

PS COMMITTEE #1
April 27, 2016

Worksession

MEMORANDUM

April 25, 2016

TO: Public Safety Committee

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

SUBJECT: **Worksession – FY17 Operating Budget: Office of the Sheriff**

Those expected to attend this worksession include:

Darren Popkin, Sheriff
Mary Lou Wirdzek, Office of the Sheriff
Rich Harris, Office of Management and Budget

Budget Summary:

- The Recommended FY17 operating budget includes a recruit class of 10 Deputy Sheriffs.
- Projected Overtime continues to go over budget in FY16.
- The Recommended FY17 operating budget includes an additional \$211,500 for contractual security services, to align with actual costs.

Overview

For FY17, the Executive recommends total expenditures of \$22,594,872, a -5.2% decrease from the approved FY16 budget.

	<i>FY15 Actual</i>	<i>FY16 Approved</i>	<i>FY17 Recommended</i>	<i>% Change FY16-FY17</i>
<i>Expenditures by fund</i>				
General Fund	\$23,409,494	\$23,044,206	\$21,865,315	-5.1%
Grant Fund	\$896,415	\$783,280	\$729,557	-6.9%
<i>Total Expenditures</i>	\$24,305,909	\$23,827,486	\$22,594,872	-5.2%
<i>Positions</i>				
Full-Time	181	181	181	0.0%
Part-Time	4	4	5	25.0%
<i>FTEs</i>	183.3	183.3	183.8	0.3%

The FY17 County Executive recommendation is a decrease of \$1,232,614, which reflects the following identified same service adjustments:

<i>Identified Same Service Adjustments</i>	
Increase Cost: Recruit Class Funding for 10 Deputy Sheriffs	\$371,500
Increase Cost: FY17 Compensation Adjustment	\$347,665
Increase Cost: Security Services Contract to Align with Actual Costs	\$211,500
Increase Cost: Group Insurance Adjustment	\$111,269
Increase Cost: Project Search Intern	\$29,418
Increase Cost: Motor Pool Adjustment	\$15,165
Increase Cost: Printing and Mail	\$2,782
Total Increases:	\$1,089,299
Shift: Telecommunications to the Telecommunications NDA	(\$78,420)
Decrease Cost: Promotional Exams	(\$80,000)
Decrease Cost: Annualization of FY16 Personnel Costs	(\$165,947)
Decrease Cost: Retirement Adjustment	(\$1,943,823)
Decrease Cost: Child Support Grant	(\$53,723)
Total Decreases:	(\$2,321,913)
NET SAME SERVICES ADJUSTMENT TOTAL:	(\$1,232,614)

FY17 Expenditure Issues

Overtime and Staffing

Retirement Adjustment (-\$1,943,823): This large decrease is solely related to revised actuarial assumptions and changes to the amortization period based on the County's five-year experience study. The County contribution rate for public safety employee retirement changes from 37.73% of salary in FY16 to 23.51% of salary in FY17. It does not represent any reduction in services.

Recruit Class for 10 Deputy Sheriffs (\$371,500): The Recommended FY17 budget contains \$371,500 in training costs for a recruit class of 10 new Deputy Sheriffs. These positions are expected to fill the seven current vacancies. The recruit class contains 10 candidates because not all candidates successfully complete training.

Overtime: Last year, the Committee discussed overtime issues in the Sheriff's Office. The Sheriff's Office has exceeded its overtime budget significantly over the past six years. The issue was also briefly discussed at the March 21 worksession on end-of-year transfers and the FY16 2nd Quarterly Analysis. The Sheriff advised that several factors have contributed to this workload increase:

- Courtrooms are busier with much less downtime;
- To meet previous budget reductions, nine deputy positions were lapsed, causing more overtime. The nine positions were restored (the last three in FY15), however there are still seven vacancies;
- About 20% of the Sheriff's sworn complement are paid at the top of scale, making overtime more expensive; and
- Weather emergencies contribute to overtime and emergency pay.

At that time, Council staff requested information on overtime, general emergency pay, excess compensatory leave, and lump sum leave pay overages for the past five years and YTD in FY16. This chart is included on ©12-13. Total overages for the past five fiscal years and YTD FY 16 are:

- \$275,425 in FY11
- \$503,137 in FY12
- \$543,939 in FY13
- \$536,219 in FY14
- \$500,644 in FY15
- \$353,969 (through March 1) in FY16.

The chart attached at ©14 illustrates historical overtime use in the different functional areas of the Sheriff's Office, through March 1, 2016.

Sworn Complement: The current authorized sworn complement is 146, although there are currently seven vacancies. These are expected to be filled in the next recruit class in FY17. The sworn complement has not been increased since FY07, when seven deputies were added due to new domestic violence laws that mandated that protective orders be served 24 hours a day, seven days a week.

The Sheriff's Office generally receives additional Deputy positions when judgeships increase. The County received one new judgeship in 2010 and has been approved for two new judgeships in FY17. There has been no corresponding increase in Deputies for additional courtroom work. An internal workflow study conducted by the Sheriff's Office has determined that 2.5 Deputies are needed for each additional judgeship.

