

Q00A
Administration
Department of Public Safety and Correctional Services

Executive Summary

The Department of Public Safety and Correctional Services (DPSCS) Administration provides key policy and administrative oversight operations for the department. These include executive direction, information technology (IT) functions, security and intelligence gathering, capital program support, State 9-1-1 functions, and program coordination.

Operating Budget Data

	(\$ in Thousands)				
	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 19-20</u>	<u>% Change</u>
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>	<u>Prior Year</u>
General Fund	\$132,835	\$132,957	\$152,970	\$20,014	15.1%
Adjustments	0	1,119	2,919	1,801	
Adjusted General Fund	\$132,835	\$134,075	\$155,890	\$21,815	16.3%
Special Fund	\$63,601	\$64,287	\$66,589	\$2,301	3.6%
Adjustments	0	3	13	10	
Adjusted Special Fund	\$63,601	\$64,290	\$66,602	\$2,312	3.6%
Federal Fund	\$823	\$900	\$2,982	\$2,082	231.4%
Adjustments	0	0	0	0	
Adjusted Federal Fund	\$823	\$900	\$2,982	\$2,082	231.4%
Reimbursable Fund	\$2,187	\$1,851	\$1,576	-\$274	-14.8%
Adjustments	0	0	0	0	
Adjusted Reimbursable Fund	\$2,187	\$1,851	\$1,576	-\$274	-14.8%
Adjusted Grand Total	\$199,445	\$201,116	\$227,051	\$25,934	12.9%

Note: The fiscal 2019 appropriation includes deficiencies, a one-time \$500 bonus, and general salary increases. The fiscal 2020 allowance includes general salary increases.

Note: Numbers may not sum to total due to rounding.

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- Overall, the DPSCS Administration fiscal 2020 allowance increases by \$25.9 million, or 12.9%, over the working appropriation. Aside from the adjustments, the majority of the change is related to an \$11.1 million increase in IT-related spending and a \$6.2 million increase in personnel spending due to an internal reorganization.

Personnel Data

	<u>FY 18</u> <u>Actual</u>	<u>FY 19</u> <u>Working</u>	<u>FY 20</u> <u>Allowance</u>	<u>FY 19-20</u> <u>Change</u>
Regular Positions	1,049.00	1,049.00	1,181.00	132.00
Contractual FTEs	<u>55.94</u>	<u>61.22</u>	<u>106.81</u>	<u>45.59</u>
Total Personnel	1,104.94	1,110.22	1,287.81	177.59

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	94.23	11.38%
Positions and Percentage Vacant as of 12/31/18	252.00	24.02%

- The agency's fiscal 2020 allowance for personnel increases by 132 regular positions. This overall change is due to an internal realignment of units within DPSCS Administration that created a new Administrative Services Unit. This unit consolidates several functions, including Grants; Policy; and Statistics, Finance, and Human Resources. Contractual full-time equivalents increase by 45.59.
- Vacancies:*** At the end of calendar 2018, there were 252 vacant positions, a 21% increase from fiscal 2018. The Security Operations Unit, which provides special operations for high-risk transports, leads with 97 vacancies (38% of the total). General Administration and the Information Technology and Communications Division have 52 and 40 vacancies, respectively. More than 66% of Security Operations' vacancies have gone unfilled for more than one year. Additional discussion of vacancies is in the Budget section of this analysis.

Key Observations

- Next Generation 9-1-1 (NG911) Goes Online in Six Counties This Year:*** NG911, which allows callers to send texts and video to emergency call centers, should be online in six counties by the beginning of fiscal 2020. The total cost of the NG911 transition is expected to be \$105 million over three to five years.

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- ***IT Projects and Spending Continue to Increase:*** DPSCS Administration spends a significant amount this fiscal year in continued IT projects related to statewide fingerprinting, inmate medical records, and resource management.
- ***Administrative Vacancies Near 30%:*** DPSCS Administration positions that are not correctional officers or parole/probation agents are going unfilled, leaving the division with more vacancies on a percentage basis than the Division of Correction.

Operating Budget Recommended Actions

1. Add language restricting funding for the purpose of hiring an outside vendor to conduct a comprehensive staffing study of the department's administrative, corrections, and detention functions.
2. Adopt committee narrative requesting a report on Next Generation 9-1-1 and county assistance by January 1, 2020.

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Operating Budget Analysis

Program Description

The Department of Public Safety and Correctional Services (DPSCS) Administration includes the functions within the Office of the Secretary and the Office of the Deputy Secretary for Operations. Recently, a reorganization consolidated several units into Administrative Services, General Administration, and Programs and Services. The Secretary and related administrative units provide overall policy and operational direction for the department by establishing policy; priorities; support; and oversight for the corrections, parole and probation, and pretrial detention units.

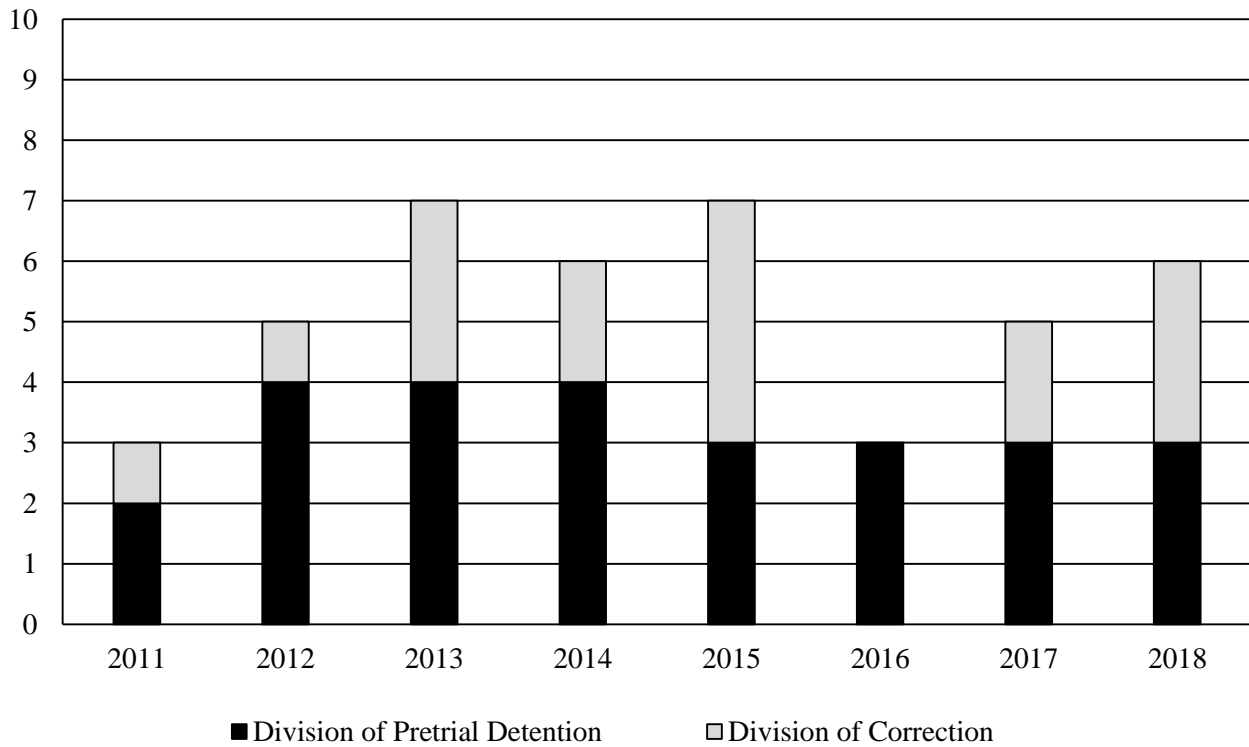
In addition, this unit administers the State's Emergency Numbers Systems Board (ENSB) and develops and implements the capital program for the department's custodial functions. DPSCS Administration is responsible for maintaining the Criminal Justice Information System that State, local, and federal law enforcement rely on for accurate and timely information as well as the operations of the Canine, Central Transportation, and Central Home Detention units.

