CountyStat Principles

• Require Data-Driven Performance
• Promote Strategic Governance
• Increase Government Transparency
• Foster a Culture of Accountability
Agenda

• Welcome and introductions
• Review of Performance Plan items
• Impact of Savings Plan (2%) and hiring freeze on performance
• Detailed view of measure – per diem cost per inmate
• Potential overtime cost savings
• Suggestions for improvement of measure
• Wrap up
Contribution to Montgomery Results

- A Responsive and Accountable County Government
- Affordable Housing in an Inclusive Community
- An Effective and Efficient Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- Safe Streets and Secure Neighborhoods
- A Strong and Vibrant Economy
- Vital Living for all of Our Residents
## DOCR At-A-Glance

<table>
<thead>
<tr>
<th>What DOCR Does and for Whom</th>
<th>How Much</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incarcerates inmates securely and constitutionally and provides effective supervision for those in pretrial and prerelease programs.</td>
<td>$62,369,220 (98.6%) 626.5 WYs</td>
</tr>
<tr>
<td>Operates programs to improve inmate growth and development during custody.</td>
<td>$ 932,000 (1.4%) 8.9 WYs</td>
</tr>
<tr>
<td>Overall</td>
<td>$63.3 million (FY08) 579 positions; 642 WYs</td>
</tr>
<tr>
<td></td>
<td>Total Average Daily Population: 1,104</td>
</tr>
</tbody>
</table>
Headline Measures

- Percent of total bed needs met
- Per diem cost per inmate
- Number of security incidents
- Percent of accreditation standards met
- Percent of prisoners participating in self growth and development programs
- Recidivism and achievement (under construction)
Savings Plan and Hiring Freeze

• Department of Correction and Rehabilitation
  – Expenditure decreases - $583,100 (0.9%)
    • Lapse 9 currently vacant positions
    • Collect federal child nutrition reimbursement
    • Fund Volunteer Coordinator through inmate canteen
  – Revenue enhancements - $682,930 (1.1%)
    • Increase federal Pre-Release inmates
    • Increase number of IPSA and ACS participants
    • Continue telephone commissions

• Circuit Court
  – Lapse of vacant positions - $205,770
Total Positions Approved FY08: 579
Total Vacancies = 18
(3% vacancy rate)

Montgomery County Correctional Facility
Total Pos: 298
- Administration
  5 pos
- Custody & Security
  215 pos *6 vacant
- Operations
  20 Pos 1 vacant
- Inmate Services
  58 Pos

Montgomery County Detention Center
Total Pos: 146
- Administration
  2 Pos *1 vacant
- Custody & Security
  84 Pos 1 vacant
- Records
  14 Pos *1 vacant
- Classification
  4 Pos
- Medical
  8 Pos
- Central Processing
  34 Pos

Pre-Release and Reentry Services
Total Pos: 66
- Administration
  2 Pos
- Screen, Stand & Res
  9 Pos 1 vacant
- Residential Services
  44 Pos *3 vacant
- Facs & Cent Oper
  6 Pos 2 vacant
- Medical Services
  1 Pos

Pre-Trial Services
Total Pos: 40
- Administration
  4 Pos
- Asses & Supervision
  20 Pos 1 vacant
- IPSA
  9 Pos
- ACS
  7 Pos

Management Services
Total Pos: 26
- Administration
  1 Pos
- Budget/Procurement
  4 Pos
- Human Resources
  3 Pos
- Information Technology
  4 Pos
- Training Section
  7 Pos
- Fiscal Services
  7 Pos 1 vacant

Office of the Director
Total Positions: 3
- Administration
  2 Pos

*Positions lapsed for FY08 Savings Plan
(Total 9 positions lapsed for Savings Plan)
Savings Plan & Hiring Freeze: Impact

• Average daily population is likely to rise
  – Increase in average length of stay during pre-trial period as court slows down
  – Direct increase in population from federal prisoners

• Potential opening of last pod at MCCF
  – Current indicator that DOCR is running out of bed space
  – Long-term: need for increased staffing
  – Short-term: increase in overtime costs

Follow-up topic: Jail population and associated costs
Average Daily Incarcerated Population

![Graph showing the average daily incarcerated population from March 2003 to September 2007. The graph indicates an upward trend over time.](image)
Per Diem Cost Per Inmate

• General formula

\[ \text{PerDiem} = \frac{\text{Expenditures} - \text{Revenues}}{\text{Prisoner Days}} \]

• Items excluded in the calculation
  – Costs
    • CPU
    • All costs associated with Pre-Trial Services
    • 5% of administrative costs
  – Revenues
    • State reimbursement
    • State reimbursement of major medical expenses IS included
Per Diem Cost Per Inmate

• Biggest cost drivers (expenditures)
  – Salaries $32,300,000 = 54%
  – Benefits $14,350,000 = 24%
  – Building Maintenance and Repairs $ 4,340,000 = 7%
  – Services: Medical $ 3,210,000 = 5%
  – Miscellaneous $ 1,670,000 = 3%
  – Services: Food and Supplies $ 1,190,000 = 2%

• Biggest revenue sources
  – Federal Reimbursement and SCAAP $ 2,650,000 = 74%
  – Work release $ 240,000 = 7%
  – Telephone commissions (going away) $ 190,000 = 5%
  – Inmate workforce $ 160,000 = 5%