The District Court workload has increased over the past 10 years as well. While Sheriffs do not staff District Court court rooms, they are responsible for transportation of defendants to District Court, and must stay with them during trial. Since 2007, the number of District Court courtrooms has doubled. The Rockville District Court building has increased its courtrooms from six to 12, and the Silver Spring District Court building has increased its courtrooms from three to six.

With the addition of the two new judgeships this summer, the Sheriff's Office advises the appropriate staffing for the Court and Transportation section would be 60 Deputy Sheriffs. The section currently has 40 Deputy Sheriffs.

To address the large, sustained unbudgeted overtime costs, the increased workload generated by three new Circuit Court judgeships, and an increased District Court workload, ***Council staff is recommending that six new Deputy Sheriff positions (and \$529,302 total) be added to the Reconciliation List, in three increments of two Deputy Sheriffs (and \$176,434) each.***

Each new Deputy Sheriff position costs:

<i>Cost of Deputy FY17</i>	
Salary	\$54,739
Benefits	\$23,978
Operating Expenses	\$9,500
Total:	\$88,217

Contractual Security Services (\$211,500): The Committee also discussed cost overruns in contractual security services last year and as part of the March 21 worksession. Total overages for the past five fiscal years and FY16 (through March 1) are:

- \$182,609 in FY11;
- \$161,918 in FY12;
- \$157,905 in FY13;
- \$189,019 in FY14;
- \$264,476 in FY15; and
- Under budget in FY16, although total projected costs are to be about \$300,000 over budget.

The FY17 recommended budget includes an increase of \$211,500 to align its security services contractual costs with actual costs. The security contract is a multi-department three-year contract, with an end date of November 11, 2016. It has a maximum expenditure of \$1,754,500 and is monitored by the Sheriff's Office. The Sheriff's portion contracts for 25 guards, including one supervisor per shift. The contract allows for flexibility for late court and unforeseen circumstances, such as the courthouse renovation. The estimated number of hours for one year is 46,436.

Project Search Intern (\$29,418): This increase reflects the mid-year FY16 hire of an individual who completed a 10-week Project Search internship in the Civil Division. An individual from the Project Search program (which provides opportunities for special needs individuals) interned for the Civil Division for approximately 10 weeks, and was hired in a part-time Office Clerk position in that division at 20 hours a week. Project Search is a transition-to-work program for individuals with developmental disabilities.

Family Justice Center Update

A detailed update on FJC initiatives is included on ©7-8. One initiative that the Committee has discussed recently is the provision of supervised visitation and monitored exchange services. The Sheriff advises that the FJC, in collaboration with the Domestic Violence Coordinating Council (DVCC), is working on bringing supervised visitation and monitored exchange services to Montgomery County. This initiative is an effort to provide a safe, secure environment in which parents can exchange and/or visit with their children. These services are particularly essential in volatile situations such as cases of intimate partner violence and high-conflict custody disputes. In March, a proposal was submitted to the County Executive that offered multiple options for implementing supervised visitation and monitored exchange services. The options included creating a full visitation and exchange center, creating a monitored exchange center only, and creating a monitored exchange pilot program with plans for later expansion to a full visitation and exchange center. The proposal also itemized the facility, security and staffing requirements for a visitation and exchange center in accordance with currently accepted standards and best practices. ***The Committee may wish to ask for a status update on the proposal, including expected staffing and cost estimates.***

Council Staff Recommendation

Council staff recommends adding six new Deputy Sheriff positions, in three increments of two each, for a total of \$529,302. Staff recommends the approval of the rest of the budget as submitted by the Executive.

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Sheriff

Mission Statement

The mission of the Sheriff's Office is to provide general law enforcement, judicial enforcement, and specialized public safety services to the residents of Montgomery County in a lawful, fair, impartial, and non-discriminatory manner and to ensure that Court mandates are carried out with respect for individual rights and freedoms. The Sheriff's Office is committed to establishing and maintaining cooperative working relationships with all other law enforcement, governmental, criminal justice agencies, and the Courts to ensure that the residents of Montgomery County receive the full range of law enforcement services required for a safe and orderly society.

Budget Overview

The total recommended FY17 Operating Budget for the Sheriff's Office is \$22,594,872, a decrease of \$1,232,614 or 5.17 percent from the FY16 Approved Budget of \$23,827,486. The primary driver of this decrease is the reduced required County contribution into retirement plans as a result of revised actuarial assumptions and changes to the amortization period based on the County's five year experience study. This decrease is offset somewhat by the inclusion of funding for the salaries of ten Sheriff's Deputy recruits while they are in training. Personnel Costs comprise 88.48 percent of the budget for 181 full-time position(s) and five part-time position(s), and a total of 183.80 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 11.52 percent of the FY17 budget.

Linkage to County Result Areas

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

- ❖ A Responsive, Accountable County Government
- ❖ Safe Streets and Secure Neighborhoods

Department Performance Measures

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY16 estimates reflect funding based on the FY16 approved budget. The FY17 and FY18 figures are performance targets based on the FY17 recommended budget and funding for comparable service levels in FY18.

