published budget documents): FYs 90-98
→	Statewide District Operations budgets by funding source and budgeted full-time equivalent staffing (from published budgets): FYs 90-99
→	Statewide District Operations expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
→	Montgomery County operating budget allocations (from State office): FYs 1998-99
→	Montgomery County actual expenditures (from State office): FY 97
→	Montgomery County staffing - allocated and actual (from CJCC): FYs 90-97
→	Public Defender's Annual Report for FYs 1993 and 1995 containing Statewide caseload data and the number of cases opened in Montgomery County (from State office): FYs 90-97
→	Montgomery County caseloads by case type - juvenile, district, and circuit court cases (from local office): FY 97

<i><b>Public Defender (State Funded)</b></i>	<i><b>Listing of Information Not Acquired</b></i>
→	Montgomery County operating budget allocations: FYs 90-97
→	Montgomery County expenditures and actual full-time equivalent staffing: FYs 90-96
→	Montgomery County caseload data by court (Juvenile, District, Circuit): FYs 90-96
→	Statewide and Montgomery County allocations for capital improvement projects: FYs 90-98
→	Information on grants allocated for Montgomery County: FYs 90-98

<i><b>Parole &amp; Probation (State Funded)</b></i>	<i><b>Listing of Information Acquired</b></i>
→	Statewide operating budgets by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
→	Statewide expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
→	Statewide caseload data (from published budget documents): FYs 90-98

***Parole & Probation (State Funded)***

***Listing of Information Acquired (continued)***

- Statewide budgets showing breakout for personnel and operating costs (from State office):  
FYs 90-98
- Statewide expenditures showing breakout for personnel and operating costs (from State office):  
FYs 90-96
- Field Operations budget allocations by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
- Field Operations expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
- Montgomery County staffing - allocated and actual (from CJCC): FYs 90-97
- Information on grants allocated for Montgomery County (from State office): Budgets FYs 96-98  
Expenditures FYs 95-96
- Supervision Caseload Summary reports for calendar years 1992-1997, containing caseload data for activities in Montgomery County (from State office)

***Parole & Probation (State Funded)***

***Listing of Information Not Acquired***

- Montgomery County budget allocations by funding source and budgeted full-time equivalent staffing: FYs 90-99
- Montgomery County expenditures by funding source and actual full-time equivalent staffing: FYs 90-97
- Montgomery County caseload data: CYs 90-91
- Statewide and Montgomery County allocations for capital improvement projects: FYs 90-98
- Information on grants allocated for Montgomery County: FYs 90-95

***DJJ (State Funded)***

***Listing of Information Acquired***

- Statewide operating budgets by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
- Statewide expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
- Statewide caseload data (from published budget documents): FYs 90-98
- Field Services Division budget allocations by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
- Field Services Division expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
- Area III expenditure data for FYs 92-96, and budget allocations for FYs 93-98 (from local office)
- Area III list of positions filled, grades, and salary levels (from local office): as of November 1997
- Montgomery County estimated staffing allocations (from CJCC): FYs 90-97

***DJJ (State Funded)***

***Listing of Information Acquired (continued)***

- Detailed FY 1998 General Assembly Appropriation for the Department of Juvenile Justice, containing FY 96 actual expenditures, FY 97 appropriation, and FY 98 allowance for each DJJ division, residential center, and area office (obtained from State office by the CJCC)
- Maryland DJJ Statistical Report for FYs 1993-1996, containing caseload data Statewide, for Area III, and detailed by county (from State office)
- Approaching the Year 2000, DJJ Three Year Plan: FYs 98-00 for Statewide juvenile services, containing goals, objectives, recent accomplishments, and new initiatives based on the concept of restorative justice (from local DJJ office)

***DJJ (State Funded)***

***Listing of Information Not Acquired***

- Area III budget allocations: FYs 90-92, 99
- Area III expenditures: FYs 90-91, 97
- Area III budget allocations for full-time equivalent staffing: FYs 90-99
- Area III actual full-time equivalent staffing: FYs 90-97
- Area III and Montgomery County caseload data: FYs 90-92
- Montgomery County budget allocations and budgeted full-time equivalent staffing: FYs 90-99
- Montgomery County expenditures: FYs 90-97
- Statewide and Montgomery County allocations for capital improvement projects: FYs 90-98
- Information on grants allocated for Montgomery County: FYs 90-98