Performance Analysis: Managing for Results

1. Commitment Unit

Maintaining security regarding offenders under the department's supervision is an integral part of the DPSCS mission. As a result, DPSCS tries to ensure that no sentenced inmate or pretrial detainee within a DPSCS facility is incorrectly released. The responsibility for meeting this goal falls within the Administration's Commitment Unit. **Exhibit 1** shows the number of incorrectly released offenders since fiscal 2011. The number of erroneous releases more than doubled from fiscal 2011 to 2015, increasing from 3 to 7 offenders incorrectly released. The fiscal 2018 total reflects a slight decrease to 6 mistaken releases. **DPSCS should comment on whether the 34% vacancy rate among commitment records specialists or the 86% vacancy rate among entry-level commitment unit positions is having an effect on operations, particularly regarding erroneous releases.**

Exhibit 1
Erroneous Releases
Fiscal 2011-2018

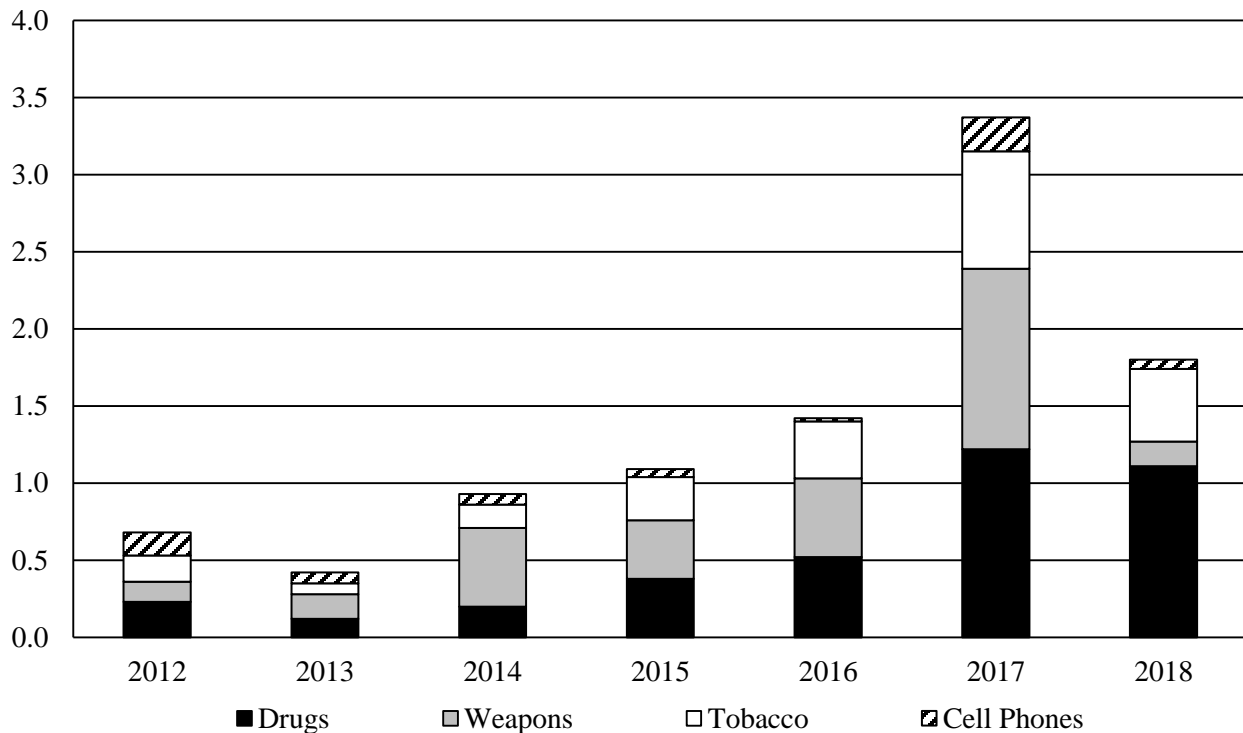


Source: Department of Public Safety and Correctional Services

2. K9 Contraband Finds

Exhibit 2 provides data regarding contraband finds in DPSCS facilities found by the K9 Unit since fiscal 2012. The department reports this measure as the rate of items found per 100 scans conducted. In fiscal 2017, contraband finds increased substantially in all categories due to increased targeted searches and additional K9 units in department facilities. In fiscal 2018, while all finds were down from the previous fiscal year, contraband find totals were still the second-highest since fiscal 2012.

Exhibit 2
Rate of Contraband Finds Per 100 Scans in Departmental Facilities
Fiscal 2012-2018