Initiatives

- ★ The Family Justice Center (FJC), in collaboration with the Domestic Violence Coordinating Council, is working on a proposal to bring supervised visitation and monitored exchange services to Montgomery County in an effort to provide a safe, secure environment in which parents can exchange and/or visit with their children, especially important in situations such as cases of intimate partner violence and high-conflict custody disputes.
- ★ The Family Justice Center is in discussions to launch a pilot program to bring DVS Legal Services on site at the FJC. DVS is a non-profit organization providing legal services to domestic violence survivors and families in need and would supplement the legal services already being provided several days per week by House of Ruth Maryland.

Accomplishments

- ☑ The Asian/Pacific Islander Domestic Violence Resource Project (DVRP) received a Community Grant to support an on-site representative at the Family Justice Center to provide culturally sensitive services to victims of domestic violence and sexual assault in many Asian/Pacific Islander languages.

- ✓ The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation, the Domestic Violence Coordinating Council and Chesapeake Counseling Associates, coordinated four regional "Identify, Support, Encourage" trainings for individuals who work with children exposed to domestic violence on the warning signs, appropriate responses, and resources available in the community.
- ✓ The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council (DVCC), further expanded the Coaching Boys Into Men (CBIM) program to include Richard Montgomery High School for a total of three participating high schools. This program utilizes the unique leadership role of athletics coaches in the lives of young men.
- ✓ The Family Justice Center, in collaboration with the Domestic Violence Coordinating Council, coordinated three public regional community meetings throughout the County to discuss domestic violence that were held at various locations throughout the County.

Productivity Improvements

- ✱ The Family Justice Center (FJC) has created a new FJC Volunteer and Internship Program. The new program currently includes five volunteers and two interns providing nearly 65 hours of assistance per week in a variety of administrative tasks and hospitality/child care services. Prior to the creation of this program, the FJC had 2 volunteers, contributing 5 hours of assistance per week.

Program Contacts

Contact Mary Lou Wirdzek of the Sheriff's Office at 240.777.7078 or Richard H. Harris of the Office of Management and Budget at 240.777.2795 for more information regarding this department's operating budget.

Program Descriptions

Administration

This division provides general administrative support to the Sheriff's Office including personnel and labor relation matters, planning and policy, training, background investigations, payroll, purchasing, internal investigations, automation, grants, and budget-related functions. The Administrative Division provides technical support for the Sheriff's Records Management System (E*Justice). The Administrative Division also oversees the Sheriff's compliance with recognized accreditation standards. The Assistant Sheriffs direct research and development of policies, procedures, and regulations to meet professional standards developed for law enforcement agencies.

The Assistant Sheriffs also oversee internal investigations, represent the Sheriff's Office in legislative matters, and provide legal direction. The Sheriff's Office participates in school functions, civic association meetings, and serves on commissions and committees. The Sheriff's Office serves on applicant, promotional, and disciplinary boards of other public safety agencies. Administrative personnel organize and teach in-service and specialized deputy training and periodic weapons qualification, as required by the Maryland Police Training Commission. The Sheriff's Office also participates in law enforcement task forces and units such as the Special Response Team, Special Events Response Team, and Hostage Negotiation Team in cooperation with the Montgomery County Police Department, Montgomery County Fire and Rescue Service, and other law enforcement agencies, and in responses to mutual-aid calls as necessary.

Program Performance Measures	Actual FY14	Actual FY15	Estimated FY16	Target FY17	Target FY18
Number of Interim and Temporary Peace Orders served ¹	1402	1506	1506	1506	1506
Number of Interim and Temporary Protective Orders served ²	1695	1819	1819	1819	1819
Number of safety check violations resulting in arrest ³	1	1	1	1	1
Number of weapons seized as a result of Protective Orders ⁴	184	219	184	184	184

¹ The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY15, 5,773 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent. This number was 5,168 in FY14.

² The Sheriff's Office is required to immediately serve Court issued Peace and Protective orders in cases where petitioners seek protection from abuse. In FY15, 5,773 Interim and Temporary Orders were received that required full processing through state and federal law enforcement databases prior to physical service of the orders on the respondent. This number was 5,168 in FY14.

³ Safety checks involve efforts by Sheriff's deputies to ensure that victims are safe and court orders are being obeyed after the issuance of an

Interim or Temporary Order. Safety checks are conducted by site visit or phone.

⁴ In FY15 there were 3 separate cases where 10 or more firearms were seized.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	6,144,638	36.00
Decrease Cost: Child Support Grant	(53,723)	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(1,179,002)	(15.03)
FY17 Recommended	4,911,913	20.97

Courtroom/Courthouse Security and Transport

The Sheriff's Office provides security for the Montgomery County Circuit Court. The Sheriff's Office is also responsible for transporting prisoners between the Montgomery County Correctional Facility (MCCF), Montgomery County Detention Center (MCDC), and various jails and court-holding facilities, as well as to and from healthcare facilities. The Sheriff's Office also guards prisoners while at these facilities. When a writ is received from other counties, deputies are required to transport MCDC and MCCF prisoners to other Maryland District and Circuit Courts. The Sheriff's Office administers temporary detention facilities in the Silver Spring and Rockville District Courts, the Circuit Court for adult prisoners as well as the Juvenile Court holding facility located in the South Tower of the Circuit Court complex.

