

Q00A
Administration
Department of Public Safety and Correctional Services

Operating Budget Data

(\$ in Thousands)

	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Working</u>	<u>FY 19</u> <u>Allowance</u>	<u>FY 18-19</u> <u>Change</u>	<u>% Change</u> <u>Prior Year</u>
General Fund	\$139,519	\$132,458	\$133,576	\$1,118	0.8%
Adjustments	0	-1,873	580	2,453	
Adjusted General Fund	\$139,519	\$130,585	\$134,156	\$3,571	2.7%
Special Fund	60,338	64,184	64,225	40	0.1%
Adjustments	0	-6	56	63	
Adjusted Special Fund	\$60,338	\$64,178	\$64,281	\$103	0.2%
Federal Fund	965	3,622	900	-2,722	-75.2%
Adjustments	0	0	0	0	
Adjusted Federal Fund	\$965	\$3,622	\$900	-\$2,722	-75.2%
Reimbursable Fund	1,155	2,057	1,564	-493	-24.0%
Adjustments	0	0	9	9	
Adjusted Reimbursable Fund	\$1,155	\$2,057	\$1,574	-\$484	-23.5%
Adjusted Grand Total	\$201,978	\$200,442	\$200,910	\$468	0.2%

Note: FY 18 Working includes targeted reversions, deficiencies, and across-the-board reductions. FY 19 Allowance includes contingent reductions and cost-of-living adjustments.

- In fiscal 2018, the Department of Public Safety and Correctional Services (DPSCS) – Administration has two major adjustments: an across-the-board reduction for health insurance (\$1.8 million in general funds and \$6,000 in special funds) and a single deficiency withdrawing funding for fuel/utilities savings (\$35,000). Because of a substantial balance in the health insurance account and because the Executive Branch expects further savings due to a new pharmacy management contract, additional health insurance deduction holidays were authorized.

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- In addition, there is a fiscal 2019 cost-of-living adjustment of \$646,000. Together, all adjustments account for a \$3.6 million difference in general funds from the fiscal 2018 working appropriation and a \$103,000 difference in special funds. The majority of general fund expenditures are related to personnel costs, inmate medical care, and capital lease expenses.
- Federal funds decrease by \$2.7 million, and reimbursable funds are down \$484,000 under the fiscal 2018 working appropriation. Most of the change in federal funds is attributable to the ending of one-time grant funding for major information technology projects, while the difference in reimbursable funds is largely due to changes in data processing equipment.

Personnel Data

	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 18-19</u>
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>
Regular Positions	1,062.00	1,049.00	1,049.00	0.00
Contractual FTEs	<u>57.14</u>	<u>91.51</u>	<u>90.87</u>	<u>-0.64</u>
Total Personnel	1,119.14	1,140.51	1,139.87	-0.64

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	86.86	8.28%
Positions and Percentage Vacant as of 12/31/17	208.00	19.83%

- The agency’s fiscal 2019 allowance for personnel remains the same in terms of regular positions, and nearly identical for contractual full-time equivalents – less than a 1 position change from the fiscal 2018 working appropriation. In addition, the department’s vacancy rate is more than twice what is needed to meet budgeted turnover.
- As of the end of calendar 2017, 208 positions remain vacant, a 23% increase over the previous fiscal year vacancy total of 169. Security Operations has 86 of those vacancies, which represent 41% of the total, followed by General Administration (39) and the Information Technology and Communications Division (35).

Analysis in Brief

Major Trends

Commitment Unit: The number of incorrectly released offenders has declined to fiscal 2011 levels, while small adjustments were made for fiscal 2016, changing the total from zero to three. The department continues to conduct additional reviews of offender commitment data to ensure that the number of erroneous releases is minimized.

K9 Contraband Finds: The rate of contraband finds increased dramatically in fiscal 2017 in each of the four major contraband categories. Cell phone finds were up tenfold, drug and paraphernalia finds more than doubled, and weapons finds were up 129%. **DPSCS should begin reporting contraband finds from all sources per facility in the fiscal 2020 Managing for Results submission.**

Issues

Administrative Vacancies: While the department continues to have staffing issues, particularly with correctional officer positions, the vacancy rate in administrative positions remains the highest at 25%. Because of these vacancies, procurement and security operations are affected, and there are additional costs for overtime pay due to decreased staff levels. **DPSCS should report on current administrative vacancies and the department’s efforts and challenges in addressing them by December 1, 2018.**

Technology and Security Initiatives: For fiscal 2018, the department purchased a wide variety of new technology and equipment designed to enhance current programs and address security concerns at correctional facilities. This issue will review several initiatives, including the new Electronic Patient Health Records Project, drone detection software, Cellsense contraband detectors, and associated costs and challenges. There are also data issues with existing systems, including the Offender Case Management System (OCMS) and the Workday payroll system. **DPSCS should report on technology issues, including data gaps in OCMS and Workday software, by December 1, 2018.**

Operating Budget Recommended Actions

1. Adopt committee narrative requesting a progress report on administrative vacancies and efforts to reduce them by December 1, 2018.
2. Adopt committee narrative requesting a report on the Department of Public Safety and Correctional Services technology initiatives and specific Offender Case Management System and Workday system data by December 1, 2018.
3. Adopt committee narrative requesting security contraband reporting in the fiscal 2020 Managing for Results submission.