---

***District Court (State Funded)***

***Listing of Information Acquired***

- Statewide operating budgets by funding source and budgeted full-time equivalent staffing (from published budget documents): FYs 90-99
- Statewide expenditures by funding source and actual full-time equivalent staffing (from published budget documents): FYs 90-97
- Statewide caseload data (from published budget documents): FYs 94-98
- Annual Report of the Maryland Judiciary, 1995-96 and 1996-97, containing caseload data by district (from local circuit court staff): FYs 92-97
- Juvenile Court Information Brochure (October 1996 and October 1997), containing limited caseload information (from local district court staff): FYs 95-96

***District Court (State Funded)***

***Listing of Information Not Acquired***

- Montgomery County budget allocations and budgeted full-time equivalent staffing: FYs 90-99
- Montgomery County actual expenditures and actual full-time equivalent staffing: FYs 90-97
- Montgomery County district court and juvenile court caseload data: FYs 90-91
- Statewide and Montgomery County allocations for capital improvement projects: FYs 90-98
- Information on grants allocated for Montgomery County: FYs 90-98

---



---

***District Court Commissioners (State Funded)***

***Listing of Information Acquired***

- 
- Annual Report - District Court of Maryland Commissioner System, Calendar Years 1993-1997, containing commissioner positions and caseload data Statewide and for Montgomery County (from local commissioner office): CYs 93-97

---



---

***District Court Commissioners (State Funded)***

***Listing of Information Not Acquired***

- 
- Statewide and Montgomery County operating budgets and budgeted full-time equivalent staffing: CYs 90-99
  - Statewide and Montgomery County expenditures and actual full-time equivalent staffing: CYs 90-97
  - Statewide and Montgomery County caseload data: CYs 90-92

---



---

***Circuit Court Judges and Clerks (State Funded)***

***Listing of Information Acquired***

- 
- Statewide operating budgets by funding source and budgeted full-time equivalent staffing (from published budget documents): Judges: FYs 90-99 Clerks: FYs 91-99
  - Statewide expenditures by funding source and actual full-time equivalent staffing (from published budget documents): Judges: FYs 90-97 Clerks: FYs 90-97
  - Statewide judges caseload data (from published budget documents): FYs 90-98
  - Montgomery County budget allocations by funding source for circuit court clerks and budgeted full-time equivalent staffing (from State published budget documents): FYs 91-99
  - Montgomery County expenditures by funding source for circuit court clerks and actual full-time equivalent staffing (from State published budget documents): FYs 90-97
  - Montgomery County budget allocations by funding sources for circuit court judges and budgeted full-time equivalent staffing (from local circuit court staff): FYs 93-99
  - Annual Report of the Maryland Judiciary, 1995-96 and 1996-97 containing caseload data by district (from local circuit court staff): FYs 92-97
  - Circuit Court Personnel and Budget Report for FYs 95-97, containing Montgomery County clerks and judges budget totals and budgeted full-time equivalent staffing (from local circuit court staff): FYs 93-97

---



---

***Circuit Court Judges and Clerks (State Funded)***

***Listing of Information Not Acquired***

- 
- Statewide operating budgets and budgeted full-time equivalent staffing for circuit court clerks: FY 90
  - Montgomery County budget allocations and budgeted full-time equivalent staffing for judges: FYs 90-92
  - Montgomery County expenditures for judges: FYs 90-97
  - Montgomery County caseload data for judges: FYs 90-91 and FY 97
  - Information on any grants allocated for Montgomery County: FYs 90-98



***Circuit Court Operations (County Funded)******Listing of Information Acquired***

- Montgomery County budgets categorized by personnel, operating, and capital outlay; and the number of staff and workyears budgeted (from published budget documents): FYs 90-99
- Montgomery County expenditures by category, number of staff, and actual workyears (from published budget documents): FYs 90-estimated 98
- State and Federal grant expenditures by the Montgomery County circuit court (from the CAFR and published budget documents): FYs 90-98
- Montgomery County caseload data (from published budget documents): FYs 90-98
- Annual Report of the Maryland Judiciary, 1995-96, containing caseload data by district (from local circuit court staff): FYs 92-96
- Montgomery County Circuit Court Performance Indicators, containing caseload data (from local circuit court staff): FYs 90-98