The Sheriff's Office provides security for the County's Circuit Court and operates X-ray machines and magnetometers to screen visitors entering the buildings at three public entrances. The Sheriff's Office uses trained canines to detect explosives, weapons, and to serve as a general crime deterrent within the courthouses.

The Sheriff's Office Canine Section is also the primary responder for explosive device detection calls, Monday through Friday and responds to mutual-aid calls from the Montgomery County Police Department, Montgomery County Fire and Rescue Services, and other law enforcement agencies as necessary.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	7,401,622	57.50
Increase Cost: Security Services Contract to Align With Actual Costs	211,500	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	574,130	14.00
FY17 Recommended	8,187,252	71.50

Civil Process

The Sheriff's Office is mandated to serve all civil processes as directed by the Courts or private litigants and file returns to the Court. These papers include summonses, subpoenas, failure-to-pay rent notices, and other court documents. The Civil Process function is supported by deputies, who research and serve papers, and by administrative staff, who maintain the tracking process. The Sheriff's Office also executes court-ordered attachments, personal and real property seizures, and replevins (a civil action to recover property wrongfully held). As a final step in resolution of a court judgment, the Sheriff's Office conducts sales of seized or attached property. In the case of evictions, the Sheriff's Office restores real property to property owners by evicting tenants and their possessions as directed by the Court. When appropriate, tenants are referred to human service agencies.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,282,603	21.00
Increase Cost: Project Search Intern	29,418	0.50
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	131,939	3.64
FY17 Recommended	2,443,960	25.14

Criminal Process/Warrants and Extraditions

The Sheriff is responsible for serving District Court civil warrants, District Court criminal warrants associated with domestic violence, all Circuit Court warrants, both adult and juvenile, and Child Support Enforcement warrants. The Warrant Section maintains on-line warrants in the following systems: Maryland Electronic Telecommunications Enforcement Resource System (METERS), National Crime Information Center (NCIC), and E*Justice. METERS and NCIC are used to share data with other state and federal systems. E*Justice is a local database used by Montgomery County law enforcement agencies to track warrants. It also interfaces with LInX to enable data sharing with law enforcement agencies in the National Capital Region. The Sheriff's Office also conducts investigations to locate and apprehend those fugitives for whom the Sheriff's Office holds a warrant. In addition, the Sheriff's Office is responsible for returning fugitives to Montgomery County from other jurisdictions for outstanding Circuit Court warrants and processing those fugitives when returned.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	2,874,781	22.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(479,612)	(1.00)
FY17 Recommended	2,395,169	21.00

Domestic Violence

The Sheriff's Office is the lead agency in Montgomery County for serving court orders related to domestic violence, including Protective and Peace Orders. The Sheriff is also responsible for serving Child Custody orders. The Sheriff's Office Domestic Violence Section serves domestic violence court orders twenty-four hours a day, seven days a week. The Section works collectively with other County agencies to ensure that the petitioners are referred to essential County services available to them and their families. In an effort to enhance protection for the victims of domestic violence, the Sheriff's Office offers cellular phones to domestic violence victims and has a partnership with ADT Security for alarm pendants for victims who are most vulnerable. The Sheriff's Office also serves Emergency Evaluation Petitions that include obtaining custody and transporting residents to the hospital for court ordered mental evaluation.

In collaboration with state, local, and private agencies and the support of the Maryland Judiciary, the Montgomery County Family Justice Center (FJC) implemented video court hearings for Temporary Protective Orders in December 2010. This pilot video hearing project was the first of its kind in Maryland. The equipment was donated by the Verizon Wireless Hopeline Foundation through the Montgomery County Family Justice Center Foundation, Inc.. Protective Order hearings are conducted by video from the center allowing petitioners to use FJC services instead of waiting at court for a hearing. While at the FJC, petitioners are able to receive other emergency and social services in a timely manner that previously took numerous phone calls, travel to multiple locations, and days to receive.

FY17 Recommended Changes	Expenditures	FTEs
FY16 Approved	5,123,842	46.80
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(467,263)	(1.61)
FY17 Recommended	4,656,579	45.19

Budget Summary

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	13,659,226	13,801,994	14,090,457	14,314,821	3.7 %
Employee Benefits	7,257,523	6,932,600	6,750,735	5,129,855	-26.0 %
County General Fund Personnel Costs	20,916,749	20,734,594	20,841,192	19,444,676	-6.2 %
Operating Expenses	2,492,745	2,309,612	2,100,631	2,420,639	4.8 %
County General Fund Expenditures	23,409,494	23,044,206	22,941,823	21,865,315	-5.1 %
PERSONNEL					
Full-Time	173	173	173	173	—
Part-Time	4	4	4	5	25.0 %
FTEs	178.13	178.33	178.33	178.83	0.3 %