Updates

Inmate Medicaid Enrollment: The General Assembly adopted committee narrative requesting that the department submit a progress report on improving inmate Medicaid enrollment by November 1, 2017. This update will review the report and departmental efforts to increase enrollment and improve health outcomes for former inmates.

Facial Recognition: The General Assembly adopted committee narrative requesting that the department submit a report on December 1, 2017, on the Maryland Image Repository System, a type of facial recognition software. This software allows law enforcement officers to compare images of unidentified individuals to images from motor vehicle records and mugshots. This update will review the report on facial recognition software, and how the department plans to address related transparency and privacy concerns.

Inmate Banking Accounts: The department has had several audit findings in the past related to inmate banking accounts. In addition, fiscal 2017 budget bill language restricted \$100,000 in general funds within the administrative budget until monthly inmate bank account reconciliation reports were submitted through May 2017. Due to discrepancies in Baltimore City data, the reconciliations were incomplete. This update will review the inmate banking account process and how the department will reconcile the incomplete transactions.

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Administration
Department of Public Safety and Correctional Services

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. The Office of the Secretary provides overall policy and operational direction and coordination for the activities of the operating units of the department. It establishes policy, sets priorities, and provides central support services and oversight for the constituent agencies. The office administers the State’s emergency numbers program and plans, and develops and implements the capital program for the department’s custody facilities. In addition, it is responsible for maintaining the Criminal Justice Information System (CJIS) that State, local, and federal law enforcement rely on for accurate and timely information.

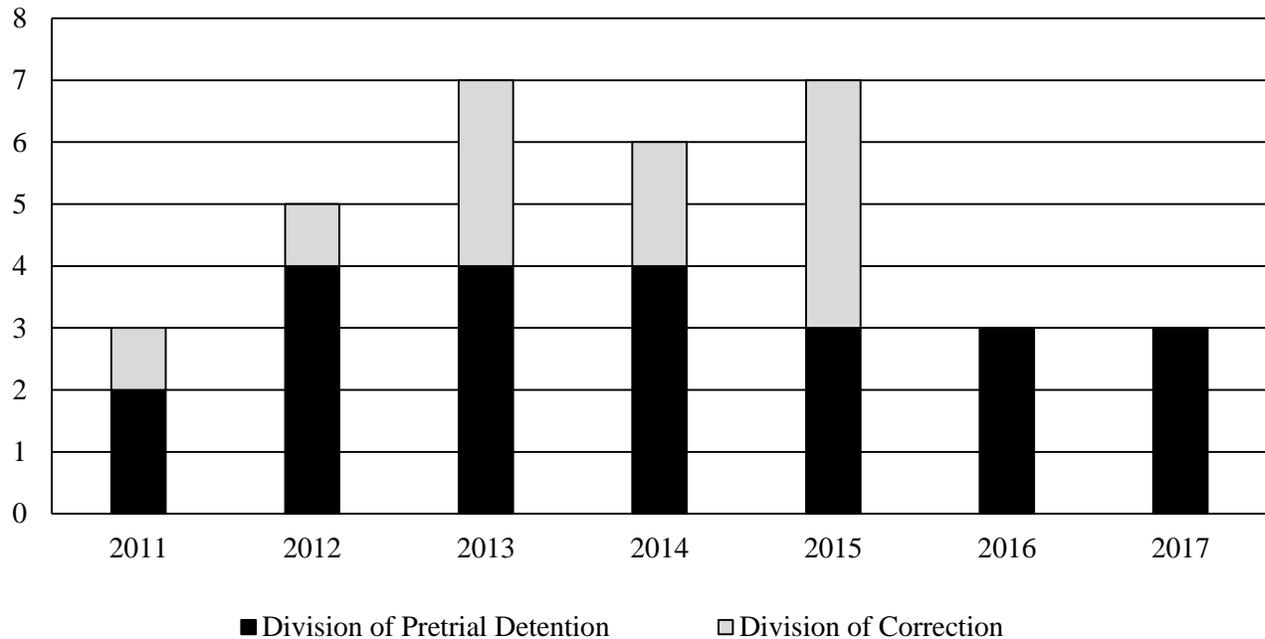
The Deputy Secretary for Operations is responsible for the oversight of the three main functions: corrections, parole and probation, and pretrial detention. This unit is responsible for the coordination of all departmental programs and services, including the operations of the Canine, Central Transportation, 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 Commitment Unit. **Exhibit 1** shows the number of incorrectly released offenders since fiscal 2011. While the number of erroneous releases more than doubled from fiscal 2011 to 2015, the numbers have since decreased back to fiscal 2011 levels, with three erroneous releases. In fiscal 2016, the release level was reported as zero; however, this year’s Managing for Results (MFR) updated the fiscal 2016 results and reported the correct total as three.