***Circuit Court Operations (County Funded)******Listing of Information Not Acquired***

This office provided all information requested

***State's Attorney (County Funded)******Listing of Information Acquired***

- Montgomery County budgets categorized by personnel, operating, and capital outlay; and the number of staff and workyears budgeted (from published budget documents): FYs 90-99
- Montgomery County expenditures by category, number of staff, and actual workyears (from published budget documents): FYs 90-estimated 98
- Montgomery County caseload data (from published documents): FYs 90-98
- State and Federal Grant expenditures by the State's Attorney office in Montgomery County (from the CAFR and published budget documents): FYs 90-98
- Breakout of total budgets relating to juvenile services (from State's Attorney staff): FYs 90-98
- Breakout of total expenditures relating to juvenile services (from State's Attorney staff): FYs 90-97
- Limited juvenile caseload data (from State's Attorney staff): FYs 90-96

***State's Attorney (County Funded)******Listing of Information Not Acquired***

This office provided all information requested

***Police Department (County Funded)******Listing of Information Acquired***

- Montgomery County budgets categorized by personnel, operating, and capital outlay; and the number of staff and workyears budgeted (from published budget documents): FYs 90-99
- Montgomery County expenditures by category, number of staff, and actual workyears (from published budget documents): FYs 90-estimated 98
- Montgomery County caseload data (from published budget documents): FYs 90-98

***Police Department (County Funded)******Listing of Information Acquired (continued)***

- State and Federal grant expenditures by MCPD (from the CAFR and published budget documents): FYs 90-98
- MCPD Uniform Crime Report containing caseload data (from Council staff): FYs 90-97
- Juvenile arrest and referral data (from MCPD Youth Division): FYs 90-97

***Police Department (County Funded)******Listing of Information Not Acquired***

- Montgomery County budgets and expenditures for capital improvement projects: FYs 90-98
- Youth Division budgets by category, and the budgeted staffing and workyears: FYs 90-98
- Youth Division expenditures by category, and the actual staffing and workyears: FYs 90-97

***Sheriff's Office (County Funded)******Listing of Information Acquired***

- Montgomery County budgets categorized by personnel, operating, and capital outlay; the number of staff and workyears budgeted (from published budget documents): FYs 90-99
- Montgomery County expenditures by funding source, number of staff, and actual workyears (from published budget documents): FYs 90-estimated 98
- Montgomery County workload data (from published budget documents): FYs 90-98
- State and Federal grant expenditures by the Sheriff's office (from the CAFR and published budget documents): FYs 90-98
- Warrant Status Report for FYs 1995-1997, containing additional workload data (from local office)

***Sheriff's Office (County Funded)******Listing of Information Not Acquired***

This office provided all information requested

***Correction and Rehabilitation (County Funded)******Listing of Information Acquired***

- Montgomery County budgets categorized by personnel, operating, and capital outlay; the number of staff and workyears budgeted (from published budget documents): FYs 90-99
- Montgomery County expenditures by funding source, number of staff, and actual workyears (from published budget documents): FYs 90-estimated 98
- Montgomery County caseload data (from published documents): FYs 90-98
- State and Federal grant expenditures by DOCR (from published budget documents): FYs 90-98

***Correction and Rehabilitation (County Funded)******Listing of Information Not Acquired***

- Montgomery County budgets for juvenile services categorized by personnel, operating, and capital outlay; and the number of staff and workyears budgeted : FYs 90-98
- Montgomery County expenditures for juvenile services categorized by personnel, operating, and capital outlay; and the number of staff and actual workyears: FYs 90-97
- Montgomery County budgets and expenditures for capital improvement projects: FYs 90-98
- Montgomery County caseload data specifically related to juvenile services

**Health and Human Services (County Funded)**

**Listing of Information Acquired**

- Montgomery County expenditures for juvenile justice and delinquency prevention programs, categorized by funding source (from DHHS staff): FYs 90-98
- Montgomery County budgets categorized by personnel, operating, and capital outlay; and the number of staff and workyears budgeted for selected programs in the Division of Children, Youth, and Families (from DHHS staff): FYs 97-98.
- Index code updates and budget reports (Bud 405) for selected divisions (from DHHS staff in response to OLO table of FY 95 FAMIS codes): FYs 95-96
- State and Federal grant expenditures for juvenile justice and delinquency prevention programs and activities (from the CAFR and published budget documents): FYs 90-98
- Copies of budget reports (Bud 405) for selected juvenile justice and delinquency prevention programs (from microfiche records in the Finance Department): FYs 90-94
- Listing and explanation of the contracts associated with Children, Youth, and Family Services (from DHHS staff).
- SRI information: FY 96 Annual Report and copies of the Senate and House Bills establishing the SRI initiative (from DHHS staff).