	Actual FY15	Budget FY16	Estimate FY16	REC FY17	%Chg Bud/Rec
REVENUES					
Facility Rental Fees	0	500	500	500	—
Miscellaneous Revenues	0	4,000	4,000	4,000	—
Other Charges/Fees	3,337	23,900	20,000	20,000	-16.3 %
Other Intergovernmental	4,624	20,460	20,460	20,460	—
Sheriff Fees	970,866	1,200,000	1,200,000	1,200,000	—
County General Fund Revenues	978,827	1,248,860	1,244,960	1,244,960	-0.3 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	440,110	390,815	390,815	395,562	1.2 %
Employee Benefits	251,890	204,396	204,396	152,487	-25.4 %
Grant Fund - MCG Personnel Costs	692,000	595,211	595,211	548,049	-7.9 %
Operating Expenses	204,415	188,069	188,069	181,508	-3.5 %
Grant Fund - MCG Expenditures	896,415	783,280	783,280	729,557	-6.9 %
PERSONNEL					
Full-Time	8	8	8	8	—
Part-Time	0	0	0	0	—
FTEs	5.17	4.97	4.97	4.97	—
REVENUES					
Federal Grants	1,074,530	783,280	783,280	729,557	-6.9 %
Miscellaneous Revenues	24,562	0	0	0	—
State Grants	36,978	0	0	0	—
Grant Fund - MCG Revenues	1,136,070	783,280	783,280	729,557	-6.9 %
DEPARTMENT TOTALS					
Total Expenditures	24,305,909	23,827,486	23,725,103	22,594,872	-5.2 %
Total Full-Time Positions	181	181	181	181	—
Total Part-Time Positions	4	4	4	5	25.0 %
Total FTEs	183.30	183.30	183.30	183.80	0.3 %
Total Revenues	2,114,897	2,032,140	2,028,240	1,974,517	-2.8 %

FY17 Recommended Changes

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY16 ORIGINAL APPROPRIATION	23,044,206	178.33
Other Adjustments (with no service impacts)		
Increase Cost: Recruit Class Funding for 10 Deputy Sheriffs (to align with actual costs)	371,500	0.00
Increase Cost: FY17 Compensation Adjustment	347,665	0.00
Increase Cost: Security Services Contract to Align With Actual Costs [Courtroom/Courthouse Security and Transport]	211,500	0.00
Increase Cost: Group Insurance Adjustment	111,269	0.00
Increase Cost: Project Search Intern [Civil Process]	29,418	0.50
Increase Cost: Motor Pool Adjustment	15,165	0.00
Increase Cost: Printing and Mail	2,782	0.00
Shift: Telecommunications to the Telecommunications Non-Departmental Account	(78,420)	0.00
Decrease Cost: Promotional Exams	(80,000)	0.00
Decrease Cost: Annualization of FY16 Personnel Costs	(165,947)	0.00
Decrease Cost: Retirement Adjustment	(1,943,823)	0.00
FY17 RECOMMENDED	21,865,315	178.83

GRANT FUND - MCG

6

	Expenditures	FTEs
FY16 ORIGINAL APPROPRIATION	783,280	4.97
<u>Other Adjustments (with no service impacts)</u>		
Decrease Cost: Child Support Grant [Administration]	(53,723)	0.00
FY17 RECOMMENDED	729,557	4.97

Program Summary

Program Name	FY16 APPR		FY17 REC	
	Expenditures	FTEs	Expenditures	FTEs
Administration	6,144,638	36.00	4,911,913	20.97
Courtroom/Courthouse Security and Transport	7,401,622	57.50	8,187,252	71.50
Civil Process	2,282,603	21.00	2,443,960	25.14
Criminal Process/Warrants and Extraditions	2,874,781	22.00	2,395,169	21.00
Domestic Violence	5,123,842	46.80	4,656,579	45.19
Total	23,827,486	183.30	22,594,873	183.80

Future Fiscal Impacts

Title	CE RECOMMENDED (\$000s)					
	FY17	FY18	FY19	FY20	FY21	FY22
COUNTY GENERAL FUND						
EXPENDITURES						
FY17 Recommended	21,865	21,865	21,865	21,865	21,865	21,865
No inflation or compensation change is included in outyear projections.						
Bi-Directional Antenna Master Lease	0	0	(16)	(16)	(16)	(16)
A master lease for the bi-directional antenna expires in FY19.						
Promotional Exams	0	80	0	80	0	80
Promotional exams are offered every other year and will next be offered in FY18.						
Labor Contracts	0	202	202	202	202	202
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	21,865	22,147	22,051	22,131	22,051	22,131