**Exhibit 1
Erroneous Releases
Fiscal 2011-2017**



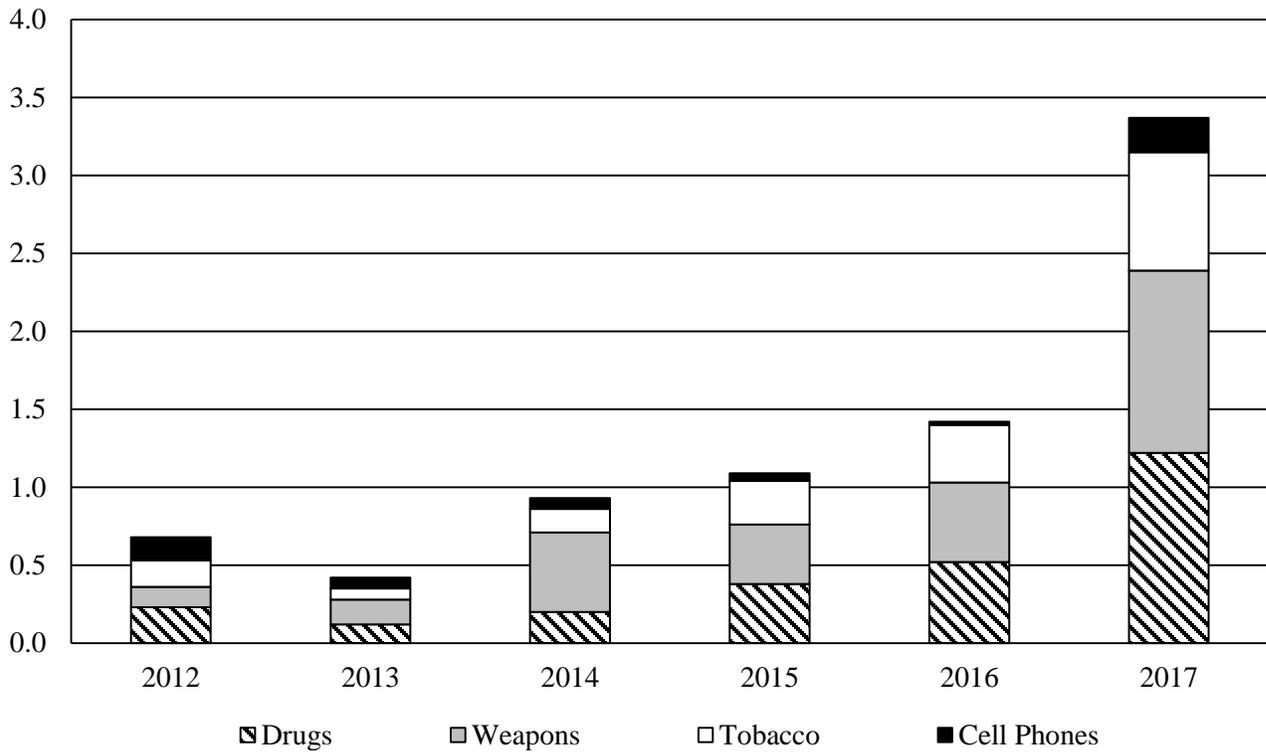
Source: Fiscal 2019 Managing for Results

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. The contraband find rate decreased to a low of 0.42 in fiscal 2013, and increased to 1.43 items per 100 scans in fiscal 2016. However, in fiscal 2017, contraband finds increased substantially in each of the four major categories. Cell phone finds were up tenfold, drug finds were up 134%, weapons finds were up 129%, and tobacco finds were up 105%. DPSCS reports that (1) the K9 Unit is conducting targeted missions based on intelligence, rather than random searches; and (2) the unit is adding more dogs and received national recognition for its recovery skills in 2017.

A helpful measure regarding contraband would consist of all contraband finds across all areas – from K9, detectors, and other inmate searches. **DPSCS should comment on the substantial increase in cell phone and other recoveries, and the Department of Legislative Services (DLS) recommends reporting contraband finds from all sources per facility in the fiscal 2020 MFR submission.**

Exhibit 2
Rate of Contraband Finds Per 100 Scans in Departmental Facilities
Fiscal 2012-2017



Source: Fiscal 2019 Managing for Results

Fiscal 2018 Actions

Proposed Deficiency

There is a departmentwide general fund deficiency withdrawing \$1.9 million for DPSCS for fuel and utilities savings. DPSCS – Administration’s share of this negative deficiency is \$35,000.

Cost Containment

The Board of Public Works (BPW) actions reduced the department’s general fund appropriation by approximately \$8.4 million in fiscal 2018. This amount was related to salary savings due to the department’s high vacancy rate. DPSCS – Administration’s share of this total is \$1,285,000.