Source: Department of Public Safety and Correctional Services

Fiscal 2019 Actions

Proposed Deficiency

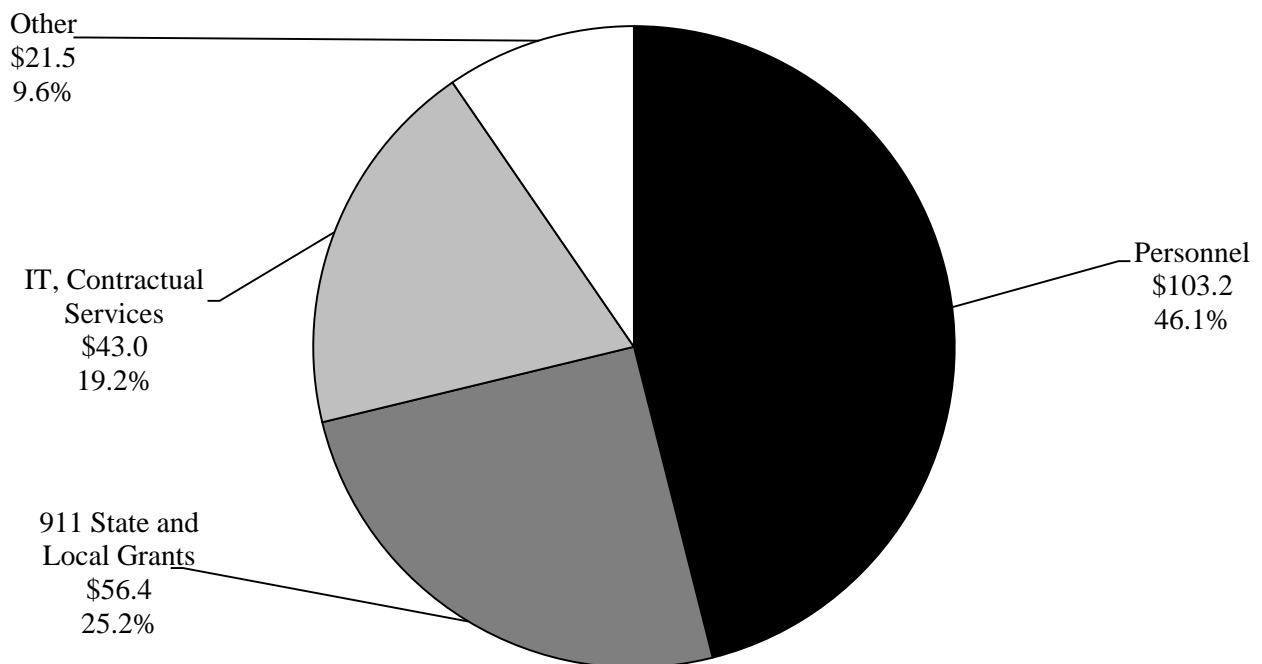
In fiscal 2019, there is one departmentwide general fund deficiency providing \$7,643,911 to supplement the Correctional Officer (CO) Bonus and Retention Program. The Administration share of this amount is \$449,411.

Fiscal 2020 Allowance

Overview of Administration Spending

In fiscal 2020, DPSCS Administration has over 46% of the allowance allocated for personnel spending, most of which is for salaries, wages, and the employee retirement system. Including adjustments for the cost-of-living adjustment (COLA) and other employee bonus initiatives, this totals \$103.2 million. The second main area of spending in the allowance is for State and local 9-1-1 grants administered by ENSB, which total \$56.4 million. Contractual services and computer equipment, largely related to Major Information Technology (IT) Projects such as the Electronic Patient Health Record project, total \$43.0 million (19%). Other spending is 10% of the total and consists of about \$22 million for critical maintenance projects, property rental costs, and motor vehicles for security operations. **Exhibit 3** illustrates total spending by category.

Exhibit 3
Department of Public Safety and Correctional Services
Administration Spending
Fiscal 2020
(\$ in Millions)



IT: information technology

Source: Department of Public Safety and Correctional Services

Proposed Budget Change

As shown in **Exhibit 4**, the Governor’s fiscal 2020 allowance for DPSCS Administration increases by \$25.9 million, or approximately 12.9%.

Exhibit 4
Proposed Budget
Department of Public Safety and Correctional Services – Administration
(\$ in Thousands)

How Much It Grows:	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
Fiscal 2018 Actual	\$132,835	\$63,601	\$823	\$2,187	\$199,445
Fiscal 2019 Working Appropriation	134,075	64,290	900	1,851	201,116
Fiscal 2020 Allowance	<u>155,890</u>	<u>66,602</u>	<u>2,982</u>	<u>1,576</u>	<u>227,051</u>
Fiscal 2019-2020 Amount Change	\$21,815	\$2,312	\$2,082	-\$274	\$25,934
Fiscal 2019-2020 Percent Change	16.3%	3.6%	231.4%	-14.8%	12.9%

Where It Goes:

Personnel Expenses

Employee earnings increase due to internal reorganization (132 positions into DPSCS Administration).....	\$6,153
General salary increase and \$500 employee bonus.....	1,962
Employee retirement system.....	1,753
SLEOLA increases.....	298
Workers’ compensation premium assessment	174
Pensions	126
Overtime	119
Turnover.....	65
Accrued leave payouts	62
Other fringe benefit adjustments.....	17
Employee and retiree health insurance	-113
Final supplement to CO Bonus and Retention Program	-449

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Where It Goes:

IT Projects and Technology Expenses

ITCD security software updates and replacements	4,217
MCE enterprise software project and federal funding for the MAFIS system.....	2,480
DoIT Shared Services Allocation	2,406
Computers and replacement equipment and security software	1,798
IT software costs, including computer-aided dispatch and jail management software	832
Workday personnel system.....	473
Software licenses	349
DoIT telecommunications and 700 MHz radios.....	-1,435

Other

Critical Maintenance Fund for facilities	3,000
Contractual turnover	875
Rent and other fixed charges	274
Department of Security Operations motor vehicles	235
Medical supplies	137
Inmate payments.....	110
Urinalysis and laboratory services.....	-27
Other	42

Total **\$25,934**

CO: correctional officer

DoIT: Department of Information Technology

DPSCS: Department of Public Safety and Correctional Services

IT: information technology

ITCD: Information Technology and Communications Division

MCE: Maryland Correctional Enterprises

MAFIS: Maryland Automated Fingerprint Identification System

MHz: megahertz

SLEOLA: State Law Enforcement Officers Labor Alliance

Note: Numbers may not sum to total due to rounding.

Personnel

Personnel expenses increase by \$10.2 million when adjusted for the fiscal 2020 COLA and various employee salary and bonus programs. Overall, salaries and wages (\$6.1 million) and employee salary/bonus programs (\$2.2 million) make up the majority of the change in personnel spending in the allowance. These programs are offset, in part, by decreases in employee health insurance costs (\$113,000) and the removal of a one-time fiscal 2019 deficiency for the CO Bonus and Retention Program (\$449,000).

Vacancy Rates

The DPSCS Administration unit has a vacancy rate of over 24%. In terms of actual functions, the vacancy rate for DPSCS employees who are not COs or parole/probation agents is 27.3%. In its *Joint Chairmen's Administrative Vacancies Staffing Report*, the department outlined vacant positions by classification and steps taken to address the vacancies. While vacancies in the Commitment Unit were mentioned earlier in this analysis, multiple positions in finance, human resources, procurement, and IT are unfilled and affect the department's ability to hire new staff, process procurements, and upgrade IT systems. In order to address this situation, DPSCS is cross-training employees to carry out a wider range of responsibilities, including those from vacant positions, and is working with the Governor's Office of Performance Improvement to streamline hiring.