Family Justice Center Accomplishments, Initiatives and Productivity Improvements

Accomplishments

- ❖ The Family Justice Center, in collaboration with the Montgomery County Domestic Violence Coordinating Council and Montgomery County Public Schools, helped coordinate the 7th Annual Choose Respect Montgomery Healthy Teen Dating Conference. The event was held on Sunday, March 20th at Richard Montgomery High School and was attended by a record 500 teens, parents, youth service providers, educators, and volunteers. The educational portion of the conference included identifying the warning signs of abusive relationships, learning how technology can be a tool for violence, and learning what resources are available in the community for those involved in abusive relationships. This year's expanded outreach efforts included in-person presentations and Q&A sessions at numerous public schools, private schools, churches, and youth groups. This event was made possible by a generous grant from Verizon through its partnership with the Montgomery County Family Justice Center Foundation.
- ❖ The Family Justice Center, in collaboration with the Domestic Violence Coordinating Council, coordinated nearly 100 presentations on healthy dating and healthy relationships this year, reaching well over 2,500 teens and dozens of parents and youth workers as well. These free, interactive presentations are designed to fit into a standard class period, and have been incredibly well-received, with many schools and youth groups requesting additional presentations in the future.
- ❖ The Family Justice Center, in collaboration with the Montgomery County Family Justice Center Foundation and the Domestic Violence Coordinating Council (DVCC), is continuing to expand the Coaching Boys Into Men (CBIM) program. This program utilizes the unique role of athletics coaches in the lives of young men to encourage them to be respectful both on the field and in their personal relationships and friendships. This past year, the Richard Montgomery High School football team joined the Springbrook High School and Montgomery Blair High School football teams in participating in the program. All three schools are on board to participate next year, and we are in the process of recruiting additional schools as well.
- ❖ The Asian/Pacific Islander Domestic Violence Resource Project (DVRP) received a Community Grant for FY2016, allowing them to have a representative on-site at the Family Justice Center. The Asian/Pacific Islander DVRP provides culturally sensitive services to victims of domestic violence and sexual assault in 20 Asian/Pacific Islander languages, and also conducts outreach to the Asian/Pacific Islander community in Montgomery County about domestic violence and the services available for victims. DVRP's presence at the FJC has been invaluable since they arrived last year. We have often utilized their expertise and translation skills to provide critical services to domestic violence victims from the Asian/Pacific Islander community.

Initiatives

- ❖ The Family Justice Center, in collaboration with the Domestic Violence Coordinating Council (DVCC), is working on bringing supervised visitation and monitored exchange services to Montgomery County. This initiative is an effort to provide a safe, secure environment in which parents can exchange and/or visit with their children. These services are particularly essential in volatile situations such as cases of intimate partner violence and high-conflict custody disputes. In March, a proposal was submitted to the County Executive that offered multiple options for implementing supervised visitation and monitored exchange services. The options included creating a full visitation and exchange center, creating a monitored exchange center only, and creating a monitored exchange pilot program with plans for later expansion to a full visitation and exchange center. The proposal also itemized the facility, security and staffing requirements for a visitation and exchange center in accordance with currently accepted standards and best practices.
- ❖ The Family Justice Center (FJC), in collaboration with the Montgomery County Family Justice Center Foundation, is exploring ways to bring additional pro bono legal representation services to the FJC. Since House of Ruth is the only FJC partner currently providing these services, it would be beneficial to bring on additional services to supplement the incredible work that is already being done. This would provide domestic violence victims more opportunities and options to receive assistance and advocacy while they navigate a complex legal system.
- ❖ The Family Justice Center (FJC), in collaboration with the Montgomery County Domestic Violence Coordinating Council and the Montgomery County Commission for Women, is working on developing a promotional campaign to educate the public about the services offered at the FJC. One avenue being explored is the use of ads in public transit vehicles and stations.

Productivity Improvements

- ❖ The Family Justice Center (FJC) has created a new FJC Volunteer and Internship Program. The new program currently includes 5 volunteers and 2 interns providing nearly 60 hours of assistance per week in a variety of tasks. Our volunteers assist with reception desk coverage, hospitality/child care services, data entry, filing, and other administrative and clerical duties. Our interns focus on intake desk coverage, assisting and shadowing FJC Victim Assistants, and answering phone calls. Prior to the creation of this program, the FJC had 2 volunteers, contributing 5 hours of assistance per week. Not only are the volunteers and interns gaining hands-on, applicable experience, but their efforts also alleviate the strain on the FJC Victim Assistant staff, allowing them to focus their efforts exclusively on providing victim services.

FY17 Sheriff's Office Operating Budget

1) Please briefly describe the Child Support grant reduction of \$53,723.

The grant has not been reduced, and was actually over spent by about \$1,000. This was due to a technical error mismatched by fiscal years.

2) Security Services Contract costs increase by \$211,500. I am going to use the data you gave me for the End-of-Year Transfer and 2nd Quarterly Analysis worksession for this item. The recommended FY17 total budget for Security Services contracts is \$777,510, correct? Correct.

a. Please describe the structure of the security contract (term, number of staff, estimated hours, etc.). I believe Sheriff Popkin mentioned they are part of a County-wide contract for security services. What causes the cost overruns each year? Overtime? Or just under-budgeting for services?

The Security contract is a multi-department 3-year contract with an end date of 11/17/16. It is a maximum contract of \$1,754,500 and is monitored by the Sheriff's Office. Currently, the Sheriff's Office portion contracts for 25 guards including one supervisor per shift, but the grant allows for flexibility for late court and unforeseen circumstances such as the courthouse renovation. The estimated number of hours for one year is 46,436. It has been under-budgeted over the past years.

3) Please briefly describe the increased cost for the Project Search Intern. What is the total budget for FY17?

An individual from the Project Search program (which provides opportunities for special needs individuals) interned for the Civil Division for approximately 10 weeks, and was hired in a part-time Office Clerk position in that division at 20 hours a week. It was an FY16 mid-year budget change that occurred in July 2015. It is budgeted for \$30,181 in FY17.