**Health and Human Services (County Funded)**

**Listing of Information Not Acquired**

- Montgomery County budgets for juvenile justice and delinquency prevention programs, and the number of staff and workyears budgeted: FYs 90-96
- Montgomery County staffing and actual workyears expended for juvenile justice and delinquency prevention programs and activities: FYs 90-98
- Montgomery County workload data for juvenile justice and delinquency prevention programs: FYs 90-98

*After several meetings with DHHS administrators, Council staff determined that budget data and staffing for services to juveniles would require an inordinate amount of DHHS effort to break out and prorate. DHHS was requested to instead provide actual expenditures prorated separately for (1) intervention and treatment programs and activities, and (2) for delinquency prevention services.*

**County Attorney - (County Funded)**

**Listing of Information Acquired  
for child protective cases**

- Estimated expenditures, staffing, actual workyears, and cases handled for child protective cases (from County Attorney staff): FYs 95-98
- Office-wide budgets and expenditures by funding source, number of staff, and budgeted workyears (from published budget documents): FYs 90-97

**County Attorney (County Funded)**

**Listing of Information Not Acquired  
for child protective cases**

- Montgomery County expenditures, staffing, actual workyears, and cases handled for child protective cases: FYs 90-94
- Montgomery County budgets for child protective cases, number of staff, and budgeted workyears: FYs 90-97

**State and Federal Aid, Grants, and Reimbursements to Montgomery County**  
**Actual Receipts FY 90 through Estimated Receipts FY 97**

<b>Circuit Court Operations</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
Circuit Court Domestic Relations	302,116	278,031	272,012	321,070	476,859	396,604	412,080	400,000
DCM -Family Law Track 1	-	-	-	-	-	17,667	117,282	117,566
Totals	302,116	278,031	272,012	321,070	476,859	414,271	529,362	517,566

<b>State's Attorney</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
District Court Screening Unit	-	-	-	-	3,991	7,362	-	-
Major Narcotics Offender Conspiracy Unit	104,812	42,740	-	-	-	-	-	-
Automated Victim Notification Program	-	-	-	-	-	-	-	70,550
Vehicle Theft Enforcement/ Prevention Program	-	-	-	-	-	25,600	52,730	72,590
Totals	104,812	42,740	-	-	3,991	32,962	52,730	143,140

<b>Sheriff</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
Child Support Enforcement Grant	-	-	-	-	-	-	-	271,565
Child Support Enforcement Incentive Funds	-	-	-	-	-	-	-	133,260
Court Security	-	-	-	-	894,075	965,576	971,337	1,000,000
Juvenile Transport/Security	56,355	97,963	120,184	8,748	-	-	-	-
Medical Transport	8,638	10,317	16,705	18,105	12,567	-	9,768	12,000
Sheriff Reimbursements	-	-	-	-	-	173,916	189,187	157,810
Totals	64,993	108,280	136,889	26,853	906,642	1,139,492	1,170,292	1,574,635

<b>Correction and Rehabilitation</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
Care of Prisoners-Federal	48,492	156,648	1,320,246	1,847,766	694,521	886,620	658,560	282,000
Care of Prisoners-State	1,890,623	562,703	1,363,842	1,622,854	2,239,655	1,548,313	2,517,787	1,410,040
COPS MORE - Central Processing Unit	-	-	-	-	-	-	-	1,627
Drug Abuse Re-Integration Treatment	65,047	23,567	-	-	-	-	-	-
Hispanic Offender Community Service Program	-	-	-	-	4,906	31,526	39,233	37,099
Pre-Release Center	-	-	-	176,551	125,885	119,466	101,811	50,000
Pre-Trial Services	-	500,000	-	-	-	-	-	-
Public Service Intern Project	-	-	-	-	-	765	15,378	-
Youthful Offender Intervention	-	-	-	-	-	-	-	21,925
Totals	2,004,162	1,242,918	2,684,088	3,647,171	3,064,967	2,586,690	3,332,769	1,802,691