Additional vacancy statistics include the following:

- procurement has a 33% vacancy rate;
- security operations, which transports inmates, has a 27% vacancy rate;
- capital construction has a 25% vacancy rate and 1 administrator position that has been vacant for three years; and
- administrative vacancies have an average salary of nearly \$54,000.

DPSCS should comment on administrative vacancies, its work with the Governor's office to streamline hiring, and why these positions continue to remain unfilled even though similar office positions at many State agencies are filled and feature the same level of pay. In addition, the Department of Legislative Services (DLS) recommends that funding be restricted to fund an outside consultant to study the department's staffing needs.

IT and Other Spending

The fiscal 2020 allowance also contains approximately \$11.1 million in spending increases for IT-related projects and technology initiatives designed to enhance current programs and address inmate health care and security concerns at correctional facilities. Nearly half of the change in this year's allowance is due to these changes in IT-related spending and is further discussed in the Issues section of this analysis.

Issues

1. Next Generation 9-1-1

ENSB coordinates the installation and enhancement of county 9-1-1 emergency telephone number services systems. Chapter 425 of 2012 specified that the board's responsibilities include establishing guidelines for Next Generation 9-1-1 (NG911) services in the State. NG911 allows a caller to send texts, emails, and other data files, such as digital photographs and videos, to 9-1-1. In recent years, the Maryland Association of Counties advocated for a single statewide provider of NG911 services and support, and in fiscal 2018, both DPSCS and the Commission to Advance NG911 Across Maryland submitted reports to the General Assembly regarding efforts to begin the provision of these new services.

NG911 Features Include Texting and Video

NG911 has a wide range of features that allow callers to send key information to emergency call centers such as:

- actual photos and live video of an emergency incident;
- data-heavy files, such as building floor plans, that could allow first responders or law enforcement to respond more effectively;
- text messages, which give callers the ability to alert 9-1-1 in situations (such as an active shooter or domestic violence situation) where the caller is hiding or unable to speak. Text messages can also help people who are deaf, hard of hearing, or have a speech impediment to communicate with emergency staff; and
- caller geospatial data, which makes locating a caller's exact location easier, more accurate, and gives responders the ability to get to a location faster with fewer mistakes.

State 9-1-1 Fee Structure and Costs

Overall, 9-1-1 costs are paid for via a \$1 fee on each citizen phone bill (\$0.25 to the State and \$0.75 to the counties to operate local emergency call centers, or Public Safety Answering Points). In terms of 9-1-1 related revenue, the counties are falling behind because Maryland is the only state in the country that assesses one 9-1-1 fee per household, rather than on a per-device basis. For example, if a household has five cellphones on one bill, a \$1 fee is assessed instead of a \$5 fee. As a result, statewide 9-1-1 phone bill fees cover 55% of the average annual State expenses that fund upgrades to phone systems and provide backup facility funding. In addition, the current fee only covers about 36% of county expenditures used for the operation of their call centers.

Exhibit 5 depicts 9-1-1 fee revenue by county and the percentage of county expenses covered.

Exhibit 5
9-1-1 Fees by County
Fiscal 2017

<u>County</u>	<u>County 9-1-1 Fee Revenues</u>	<u>County 9-1-1 Expenses</u>	<u>9-1-1 Fee Adequacy</u>
Allegany	\$377,200.34	\$2,429,009.00	15.53%
Anne Arundel	4,166,766.04	7,289,572.00	57.16%
Baltimore City	3,424,914.00	9,440,736.58	36.28%
Baltimore	6,181,780.59	10,860,890.00	56.92%
Calvert	621,150.42	3,106,183.00	20.00%
Caroline	172,737.58	1,002,906.66	17.22%
Carroll	1,097,308.12	2,995,658.52	36.63%
Cecil	599,740.00	2,180,779.27	27.50%
Charles	1,118,062.00	2,477,999.10	45.12%
Dorchester	179,113.00	1,703,745.00	10.51%
Frederick	1,627,173.60	7,137,361.00	22.80%
Garrett	191,227.03	955,649.00	20.01%
Harford	1,525,570.00	6,330,549.00	24.10%
Howard	2,308,340.00	6,332,404.39	36.45%
Kent	128,766.82	971,980.00	13.25%
Montgomery	6,530,894.00	17,513,204.00	37.29%
Prince George's	6,717,751.24	14,592,274.00	46.04%
Queen Anne's	314,204.06	1,630,230.00	19.27%
Somerset	105,004.67	987,344.00	10.64%
St. Mary's	608,904.70	2,662,080.26	22.87%
Talbot	864,458.19	2,589,200.00	33.39%
Washington	842,727.03	4,364,749.00	19.31%
Wicomico	572,724.06	1,110,731.00	51.56%
Worcester	430,638.60	2,489,128.00	17.30%
Total	\$40,707,156.09	\$113,154,362.78	35.97%

Source: Department of Public Safety and Correctional Services

Commission Recommends Expanding 9-1-1 Fees

The commission published multiple recommendations in its report to the General Assembly. First, the main recommendation is to increase fees to enhance the solvency and effectiveness of the State's 9-1-1 Trust Fund. Specifically, the commission recommended increasing the \$0.25 State fee to \$0.50 and giving counties the option to increase fees to a maximum of \$1.50.

- Doubling the State 9-1-1 infrastructure fee to \$0.50 and billing per subscriber rather than per household would yield \$145 million in total revenue (State revenue would increase from \$13 million to \$58 million, and county revenue would more than double from \$41 million to \$87 million). As a result, 84% of county 9-1-1 costs would be covered – without counties increasing their fee.
- Overall, the total cost to the State will be \$105 million over three to five years for the transition and \$13 million annually for NG911 services.

Future Steps

Multiple counties (Calvert, Charles, Frederick, Montgomery, Prince George's and St. Mary's) will be online for NG911 in early fiscal 2020. **Exhibit 6** outlines initial NG911 costs for these counties, with the exception of Frederick.

Exhibit 6 Initial and Recurring Costs for NG911

<u>County</u>	<u>Nonrecurring Costs (Eligible for ENSB funding)</u>	<u>Recurring Costs for NG911 Services</u>	<u>Current Recurring Costs for Verizon Services (Per Year)</u>
Montgomery	\$111,342	\$1,664,185	\$1,202,280
Calvert	102,903	144,952	93,240
Charles	140,339	249,788	168,000
Prince George's	135,256	1,455,256	966,612
St. Mary's	320,931	178,260	44,400

ENSB: Emergency Numbers Systems Board
NG911: Next Generation 9-1-1

Source: Department of Public Safety and Correctional Services

Currently, there are a variety of emerging issues that need to be addressed:

- **Graphic Videos:** With NG911, citizens can share photos and even live video with emergency operators. These videos and other media have the potential to be graphic. In addition, events taking place in real-time could be visible to an emergency operator. The commission recommends that more training, counseling, and other resources be made available to operators.
- **Video Ownership and Privacy:** Video ownership and retention is an issue; as graphic videos may circulate to call centers, there need to be rules regarding the control and dissemination of this information – as well as who will keep or safeguard potentially graphic and/or personal videos, particularly those that take place in someone’s home or other private place. The rebroadcasting of videos on social media or traditional news media is also an issue. Storage costs are also an issue, as large video files will need to be stored securely; the commission has stated that its estimates do not include this type of cost.
- **Vacancies:** Current vacancies among emergency operators will need to be addressed.
- **Potential Certification/Training Issues:** More specifically, additional emergency operator training may be necessary – possibly in conjunction with the Maryland Institute for Emergency Medical Services Systems.