4) Please provide a brief update on the FJC.

Please see separate document for FJC update.

Staffing:

5) The total number of FT positions remains the same in FY17. Have there been any changes in positions mid-year, or proposed for FY17?

There have been no changes for full-time positions.

6) The total number of PT positions increases by one in FY17. What is this new position?

The new position is a part-time Office Clerk position created for an intern who participated in the Project Search Program with the Sheriff's Office. It was a FY16 mid-year budget change.

7) What is the total authorized complement of sworn positions for FY17? When was the last fiscal year that your authorized complement was increased? By how many positions?

The total authorized complement of sworn positions for FY17 is 146. The last year the complement was increased was in 2007 by seven deputies. In 2004 new domestic violence laws mandated service of

protection orders be served on a 24/7 basis. To meet the 24 hour coverage, deputies from other sections worked overtime until the seven new deputies were added to the complement in 2007.

8) There is recommended funding for 10 deputy sheriff positions for the next recruit class.

a. Will these fill all current vacancies? Currently, there are 7 vacancies.

The Sheriff's Office expects to fill the current seven vacant positions with the next recruit class. However, it is unlikely that all the deputy sheriff candidates will successfully complete the twenty-nine (29) week entry level training. It is common for one or more candidates to fail an academic or skills related test (i.e. emergency vehicle operations or criminal law) during their training.

b. How much do you budget for a new recruit for the year? Please break down cost by salary, benefits, equipment (if any), and other associated costs.

For FY17, the recommended budgeted costs for filling a vacant position are:

Cost of Deputy - FY17		
Personnel Costs		
Salary	\$	54,739
FICA	\$	4,188
Group Ins	\$	11,651
Retirement	\$	8,139
TOTAL	\$	78,717
Operating Costs (equipment, clothing, cleaning, etc.)		
\$3,500-\$4,000		Per Deputy

← \$9,500 for new additional position - *ef.*

*For FY17 the CE has recommended six months of training funds for 10 candidates: \$5,100 in personnel per month, and \$4,000 for operating costs.

9) With the May 2014 opening of the Judicial Center Annex (South Tower), several new courtrooms have opened.

a. How many additional courtrooms were added?

For Circuit Court: Courtrooms have increased by 10 and hearing rooms 3 for a total of 27 courtrooms and 8 hearing rooms.

Since 2007, courtrooms in the two District Courts doubled: Rockville District Court courtrooms increased from 6 to 12, and Silver Spring District Court courtrooms increased from 3 to 6

b. What is optimal Deputy Sheriff staffing for each courtroom?

CIRCUIT COURT: Optimal staffing for courtroom security is determined by the number of judges allotted to the Circuit Court which includes 22 active judges, and 14 retired judges. Two additional judges were recently added to the Circuit Court by the Maryland Legislature as well as one new judge to the District Court

An internal annual work hour study determined that 2.5 deputies per judge is the accepted standard for staffing courtrooms. Based on that standard, Court and Transportation Section should have a minimum of 55 Deputy Sheriffs to handle the duties and responsibilities associated with courtroom security. With the addition of the two new judges, that number would be raised to 60. At this time, Court and Transportation Section has 40 deputies.

DISTRICT COURT: Although the Sheriff's Office does not staff District Court courtrooms, deputies transport prisoners to the two District Courts and are required to remain with prisoners while in the courtroom. Currently, there are a total of 18 courtrooms in both District Courts. Since 2007, the District Court courtrooms have doubled in number. (see previous answer for breakdown).

Again, the Sheriff's Office has not had an increase in complement since 2007.

10) Please explain the shifts worked by deputy sheriffs in different functions. i.e. What are standard hours for deputy sheriffs assigned to the courtroom? For those assigned to civil process, criminal process, domestic violence, etc.

The Sheriff's Office has multi shifts that rotate on a 24/7 basis to handle duties and responsibilities of the Sheriff's Office. There are no standard hours for courtroom security. However, courts typically commence at 8:00 am and can run as late as 8:30 pm and/or until the judge releases the deputies.

11) For FY16, the Sheriff's office had about \$60,000 in overtime in Administration. Is this for senior level sheriffs? What types of activities are prompting overtime for them?

Although the data reflects overtime performed in Administration Section, actual overtime for administrative duties is minimal. The Administration Section records various other overtimes not related to administrative duties such as:

- Lieutenants and deputies are called upon several times a week to perform courtroom duties leaving their time sensitive administrative duties to be performed on overtime.
- When recruits are in the academy, their time is recorded in Administration. After graduation, they fulfill their FTO training and often work overtime which is recorded in Administration.
- Special task forces
- General Emergencies (For FY15, it was the Baltimore detail)

There are two lieutenants and two deputies assigned to Administration who are supervised by the Captain of Administration. Their functional duties include recruitment, training, internal investigations, and monitoring the Sheriff's Office law enforcement standards through the CALEA accreditation program, a continuing process with audits every 3-4 years.