Across-the-board Employee and Retiree Health Insurance Reduction

The budget bill includes an across-the-board reduction for employee and retiree health insurance in fiscal 2018 to reflect a surplus balance in the fund. The agency’s share of this reduction is \$1.8 million in general funds and \$6,000 in special funds.

Proposed Budget

As shown in **Exhibit 3**, the Governor’s fiscal 2019 allowance for DPSCS – Administration increases by \$468,000, or approximately 0.2%. This increase takes into account both the previously mentioned fiscal 2018 deficiency appropriation, as well as across-the-board reductions for employee and retiree health insurance and for a cost-of-living adjustment (COLA) for State employees, both mentioned below.

**Exhibit 3
Proposed Budget
DPSCS – Administration
(\$ in Thousands)**

How Much It Grows:	General Fund	Special Fund	Federal Fund	Reimb. Fund	Total
Fiscal 2017 Actual	\$139,519	\$60,338	\$965	\$1,155	\$201,978
Fiscal 2018 Working Appropriation	130,585	64,178	3,622	2,057	200,442
Fiscal 2019 Allowance	<u>134,156</u>	<u>64,281</u>	<u>900</u>	<u>1,574</u>	<u>200,910</u>
Fiscal 2018-2019 Amount Change	\$3,571	\$103	-\$2,722	-\$484	\$468
Fiscal 2018-2019 Percent Change	2.7%	0.2%	-75.2%	-23.5%	0.2%

Where It Goes:

Personnel Expenses

Health insurance reductions.....	\$1,845
Overtime	1,008
General salary increase.....	646
Correctional officers employee bonus program	394
Turnover	351
Workers’ compensation premium assessment.....	103
Accrued leave payouts.....	-67
Reclassifications	-101
Employee retirement system	-676

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Where It Goes:

Other Changes

Equipment lease payments	1,206
Communications expenses	340
Inmate medical care.....	201
System software maintenance	-456
Workday payroll system.....	-704
Data processing equipment costs.....	-1,000
Major information technology projects funding.....	-2,628
Other.....	7
Total	\$468

DPSCS: Department of Public Safety and Correctional Services

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

General Salary Increase

The fiscal 2019 allowance includes funds for a 2.0% general salary increase for all State employees, effective January 1, 2019. These funds are budgeted in the Department of Budget and Management’s statewide program and will be distributed to agencies during the fiscal year. DPSCS – Administration’s share of the general salary increase is \$580,142 in general funds, \$56,325 in special funds, and \$9,179 in reimbursable funds. In addition, employees will receive another 0.5% increase and a \$500 bonus effective April 1, 2019, if actual fiscal 2018 general fund revenues exceed the December 2017 estimate by \$75 million. These funds have not been budgeted, and the Administration will need to process a deficiency appropriation if revenues are \$75 million more than projected.

Personnel and Full-time Equivalents

Personnel expenses increase by approximately \$3.5 million when adjusted for the fiscal 2018 across-the-board health insurance reduction and fiscal 2019 2% COLA. Decreases of \$676,000 for the employee retirement system and \$168,000 for accrued leave payouts and reclassifications are offset by increases of \$1.8 million in health insurance reductions, \$1.3 million related to one-time BPW cost containment actions, \$1.0 million in overtime expenses, as well as \$394,000 for the correctional officers’ employee bonus program, \$351,000 for turnover, and \$103,000 in workers’ compensation. In order to address increased overtime costs, DPSCS has a \$1.0 million increase in administrative overtime expenses, part of a departmentwide increase of \$23.0 million for fiscal 2019, a 37% increase over the previous year.

Other Changes

Additional changes in the budget include a \$2.6 million reduction related to one-time federal funding provided in fiscal 2018 for the Computerized Criminal History Project (CCHP) and the Maryland Correctional Enterprises' (MCE) Enterprise Resource Planning Implementation Project. The Major Information Technology Development Fund includes \$10.1 million in general funds for major information technology (IT) projects in fiscal 2019, one of which is the continuation of the CCHP. These funds will be transferred via budget amendment during the fiscal year. A reduction of \$1.0 million is related to data processing equipment along with the remaining decreases for technology, which include \$704,000 for Workday personnel system costs and \$456,000 for system software and maintenance.

Increases include \$1.2 million in lease payments, \$340,000 for communications expenses, and \$201,000 for administration of inmate medical care contracts (part of a \$20.0 million increase in the allowance for medical costs).

Issues

1. Administrative Vacancies

While the department has faced vacancy problems, particularly with correctional officers, the areas with the highest total number and the highest percentage of vacancies are those within the administrative function. Since fiscal 2002, the number of administrative positions (or non-correctional officer and non-Division of Parole and Probation (DPP)) has decreased by a net 535 positions. These positions have been disproportionately affected by staff reductions over the years and account for almost 50% of the total DPSCS position reductions during that timeframe. This is largely due to concerns that eliminating correctional officer and parole/probation agent positions would negatively affect the safety and security of staff and offenders. **Exhibit 4** shows DPSCS administrative staffing changes since 2002.