DLS recommends the adoption of committee narrative requesting that the department submit a report to the budget committees by January 1, 2020, on NG911 and initial costs and issues with the first six counties as they begin the service. In addition, ENSB should provide information on how it plans to assist the commission, counties, training groups, and any other organizations as NG911 is implemented.

2. Administration Technology Initiatives

In fiscal 2020, nearly half of the change in the DPSCS Administration budget is due to technology and IT-related projects that include the following:

- **Maryland Correctional Enterprises (MCE) Enterprise Resource Planning Implementation Project:** This project was designed to allow MCE, the State’s prison industry arm, to update its IT infrastructure and manage its large volume of sales and information. The project was in its final phase for some time, with two unsuccessful procurements in recent fiscal years. On January 2, 2019, the Board of Public Works voted unanimously to approve a two-year extension for the current contract with Infor. The department is in the process of onboarding a procurement project manager through the Department of Information Technology (DoIT) master contract to oversee the development of a new Request for Proposals. **DPSCS should comment on the need for this project, why the procurement continues to be unsuccessful, and whether the \$500,000 allocated in the current fiscal year is adequate to complete the project.**

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- ***Computerized Criminal History Project:*** This is a database replacement project. The fiscal 2020 allowance contains no funding for this project, but funding is expected to resume in fiscal 2021. **DPSCS should comment on the status of this project and whether it expects to meet the fiscal 2021 completion date.**
- ***Electronic Patient Health Records Project:*** This project will allow DPSCS and its health care partners to accurately track and share inmate medical information digitally. The project is allocated \$1.5 million in fiscal 2020.
- ***Maryland Automated Fingerprinting Identification System:*** The legacy system behind this technology needs to be upgraded. The fiscal 2020 allowance has \$800,000 allocated for this project.
- ***Text to 9-1-1 Statewide Initiative:*** DPSCS and ENSB are developing a project that will enable Maryland citizens to text 9-1-1 in emergency situations. While no funding exists in the fiscal 2020 allowance, there is \$974,702 available to spend. **DPSCS should comment on whether this project will meet its expected completion date, as well as any integration this project will have with the NG911 initiative set to go online in six counties in fall 2019.**

Additional Security-related Projects

- ***Drone Detection:*** \$1.3 million is funded in the DoIT fiscal 2020 allowance for this project, designed to stop airborne drones from dropping contraband into State prisons.
- ***Cell Phone Managed Access:*** Continued use of the Managed Access cell phone blocking system in Baltimore City detention facilities is ongoing and previously resulted in a substantial decrease in illicit cell phones in those facilities.

Joint Chairmen’s Report DPSCS Technology Initiatives and Data Concerns

While several new systems are being put into service for the department to avoid the data concerns highlighted in the report, there are still some issues that need to be addressed.

- ***Drinking Driver Monitor Program:*** For the third year in a row, DPSCS was unable to provide data for the number of violation of probation cases. In addition, if a driver violates their conditions of probation for a technical violation, there is no way to gather the data by category. In other words, a technical violation may consist of a driver’s failure to pay restitution or failure to attend self-help programming. There is currently no ability in the system to categorize these violations – they are simply listed as technical violations. **DPSCS IT staff is working on this issue, and the department should comment on the status of its efforts.**

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- ***Recidivism Reporting:*** DPSCS collects data on the number of sentenced offenders who are returned to custody for a new offense and categorizes this data by all releasees, parolees, mandatory releasees, and those whose sentences have expired. Because of the implementation of new systems, this data has been unavailable since fiscal 2012 due to system errors that incorrectly categorized offenses and lost prior inmate release data due to data migration issues. DPSCS will complete the first recidivism report in fall 2019.
- ***Workday Personnel System:*** Workday was a concern in fiscal 2017 because of data issues related to human error, which effectively lowered some employee paychecks. While that issue is now resolved, there are issues with data retrieval. Currently, the department is unable to isolate which overtime hours worked are regular overtime and which hours are mandatory drafted overtime. While Workday is a statewide system and any related issues are the same across state agencies, DPSCS has high amounts of overtime pay. Understanding which shifts are drafted overtime (by CO and facility rather than just region) and the effect on COs is important. No solution for this issue has been presented to date. **DPSCS should comment on how it keeps track of CO drafted overtime hours and whether the current system is effective.**

Operating Budget Recommended Actions

1. Add the following language to the general fund appropriation:

, provided that \$500,000 of this appropriation made for the purpose of general operating expenses may be expended only for the purpose of hiring an outside vendor to conduct a comprehensive staffing study of the department's administrative, corrections, and detention functions. The staffing study should include (1) the number and type of correctional officer positions needed to fully staff each of the department's correctional and detention facilities; (2) the number and type of appropriate positions needed to fully staff the administrative function; (3) recommendations for a staffing model that is adequate for the department's needs; and (4) an examination of the department's personnel software and data collection abilities in order to accurately track and isolate key data by employee and facility, including regular and mandatory drafted overtime, sick leave, and leave without pay. Funds not expended for this restricted purpose may not be transferred by budget amendment or otherwise to any other purpose and shall revert to the General Fund.

Explanation: In the interest of improving employee retention and reducing vacancies (particularly among correctional officers (CO)), the budget committees have requested data from the department in recent fiscal years. While inmate populations decline to record levels and efforts to reduce unfilled positions increase, CO vacancies have increased over 40% since fall 2017. Key data, including mandatory drafted overtime and leave without pay data, cannot be provided due to deficiencies in the Workday personnel system. Also, a full examination of the amount of staff needed at each facility has not been provided as the department stated that it needed assistance from the National Institute of Corrections to conduct a comprehensive study. The committees request that an outside vendor conduct a study to help understand and resolve current vacancy and data issues.

2. **Next Generation 9-1-1 County Implementation:** The budget committees request that the Emergency Numbers Systems Board (ENSB) submit a report by January 1, 2020, on Next Generation 9-1-1 (NG911) and initial costs and issues with the first six counties as service is initiated. In addition, ENSB should provide information on how it plans to assist counties, training groups, and any other organizations as NG911 is implemented.