**State and Federal Aid, Grants, and Reimbursements to Montgomery County**  
**Actual Receipts FY 90 through Estimated Receipts FY 97**

<b>Police</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
State Aid for Police Protection	10,333,521	10,015,831	8,296,455	6,233,282	9,856,573	11,870,949	11,789,471	11,925,800
Friendship Heights Police Protection	-	-	22,595	19,734	71,982	64,581	97,491	75,900
Accident Investigation Training	-	-	-	12,000	-	-	-	-
Americorps CAP	-	-	-	-	-	125,902	303,740	367,519
Analytical Drug Enforcement	-	-	-	10,048	25,574	25,044	12,904	-
Child Victim Case Coordinator	24,385	-	-	-	-	-	-	-
Cops in Shops (WRAP)	-	-	-	-	6,142	-	-	-
COPS Universal I and II	-	-	-	-	-	-	-	293,230
COPS Universal II	-	-	-	-	-	-	-	682,160
Digitized Identification Database System	-	-	-	-	-	-	-	62,330
High Intensity Drug Trafficking Area (HIDTA)	-	-	-	-	-	-	-	231,277
HOC Drug Elimination	-	-	29,484	105,974	132,890	129,917	86,828	214,646
Major Narcotics Offender Conspiracy Unit	116,993	41,332	-	-	-	-	-	-
Pedestrian Safety	-	-	-	15,771	11,344	-	-	-
Police Hiring Supplemental Program	-	-	-	-	-	-	714,060	2,800,167
US Secret Service Metro Alien Fraud Task Force	-	-	-	-	-	13,145	7,363	22,456
Vehicle Theft Enforcement/ Prevention Program	-	-	-	-	-	46,379	418,591	375,273
Victim/Witness Assistance Coordinator	-	-	-	-	-	-	-	29,327
<b>Totals</b>	<b>10,474,899</b>	<b>10,057,163</b>	<b>8,348,534</b>	<b>6,396,809</b>	<b>10,104,505</b>	<b>12,275,917</b>	<b>13,430,448</b>	<b>17,080,085</b>

<b>DHHS</b>	<b>FY 90</b>	<b>FY 91</b>	<b>FY 92</b>	<b>FY 93</b>	<b>FY 94</b>	<b>FY 95</b>	<b>FY 96</b>	<b>Est. FY 97</b>
Alcohol/Drug Abuse Prevention	83,858	197,474	208,352	204,967	202,262	215,915	193,055	200,349
ATOD - High Risk Kids	-	-	-	-	-	-	-	125,000
Conservation Corps Support-JTPA	-	-	-	39,730	38,000	40,500	35,000	41,571
Conservation Corps-HOC	-	-	-	-	48,770	160,850	107,207	-
Court Appointed Special Advocate (CASA)	40,000	107,827	50,000	49,350	60,000	70,000	88,500	-
Drawing the Line on Underage Drinking	-	-	-	-	170,644	268,618	77,896	-
Drug Free Schools	-	60,490	46,435	41,668	43,270	46,435	38,314	46,440
Families Now	-	-	-	-	-	218,873	474,362	144,320
Family Support Project	3,600	4,000	2,500	-	-	-	-	-
Family Outreach	-	144,488	110,496	-	-	-	-	-
Neighborhood Empower Community Partnership	-	267,376	656,945	659,890	546,220	679,708	443,617	83,701
PACT Juvenile Court Assessors (CAFES)	-	41,194	72,780	68,278	31,756	68,278	68,278	68,041
<b>Totals</b>	<b>127,458</b>	<b>822,849</b>	<b>1,147,508</b>	<b>1,063,883</b>	<b>1,140,922</b>	<b>1,769,177</b>	<b>1,526,229</b>	<b>709,422</b>

**Notes:**

All DHHS grants in this list provide juvenile justice and/or delinquency prevention services. Some programs serve adult or adolescent populations, as well as juveniles. The majority of grants are geared toward delinquency prevention services.