Exhibit 4
Administrative Staffing Trends
Fiscal 2002-2018

	<u>2002</u>	<u>2018</u>	<u>Change</u>	<u>Percent Change</u>
Positions	3,493.5	2,958.4	-535.1	-15.3%
Contractual full-time equivalents	298.2	308.3	10.1	3.4%
Total	3,791.7	3,266.7	-525.0	-13.8%
% Contractual	7.9%	9.4%		

Source: Department of Public Safety and Correctional Services

- From fiscal 2002 to 2018, DPSCS’ non-correctional officer/non-supervision staff decreased by 535.1 positions, or 15.3%.
- Contractual full-time equivalents accounted for 9.4% of total non-correctional officer/non-supervision positions in fiscal 2018, up from 7.9% in fiscal 2002.
- DPSCS’ non-correctional officer/non-supervision vacancies totaled 673.3 at the start of fiscal 2018, which reflects a total vacancy rate of 22.8%, the highest of all agency subdivisions.

Overall, administrative positions other than supervision agents and correctional officers account for about 28% of the entire fiscal 2018 DPSCS workforce, down from about 30% in fiscal 2002. In addition, administrative and executive direction positions make up the largest percentage of these

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positions, slightly less than 40% in fiscal 2018. The net decrease of administrative and executive direction positions has had downstream effects on the department, including the following.

- Support positions for facility operations (these include correctional dietary, maintenance, and supply positions) have decreased by just over 9%, down from about 860 positions in fiscal 2002.
- Procurement positions have been understaffed. While there were a number of failed or incomplete procurements leading up to 2016, procurement has improved.
 - In fiscal 2002, the department had no positions specifically listed and coded as procurement. By fiscal 2017, there were 7 unfilled positions in procurement out of 23 total positions, resulting in a substantial vacancy rate of 30%. However, most of the procurement positions are now filled, and the department has successfully added a director and deputy director of procurement.

Human Resources

It is important to note that efforts to change human resources practices have been implemented. Since September 2015, the leadership within the Human Resources Services Division (HRSD) has been working to standardize the human resources practices across subdivisions in areas including recruitment, appointments, testing, promotions, applicant investigations, and employee health issues, among others. However, the department notes that there have been far more recruitments than originally projected; the need for new examination development was not accurately predicted, and a large volume of medical management cases and associated Workday (payroll software) issues related to human error that were not foreseen. Additionally, HRSD leadership also began a program to improve and modernize all of the records associated with human resources during this period.

Information Technology and Communications Division Positions

Reductions in the department's Information Technology and Communications Division (ITCD) positions have had an effect not only on DPSCS but on spending in particular. While DPSCS had 192 IT related positions in fiscal 2002, this number was reduced to 81 by fiscal 2017, a reduction of more than 50%. A November 2015 Office of Legislative Audits (OLA) report indicated that DPSCS was augmenting its ITCD staff by hiring 30 contractual employees from a State university at a cost of \$3.4 million.