Information Request	Author	Due Date
NG911 County Implementation Report	ENSB	January 1, 2020

Appendix 1
Current and Prior Year Budgets
Department of Public Safety and Correctional Services – Administration
(\$ in Thousands)

	<u>General Fund</u>	<u>Special Fund</u>	<u>Federal Fund</u>	<u>Reimb. Fund</u>	<u>Total</u>
Fiscal 2018					
Legislative Appropriation	\$133,702	\$64,184	\$1,300	\$1,867	\$201,053
Deficiency/Withdrawn Appropriation	-1,876	-7	0	0	-1,883
Cost Containment	-1,285	0	0	0	-1,285
Budget Amendments	2,454	2,110	373	5,710	10,647
Reversions and Cancellations	-160	-2,687	-850	-5,390	-9,087
Actual Expenditures	\$132,835	\$63,601	\$823	\$2,187	\$199,445
Fiscal 2019					
Legislative Appropriation	\$132,187	\$64,221	\$900	\$1,564	\$198,873
Budget Amendments	770	66	0	286	1,122
Working Appropriation	\$132,957	\$64,287	\$900	\$1,851	\$199,995

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. Numbers may not sum to total due to rounding.

Fiscal 2018

General Fund

General fund expenditures for fiscal 2018 were approximately \$132.8 million, a decrease of \$867,000 from the legislative appropriation. The department received one general fund deficiency withdrawing \$1.9 million in fuel/utility savings and a Board of Public Works cost containment reduction in the amount of \$1.3 million based on salary savings accrued from the department's high vacancy rates.

The department's fiscal 2018 general fund budget amendments provided a net increase of \$2.5 million. Approximately \$41,000 in general funds was provided to reallocate funds to comply with a new collective bargaining agreement for State Law Enforcement Officers Labor Alliance members. The remainder was used to realign general funds with actual expenditures in the Office of the Secretary.

Special Fund

Fiscal 2018 special fund expenditures totaled \$63.6 million, a \$583,000 decrease from the legislative appropriation. Budget amendments provided a net increase of \$2.1 million, which was used to increase funding for salaries, wages, and fringe benefits in the Information Technology and Communications Division (ITCD) Unit. Based on cash flows, the Department of Public Safety and Correctional Services canceled nearly \$2.7 million in special funds for various items, including Maryland Correctional Enterprises information technology (IT) expenditures, home monitoring fees, grant awards, and various forms of revenue collection.

Federal Fund

Overall, federal fund expenditures were \$823,000 in fiscal 2018, \$477,000 below the legislative appropriation. Budget amendments provided a net increase of \$373,000 based on an increase of \$2.3 million for the Computerized Criminal History (CCH) project and a decrease of \$1.9 million in order to realign federal appropriations not needed for IT development projects. Based on cash flows, cancellations were initiated on \$850,000 in federal grants for the CCH and the Maryland Automated Fingerprinting Identification System (MAFIS) IT projects.

Reimbursable Fund

Reimbursable funds totaled approximately \$2.2 million, a net decrease of \$320,000 from the legislative appropriation. Budget amendments increased the legislative appropriation by \$5.7 million and consisted of a \$5 million increase for major IT projects dealing with criminal history and inmate medical records as well as fingerprinting technology (CCH, electronic health record, and MAFIS). The remainder of approximately \$700,000 consisted of unappropriated grant funding related to HIV testing and substance use disorder treatment.

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Cancellations for reimbursable funds totaled \$5.4 million; \$661,000 was canceled due to lower revenue collections for ITCD, \$236,000 for over-estimations of Field Support grant spending, and \$65,000 in canceled grants from the Governor’s Office of Crime Control and Prevention (GOCCP) for crime victim advocates in the Intelligence and Investigative Division, and the remainder, \$4.4 million, was due to adjustments to major IT-related projects based on cash flows.

Fiscal 2019

Budget amendments increase the fiscal 2019 working appropriation by nearly \$1.1 million. Increases of \$770,000 in general funds and \$66,000 in special funds were provided to fund a statewide employee cost-of-living adjustment. In addition, \$286,000 in reimbursable funds was used to realign reimbursable appropriations associated with the transfer of the Criminal Injuries Compensation Board to GOCCP.

Appendix 2
Major Information Technology Project
Department of Public Safety and Correctional Services
Computerized Criminal History Replacement (Phase II)

Project Status	Planning.	New/Ongoing Project:	Ongoing.
Project Description:	The Department of Public Safety and Correctional Services (DPSCS) Information Technology and Communications Division is currently looking to replace the obsolete Computerized Criminal History (CCH) mainframe system to include the Ident/Index and Arrest Disposition Reporting mainframe systems to state-of-the-art client/server technology. The new system will allow for the provision of timely, updated offender information to local law enforcement, community supervision programs, and other DPSCS constituents for the purposes of effective monitoring, rehabilitation, and case management of those offenders. It will also save time by eliminating the need for paper searches and by consolidating information in a single location.		
Project Business Goals:	This initiative supports the following DPSCS goals: (1) good management – ensure that the department operates efficiently; meets and/or exceeds the technology business needs of the department, criminal justice guidelines, and policies and standards for the use and implementation of existing and emerging technologies; and (2) safe communities – help to keep Maryland communities safe, provide technology that quickly identifies offenders, provide a comprehensive and efficient method to identify warrants issued throughout the State, and implement better warrant tracking processes that allow law enforcement to serve warrants and remove dangerous individuals from Maryland’s streets.		
Estimated Total Project Cost:	\$7,213,280	Estimated Planning Project Cost:	\$1,619,280
Project Start Date:	October 2015.	Projected Completion Date:	Fiscal 2021.
Schedule Status:	Phase II: Competitive bid will go out to possible CCH vendors, and the contract will be awarded to the one selected.		
Cost Status:	No funding for this project is included in the fiscal 2020 allowance but is expected in fiscal 2021.		
Scope Status:	No reported changes in the project scope.		
Project Management Oversight Status:	No funding is included in the fiscal 2020 allowance for oversight.		
Identifiable Risks:	None.		
Additional Comments:	None.		