PERSONNEL COST COMPONENTS - Sheriff's Office

Overtime				General Emergency Pay			Excess Com Leave (Non-Exempt Year End)			Lump Sum Leave Pay (Annual/Comp/PTO)		
<i>FY</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>
FY11	\$280,303	\$381,617	\$ (101,314)	-	-	-	-	\$ 142,137	\$ (142,137)	-	\$ 31,974	\$ (31,974)
FY12	\$257,197	\$518,365	\$ (261,168)	-	-	-	-	\$ 131,822	\$ (131,822)	-	\$ 110,147	\$ (110,147)
FY13	\$257,197	\$579,076	\$ (321,879)	-	\$ 94,318	\$ (94,318)	-	\$ 65,110	\$ (65,110)	-	\$ 62,632	\$ (62,632)
FY14	\$257,197	\$634,150	\$ (376,953)	-	\$ 93,670	\$ (93,670)	-	\$ 42,757	\$ (42,757)	-	\$ 22,839	\$ (22,839)
FY15	\$257,197	\$572,909	\$ (315,712)	-	\$ 69,275	\$ (69,275)	-	\$ 47,723	\$ (47,723)	-	\$ 67,934	\$ (67,934)
FY16 YTD 3-1-16	\$257,197	\$367,466	\$ (110,269)	-	\$ 104,707	\$ (104,707)	-	\$ 45,000	\$ (45,000)	-	\$ 93,982	\$ (93,982)

↑
projected

②

Total Overage
\$ (275,425)
\$ (503,137)
\$ (543,939)
\$ (536,219)
\$ (500,644)
\$ (353,959)

OVERTIME COSTS - FUNCTIONAL AREAS - Sheriff's Office

	FY11		FY12		FY13		FY14		FY15		FY16 YTD 3-1-2016	
	<i>Net Amt</i>	<i>Net Hrs</i>	<i>Net Amt</i>	<i>Net Hrs</i>	<i>Net Amt</i>	<i>Net Hrs</i>	<i>Net Amt</i>	<i>Net Hrs</i>	<i>Net Amt</i>	<i>Net Hrs</i>	<i>Net Amt</i>	<i>Net Hrs</i>
Admin	\$ 12,588		\$ 27,068	453.02	\$ 34,322	600.78	\$ 46,751	855.67	\$ 60,641	1,161.70	\$ 31,239	535.95
Courtroom Supt	\$ 167,019		\$ 173,207	3,480.83	\$ 237,069	4,758.68	\$ 197,682	3,838.40	\$ 151,653	2,815.63	\$ 127,555	2,414.55
Hospital	\$ 80,317		\$ 71,570	1,347.57	\$ 78,784	1,511.73	\$ 102,339	1,907.72	\$ 97,597	1,778.06	\$ 69,672	1,264.02
Trans-EEPs/DVP									\$ 4,642	95.97	\$ 1,558	37.05
Juvenile	\$ 12,945		\$ 19,116	364.03	\$ 20,086	370.14	\$ 17,370	311.69	\$ 3,936	65.22	\$ 3,865	55.70
Courthouse Sec	\$ 25,712		\$ 42,470	837.81	\$ 37,635	750.15	\$ 56,479	1,106.41	\$ 77,907	1,468.92	\$ 57,279	1,011.50
Civil Processing	\$ 14,616		\$ 12,435	276.08	\$ 31,628	700.56	\$ 66,180	1,294.34	\$ 59,733	1,114.03	\$ 11,247	201.09
Evictions	\$ 8,867		\$ 8,540	179.50	\$ 11,233	224.00	\$ 4,657	86.50	\$ 2,505	46.00	\$ 2,187	33.50
Seizures	\$ 2,590		\$ 1,318	23.00	\$ 4,856	82.50	\$ 1,150	19.00	\$ 297	2.50	\$ 539	8.00
Warrant/Fugitive	\$ 15,152		\$ 31,114	597.85	\$ 22,798	423.78	\$ 30,236	538.56	\$ 14,375	242.75	\$ 15,955	264.83
Extraditions	\$ 2,208		\$ 12,418	253.91	\$ 7,595	160.75	\$ 10,037	195.16	\$ 11,910	233.50	\$ 5,841	123.25
Dom Vio	\$ 39,544		\$ 86,778	1,839.12	\$ 107,959	2,403.17	\$ 92,121	2,025.70	\$ 79,062	1,689.46	\$ 54,745	1,139.62
Total	\$ 381,558	0.00	\$ 486,036	9,652.72	\$ 593,966	11,986.24	\$ 625,003	12,179.15	\$ 564,257	10,713.74	\$ 381,681	7,089.06

SECURITY COSTS - Sheriff's Office			
<i>FY</i>	<i>Budget</i>	<i>Actual</i>	<i>Variance</i>
FY11	\$ 445,760	\$ 628,369	\$ (182,609)
FY12	\$ 577,510	\$ 739,428	\$ (161,918)
FY13	\$ 577,510	\$ 735,415	\$ (157,905)
FY14	\$ 577,510	\$ 766,529	\$ (189,019)
FY15	\$ 577,510	\$ 841,986	\$ (264,476)
FY16	\$ 577,510	\$ 482,121	\$ 95,389
FY17	\$ 777,510		

Projected to be \$841,000