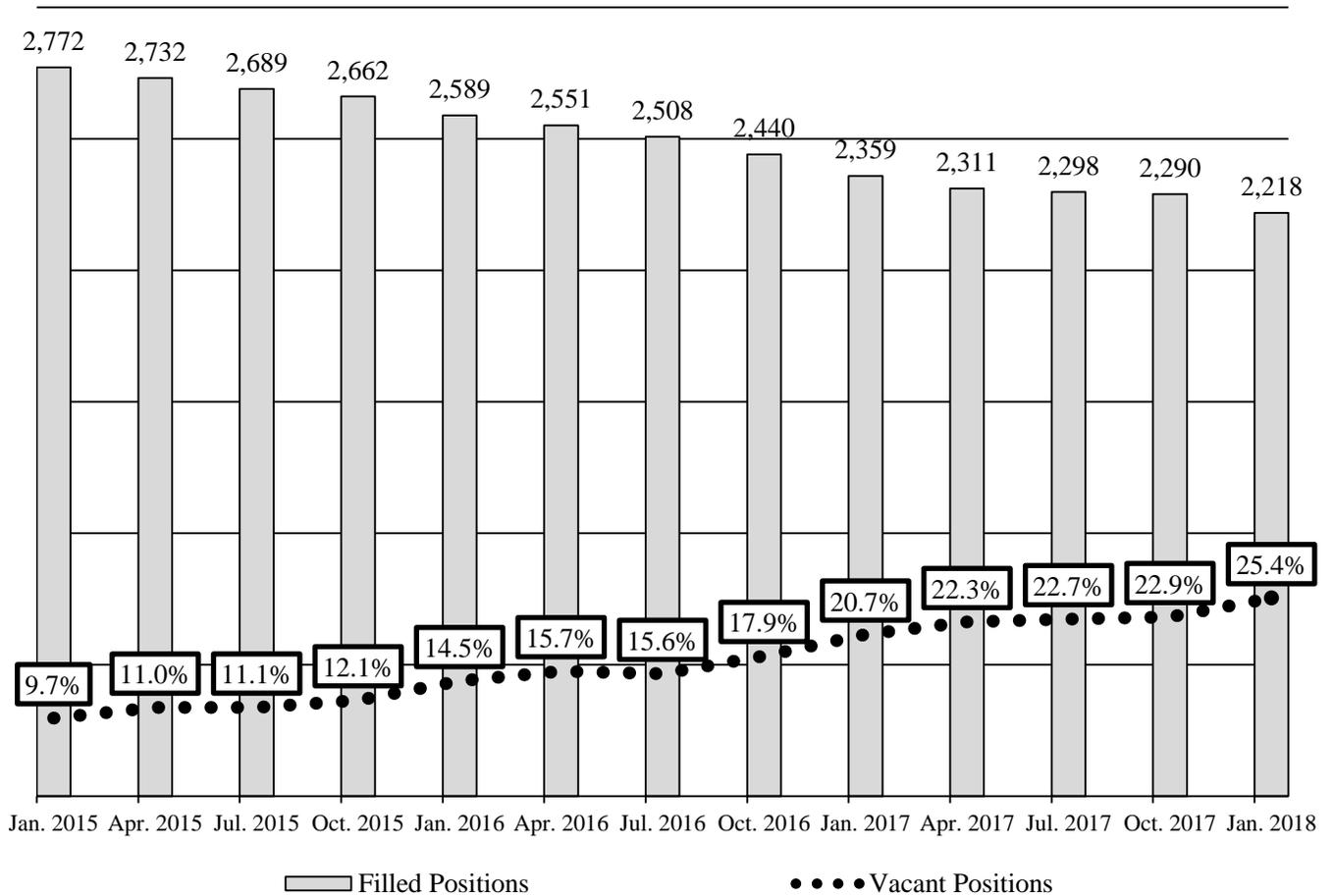
While DPSCS indicated that the agreement allowed it to attract IT employees at a higher salary compared to State IT salaries and adjust staff size as needed without potential union issues, OLA recommended that ITCD refrain from using these kinds of agreements to supplement its staff.

- To address this issue, DPSCS secured a \$21.9 million, four-year, private-sector contract for IT services that ends in July 2021.

Vacancy History

Exhibit 5 shows quarterly vacancy data for DPSCS administrative positions from January 2015 through January 2018. On a percentage basis, the vacancy rates for these positions have been higher than rates in both the Corrections and Parole/Probation functions.

Exhibit 5
Administrative Vacancy Rates
January 2015-2018



Source: Department of Public Safety and Correctional Services

While the vacancy rate was below 10% in January 2015, it has increased by over 15 full percentage points since then. As of January 2018, the vacancy rate has risen to over 25%.

Staffing Analysis

Although there have been no formal analyses of personnel needs for administrative functions like there have been for correctional officers and parole/probation agents, there has been some anecdotal evidence of understaffing. Case management, in particular, has been noted at several correctional facilities as an area with regularly high caseload sizes. However, the number of case management positions has increased since fiscal 2002, while the incarcerated population decreased substantially during the same period. It is still possible that there are too few case management positions or perhaps too few filled case management positions, but this cannot be determined.

At this time, there is no quantifiable evidence indicating how many positions would be needed in order to fully staff DPSCS IT functions. However, the State's Department of Information Technology (DoIT) is moving to an enterprise model to provide services for cabinet-level agencies in an effort to reduce IT costs and improve services. As part of this statewide consolidation of IT services, 7 positions were removed from DPSCS' fiscal 2017 appropriation and transferred to DoIT. While DoIT does not anticipate consolidating these services for DPSCS until fiscal 2018, it is possible that the change will alleviate some of DPSCS' staffing needs.

Security Operations

Another area of concern is the large number of vacancies (86) within DPSCS – Administration's Security Operations. This unit provides canine interdiction, intelligence, and other special operations for high-risk transports, courtroom security, and disturbance responses. Overall, the single largest material increase in personnel expenses in DPSCS – Administration is \$1 million for overtime.

Overall, Security Operations, with its high vacancies, has over \$3.6 million budgeted for overtime in the fiscal 2019 allowance and accounted for over 85% of all overtime claims in DPSCS – Administration. The department notes that Security Operations duties have been stretched due to increased contraband detection efforts and required overtime due to the need for inmate medical and court transport as well as for detainee transfers between Baltimore City and other facilities as a result of the closure of the Men's and Women's Detention centers.

Filling the vacancies in Security Operations would cost \$2.4 million, saving \$400,000 in overtime expenses. In addition, DPSCS – Administration has the largest relative percentage of vacancies in the department. Adding staff would reduce the need for mandatory overtime and could increase security officer safety and morale.