Shown: FY07 actuals
# Salary Expenditures By Category

<table>
<thead>
<tr>
<th>Category</th>
<th>FY05</th>
<th>FY06</th>
<th>FY07</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Regular Time</strong></td>
<td>$23,005</td>
<td>73.7%</td>
<td>$24,571</td>
</tr>
<tr>
<td><strong>Overtime</strong></td>
<td>$3,680</td>
<td>11.8%</td>
<td>$4,314</td>
</tr>
<tr>
<td><strong>Roll call/Lunch</strong></td>
<td>$1,097</td>
<td>29.8%</td>
<td>$1,180</td>
</tr>
<tr>
<td><strong>All Other</strong></td>
<td>$2,583</td>
<td>70.2%</td>
<td>$3,134</td>
</tr>
<tr>
<td><strong>Annual Leave</strong></td>
<td>$2,429</td>
<td>7.8%</td>
<td>$2,598</td>
</tr>
<tr>
<td><strong>Sick Leave</strong></td>
<td>$1,115</td>
<td>3.6%</td>
<td>$1,197</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>$480</td>
<td>1.5%</td>
<td>$481</td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td>$337</td>
<td>1.1%</td>
<td>$331</td>
</tr>
<tr>
<td><strong>Disability</strong></td>
<td>$218</td>
<td>0.7%</td>
<td>$393</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td>$31,204</td>
<td></td>
<td>$33,639</td>
</tr>
</tbody>
</table>

In thousands of dollars
Dollars shown are for all of DOCR
## Opportunities for Savings: Reducing Administrative Leave

<table>
<thead>
<tr>
<th>Case</th>
<th>Date of Incident</th>
<th>Date on Admin Leave</th>
<th>Date Investigation Completed</th>
<th>Date SOC Filed</th>
<th>Date of ADR</th>
<th>Date of Final Action</th>
<th>Days of Admin Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>08/30/07</td>
<td>9/3/07</td>
<td>09/25/07</td>
<td>11/07/07</td>
<td>12/19/07</td>
<td>12/19/07</td>
<td>78</td>
</tr>
<tr>
<td>2</td>
<td>10/11/07</td>
<td>10/24/07</td>
<td>11/14/07</td>
<td>11/27/07</td>
<td>1/16/08</td>
<td>1/16/08</td>
<td>61</td>
</tr>
<tr>
<td>3</td>
<td>10/08/07</td>
<td>10/10/07</td>
<td>11/28/07</td>
<td>12/07/07</td>
<td>1/16/08</td>
<td>1/19/08</td>
<td>73</td>
</tr>
<tr>
<td>4</td>
<td>10/08/07</td>
<td>10/10/07</td>
<td>11/14/07</td>
<td>11/28/07</td>
<td>12/19/07</td>
<td>2/1/08</td>
<td>83</td>
</tr>
</tbody>
</table>

- Example of length of process for the four most recent cases is shown above
- While on administrative leave, DOCR must pay someone else overtime to cover these posts
  - $56,400 in administrative leave for these individuals
  - $84,500 in overtime cost (using average overtime wage to estimate)
- In CY07, 19 people from DOCR went to ADR, 7 of whom were on administrative leave prior to ADR.

**Follow-up topic: Decrease time at each stage of ADR process**

20% reduction in process time in these cases alone would yield $16,900+ in savings
Improving Performance Measures:
Per Diem Cost Per Inmate

• Goal of the performance measure – to show how much it costs to house one inmate for one day
• Want measure to be clearly defined so it can be used effectively as a management tool and as a basis for other discussions of cost
• As the DOCR Performance Plan has undergone development, this measure has changed
  – At least three versions of the measure
• Current version is based upon
  – FY05-FY06: state negotiated per diem reimbursement rate
  – FY07-FY10: a 3.6% CPI inflation rate
Changes in Per Diem Cost Per Inmate As Reported in the Performance Plan

8/16/2007

12/28/2007

1/28/2008
Methods for Calculating Per Diem Cost Per Inmate

• Rate used in the performance plan
  • (state approved rate for FY05-06 and 3.6% inflation for FY07-10)

• DOCR rate submitted to the state

\[
\text{Per Diem} = \frac{\text{All expenditures} - \text{All revenues (except state reimbursement)}}{\text{All prisoner days}}
\]

• All expenditure/all revenue rate

\[
\text{Per Diem} = \frac{\text{All expenditures} - \text{All revenues}}{\text{All prisoner days}}
\]

• CountyStat recommended rate

\[
\text{Per Diem} = \frac{\text{All expenditures}}{\text{All prisoner days}}
\]

*Note: Expenditures are for incarceration only and do not include Costs associated with CPU Costs from the Pre-Trial Services Division 5% of administrative costs*
This graph compares the per diem cost per inmate submitted in the performance plan with alternate methodologies.

CountyStat recommends using the top line (Expenditures only).
Wrap up: preview of next topics

• Reducing the ADR timeline
  – Options for reducing the timeline
  – Costs associated with those options

• Jail population management
  – Flows within the DOCR system
  – Indicators
  – Cost implications
    • Streamline financial reporting system
Wrap up: follow-up items

• Current state of the Performance Plan
• Confirmation of follow-up items
• Time frame for next meeting