Fiscal Year Funding (\$ in Thousands)	Prior Years	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Balance to Complete	Total
General Funds	\$56.0	\$1,600.0	\$1,619.3	\$0.0	\$1,638.0	\$0.0	\$0.0	\$4,913.30
Special Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Funds	2,300.0	0.0	0.0	0.0	0.0	0.0	0.0	2,300.0
Total Funding	\$2,356.00	\$1,600.0	\$1,619.3	\$0.0	\$1,638.00	\$0.0	\$0.0	\$7,213.30

Electronic Patient Health Record Replacement

Project Status	Planning.		New/Ongoing Project:		Ongoing.			
Project Description:	This initiative will replace the Department of Public Safety and Correctional Services’ (DPSCS) outdated electronic health record (EHR) with a new, more robust system that will meet the needs of the Office of Inmate Health Services (OIHS). The expected outcome is an already constructed commercial off-the-shelf ambulatory EHR that includes an automated medication administration records system that interfaces with internal systems and external vendors. It will provide DPSCS with comprehensive, electronic inmate health records as well as inpatient services, utilization management, social work, and mental health services. Collectively, the system must comply with the Duvall consent decree.							
Project Business Goals:	The mission of the department’s health care program is to prevent illness, promote health, and provide care to inmates through a competent, efficient, and effective system that improves the health of inmates and assists in transitional planning and care management consistent with the interests of DPSCS. A more efficient and complete EHR will allow DPSCS OIHS to meet its strategic goals and objectives.							
Estimated Total Project Cost:	\$14,280,000			Estimated Planning Project Cost:		\$1,000,000		
Project Start Date:	Fiscal 2018.			Projected Completion Date:		Fiscal 2022.		
Schedule Status:	Request for Proposals completed in June 2018, and DPSCS plans to procure a dedicated project manager through a staffing contract.							
Cost Status:	The Governor’s fiscal 2020 allowance includes \$1.5 million in general funds for this project.							
Scope Status:	No known or anticipated scope changes at this time.							
Project Management Oversight Status:	The Governor’s fiscal 2020 allowance includes \$75,000 for oversight.							
Identifiable Risks:	Medium-level risk factors include potential funding and resource availability factors, interdependencies due to the existing software (upgrades could face delays), technical (migration issues), user interface, and training challenges. Medium-level risk factors of supportability, implementation, and flexibility are dependent on contractor compliance.							
Additional Comments:	None.							
Fiscal Year Funding (\$ in Thousands)	Prior to FY 2018	Actual FY 2018	Appropriation FY 2019	Allowance FY 2020	Projected FY 2021	Projected FY 2022	Balance to Complete	Total
General Funds	\$0.0	\$2,500.0	\$7,280.0	\$1,500.0	\$1,500.0	\$1,500.0	\$0.0	\$14,280.0
Special Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Funding	\$0.0	\$2,500.0	\$7,280.0	\$1,500.0	\$1,500.0	\$1,500.0	\$0.0	\$14,280.0

Maryland Correctional Enterprises – Enterprise Resource Planning Implementation Project

Project Status	Implementation.			New/Ongoing Project:		Ongoing.		
Project Description:	This initiative will provide the ability for the Maryland Correctional Enterprises (MCE) to revise and update its backend processes and aging financial and manufacturing information technology infrastructure to better meet the needs of Maryland’s correctional industries program. This project will allow more efficient management of the agency’s program that currently generates over \$60 million per year in sales and service and employs over 2,000 inmates in Maryland’s correctional facilities. The current paper-driven process and computing platform is not efficient and has become less effective as MCE grows its business.							
Project Business Goals:	This initiative supports the MCE goal, which is to find a solution whose basic core capabilities address, at a minimum, the needs for all the following functions: (1) enterprise resource planning; (2) customer relationship management; and (3) integration with other State of Maryland systems, primarily the Financial Management Information System.							
Estimated Total Project Cost:	\$4,740,384			Estimated Planning Project Cost:		\$1,000,000		
Project Start Date:	September 2010.			Projected Completion Date:		Fiscal 2020.		
Schedule Status:	The Request for Proposals (RFP) to procure Correctional Services was released in the first quarter of fiscal 2017. One bid was provided and was deemed nonresponsive due to not meeting the Minority Business Enterprise requirements. Since then, after another unsuccessful procurement, the department is onboarding a procurement project manager through the Department of Information Technology master contract to oversee the RFP development. Project schedules will be rebaselined upon implementation.							
Cost Status:	The Governor’s fiscal 2020 allowance includes \$500,000 for this project.							
Scope Status:	No known or anticipated scope changes at this time.							
Project Management Oversight Status:	The fiscal 2020 allowance includes \$50,000 for oversight.							
Identifiable Risks:	Due to the departure of critical resources, MCE must work to fill this gap as quickly as possible to reduce any further project risks.							
Additional Comments:	None.							
Fiscal Year Funding (\$ in Thousands)	Prior to FY 2018	Actual FY 2018	Appropriation FY 2019	Allowance FY 2020	Projected FY 2021	Projected FY 2022	Balance to Complete	Total
General Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Special Funds	3,240.4	1,000.0	0.0	500.0	0.0	0.0	0.0	4,740.4
Federal Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Funding	\$3,240.4	\$1,000.0	\$0.0	\$500.0	\$0.0	\$0.0	\$0.0	\$4,740.4

Maryland Automated Fingerprinting Identification System Upgrade

Project Status	Planning.			New/Ongoing Project:		Ongoing.		
Project Description:	The Department of Public Safety and Correctional Services (DPSCS) is currently looking to upgrade the existing framework of the Maryland Automated Fingerprint Identification System (MAFIS) with more up-to-date technologies. The MAFIS system is in its ninth year of operation and requires refreshment to both replace legacy operating system software and server hardware and to accommodate the continued growth of the identification databases and system workloads. The current system will no longer be supported after fiscal 2019.							
Project Business Goals:	This initiative will allow for the provision of timely, updated offender information to local law enforcement, community supervision programs, and other DPSCS constituents for effective monitoring, rehabilitation, and case management. Other goals include reduced cost and time for information retrieval and improved data quality.							
Estimated Total Project Cost:	\$8,180,000			Estimated Planning Project Cost:		\$1,000,000		
Project Start Date:	June 2017.			Projected Completion Date:		Fiscal 2022.		
Schedule Status:	Request for Proposals complete January 2018. Vendor selection is forthcoming.							
Cost Status:	The Governor’s fiscal 2020 allowance includes \$800,000 in general funds for this project.							
Scope Status:	No known or anticipated scope changes at this time.							
Project Management Oversight Status:	The Governor’s fiscal 2020 allowance includes \$50,000 for oversight.							
Identifiable Risks:	Medium-level risk factors include potential funding and resource availability factors, interdependencies due to the existing software (upgrades could face delays), technical (migration issues), and training challenges. Medium-level risk factors of supportability, implementation, and flexibility are dependent on contractor compliance and agency staff coordination. Low-level risk factors include organization culture and user interface, but since the upgrade is back-end, there will be minimal impact to front-end users.							
Additional Comments:	None.							
Fiscal Year Funding (\$ in Thousands)	Prior to FY 2018	Actual FY 2018	Appropriation FY 2019	Allowance FY 2020	Projected FY 2021	Projected FY 2022	Beyond 2022	Total
General Funds	\$0.0	\$1,000.0	\$1,180.0	\$800.0	\$800.0	\$800.0	\$0.0	\$4,580.00
Federal Funds	0.0	3,600.0	0.0	0.0	0.0	0.0	0.0	3,600.0
Special Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Funding	\$0.0	\$4,600.0	\$1,180.00	\$800.00	\$800.0	\$800.0	\$0.0	\$8,180.00

e911 to Text

Project Status	Planning.			New/Ongoing Project:		Ongoing.		
Project Description:	The Department of Public Safety and Correctional Services’ Emergency Numbers Systems Board (ENSB) oversees the State’s e911 to Text (e911) system and administers the State 9-1-1 Trust Fund. As part of these responsibilities, ENSB plans to provide rapid, direct access to public safety agencies and emergency services. ENSB is seeking a text service provider to present a text messaging solution for the State’s 24 Public Safety Answering Points.							
Project Business Goals:	This initiative will allow for the establishment and implementation of a technologically responsive and resilient emergency e911 system.							
Estimated Total Project Cost:	\$4,630,000			Estimated Planning Project Cost:		\$1,000,000		
Project Start Date:	June 2017.			Projected Completion Date:		Fiscal 2020.		
Schedule Status:	Project has been adjusted due to delays, but no significant change is expected to implementation dates.							
Cost Status:	The Governor’s fiscal 2020 allowance includes no funds for this project.							
Scope Status:	No known or anticipated scope changes at this time.							
Project Management Oversight Status:	The Governor’s fiscal 2020 allowance includes no funding for oversight.							
Identifiable Risks:	None at this time.							
Additional Comments:	None.							
Fiscal Year Funding (\$ in Thousands)	Prior to FY 2018	Actual FY 2018	Appropriation FY 2019	Allowance FY 2020	Projected FY 2020	Projected FY 2021	Projected FY 2022	Total
General Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.00
Federal Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Special Funds	0.0	1,449.7	0.0	0.0	0.0	0.0	0.0	1,449.7
Total Funding	\$0.0	\$1,449.70	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$1,449.70

Appendix 3
Object/Fund Difference Report
Department of Public Safety and Correctional Services – Administration

<u>Object/Fund</u>	<u>FY 18 Actual</u>	<u>FY 19 Working Appropriation</u>	<u>FY 20 Allowance</u>	<u>FY 19 - FY 20 Amount Change</u>	<u>Percent Change</u>
Positions					
01 Regular	1,049.00	1,049.00	1,181.00	132.00	12.6%
02 Contractual	55.94	61.22	106.81	45.59	74.5%
Total Positions	1,104.94	1,110.22	1,287.81	177.59	16.0%
Objects					
01 Salaries and Wages	\$ 90,087,994	\$ 91,957,073	\$ 100,314,426	\$ 8,357,353	9.1%
02 Technical and Spec. Fees	3,009,868	3,990,642	4,687,413	696,771	17.5%
03 Communication	3,170,541	3,254,338	1,819,830	-1,434,508	-44.1%
04 Travel	197,012	275,575	216,350	-59,225	-21.5%
06 Fuel and Utilities	289,596	307,800	300,300	-7,500	-2.4%
07 Motor Vehicles	1,949,893	1,812,856	2,047,217	234,361	12.9%
08 Contractual Services	30,791,558	29,579,837	39,631,140	10,051,303	34.0%
09 Supplies and Materials	2,293,264	1,413,471	2,056,490	643,019	45.5%
10 Equipment – Replacement	4,718,872	3,861,724	5,894,100	2,032,376	52.6%
11 Equipment – Additional	839,361	440,500	528,500	88,000	20.0%
12 Grants, Subsidies, and Contributions	58,369,961	59,793,100	59,956,600	163,500	0.3%
13 Fixed Charges	3,382,497	3,307,584	3,665,288	357,704	10.8%
14 Land and Structures	345,019	0	3,000,000	3,000,000	N/A
Total Objects	\$ 199,445,436	\$ 199,994,500	\$ 224,117,654	\$ 24,123,154	12.1%
Funds					
01 General Fund	\$ 132,834,662	\$ 132,956,575	\$ 152,970,487	\$ 20,013,912	15.1%
03 Special Fund	63,601,086	64,287,269	66,588,617	2,301,348	3.6%
05 Federal Fund	822,856	900,000	2,982,315	2,082,315	231.4%
09 Reimbursable Fund	2,186,832	1,850,656	1,576,235	-274,421	-14.8%
Total Funds	\$ 199,445,436	\$ 199,994,500	\$ 224,117,654	\$ 24,123,154	12.1%

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. The fiscal 2020 allowance does not include general salary increases.

Appendix 4
Fiscal Summary
Department of Public Safety and Correctional Services – Administration

<u>Program/Unit</u>	<u>FY 18 Actual</u>	<u>FY 19 Wrk Approp</u>	<u>FY 20 Allowance</u>	<u>Change</u>	<u>FY 19 - FY 20 % Change</u>
01 General Administration	\$ 34,942,911	\$ 35,183,917	\$ 16,339,772	-\$ 18,844,145	-53.6%
02 Information Technology and Communications	38,588,552	36,836,557	44,281,125	7,444,568	20.2%
03 Intelligence and Investigative Division	9,341,164	10,112,257	10,015,474	-96,783	-1.0%
04 9-1-1 Emergency Number Systems	55,252,439	56,895,116	56,943,334	48,218	0.1%
06 Division of Capital Construction and Facilities Maintenance	4,326,297	4,655,924	4,831,360	175,436	3.8%
07 Major Information Technology Development	636,141	0	2,500,000	2,500,000	0%
10 Administrative Services	0	0	31,675,302	31,675,302	0%
01 General Administration	9,810,685	7,978,380	11,134,957	3,156,577	39.6%
03 Programs and Services	5,496,981	5,418,300	5,622,237	203,937	3.8%
04 Security Operations	33,304,593	34,674,740	32,537,732	-2,137,008	-6.2%
05 Central Home Detention Unit	7,745,673	8,239,309	8,236,361	-2,948	0%
Total Expenditures	\$ 199,445,436	\$ 199,994,500	\$ 224,117,654	\$ 24,123,154	12.1%
General Fund	\$ 132,834,662	\$ 132,956,575	\$ 152,970,487	\$ 20,013,912	15.1%
Special Fund	63,601,086	64,287,269	66,588,617	2,301,348	3.6%
Federal Fund	822,856	900,000	2,982,315	2,082,315	231.4%
Total Appropriations	\$ 197,258,604	\$ 198,143,844	\$ 222,541,419	\$ 24,397,575	12.3%
Reimbursable Fund	\$ 2,186,832	\$ 1,850,656	\$ 1,576,235	-\$ 274,421	-14.8%
Total Funds	\$ 199,445,436	\$ 199,994,500	\$ 224,117,654	\$ 24,123,154	12.1%

Note: The fiscal 2019 appropriation does not include deficiencies, a one-time \$500 bonus, or general salary increases. The fiscal 2020 allowance does not include general salary increases.

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