Conclusion

With a January 2018 vacancy rate of 25.4%, it is likely that at least some other departmental functions are experiencing understaffing issues. However, these issues may be resolved without the addition of new positions by filling already authorized positions that are currently vacant. The department attributes the vacancies to two major factors: (1) the hiring and transfer practices within HRSD; and (2) a large number of retirements and transfers from administrative positions.

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As noted earlier in this analysis, the issues within HRSD stem from the fact that each division within DPSCS has its own hiring, promotion, and transfer standards and processes, which has led to uneven personnel practices and a lack of proper oversight. The department has been reorganizing HRSD to establish uniformity across all divisions and is working to enhance recruitment efforts.

DLS recommends the adoption of committee narrative requesting that the department submit a report to the budget committees by December 1, 2018, on the following items:

- **DPSCS Human Resources Services Division efforts to improve hiring and transfer practices within the department and efforts to address high turnover (including retirements, transfers, *etc.*);**
- **updates on vacancy rates in support positions at DPSCS facilities and in Security Operations along with data/information on the effect these vacancies have on service delivery, particularly in regard to Security Operations’ ability to conduct inmate/offender transportation between facilities;**
- **administrative positions’ share of overtime and mandatory overtime costs; and**
- **overall efforts to address administrative vacancies across the entire department.**

2. Technology and Security Initiatives

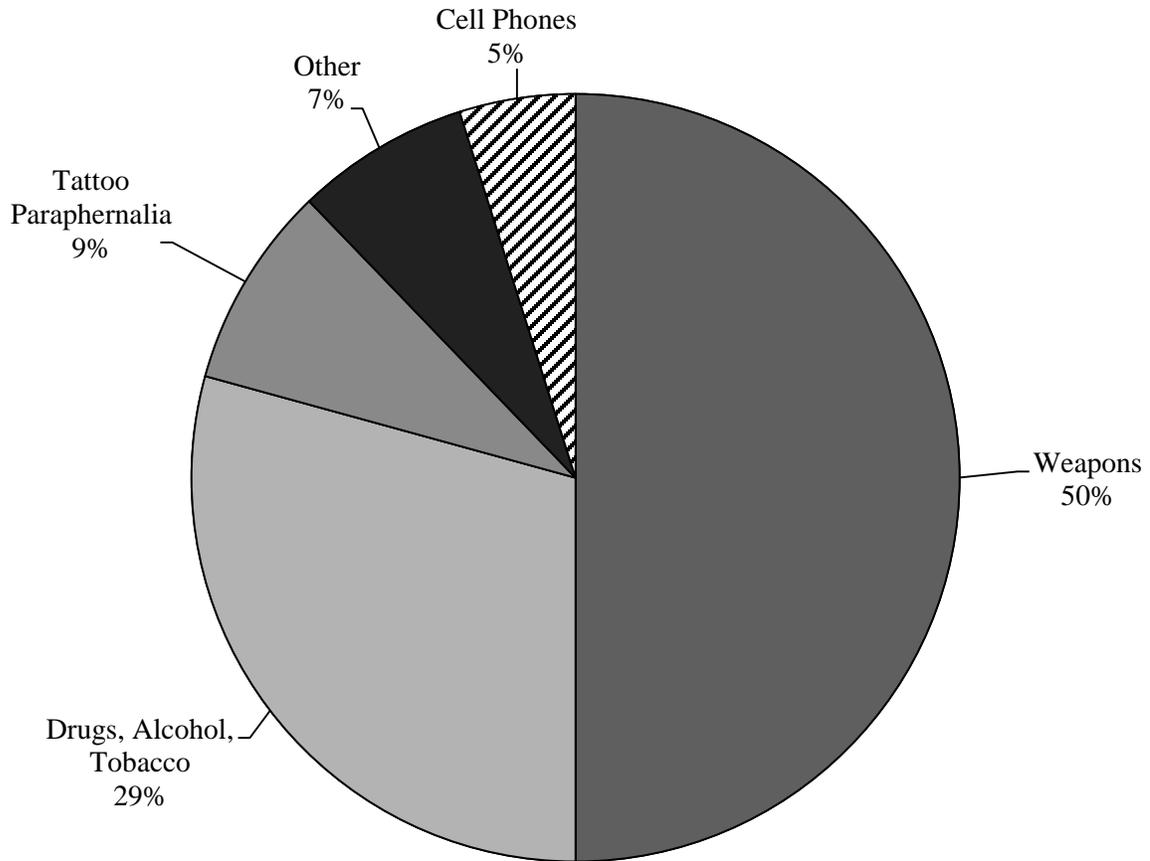
For fiscal 2018 and 2019, the department allocates funding for a wide variety of new technology and equipment designed to enhance current programs and address security concerns at correctional facilities. To address security and safety concerns, the department will use the following equipment and policies:

- ***Contraband Detection:*** \$2 million in fiscal 2017 for 163 portable Cellsense body scanners installed at 24 correctional facilities (these scanners can detect the smallest pieces of metal and other contraband and can scan through walls);
- ***Drone Detection:*** \$1.0 million in initial funding (in DoIT for fiscal 2018) for detection equipment designed to stop airborne drones from dropping contraband onto prison property;
- ***Cell Phone Managed Access:*** Continued use of the Managed Access cell phone blocking system in Baltimore City detention facilities (\$217,000 in fiscal 2018). To date, the implementation of this technology has resulted in a 98% decrease in illicit cell phones in those facilities; and
- ***Increased Prison Patrols:*** Increased K9 Unit patrols along the exterior perimeters of facilities and service and access roads as well as during visitation hours (patrols around buildings are designed to prevent inmates from contraband “fishing,” which occurs when inmates cast string or rope

through windows to capture banned items from co-conspirators on the street). Items before BPW included \$660,000 in fiscal 2018 for installation of security screens to prevent contraband fishing at the Maryland Reception, Diagnostic and Classification Center in Baltimore.

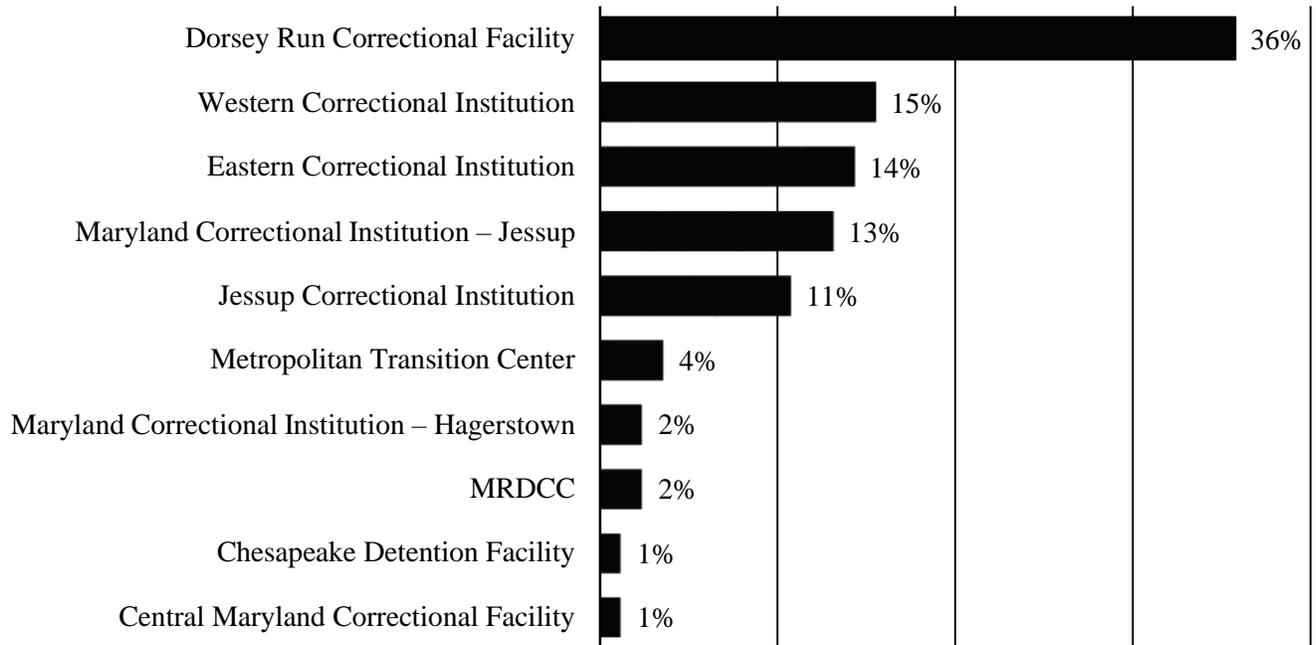
Exhibits 6 and 7 have initial data regarding Cellsense, the type of contraband items found, and which facilities had the most contraband detected. While K9 contraband finds consisted primarily of nearly equal amounts of drugs and weapons, the majority of items found with Cellsense were weapons.

Exhibit 6
Cellsense Contraband Finds
Fiscal 2018



Source: Department of Public Safety and Correctional Services

Exhibit 7
Cellsense Contraband Finds by Facility
Fiscal 2018



MRDCC: Maryland Reception, Diagnostic and Classification Center

Source: Department of Public Safety and Correctional Services

Overall, the highest percentage (36%) of Cellsense contraband finds occurred at the Dorsey Run Correctional Facility, followed by the Western Correctional Institution, the Eastern Correctional Institution, and the Maryland Correctional Institution – Jessup.

Other Initiatives

Other technology and security-related initiatives include the following:

- **Automated Fingerprinting System:** The current system needs to be replaced by 2019 as the vendor will no longer support the system (\$1.2 million in fiscal 2019).
- **CCHP:** The database needs to be replaced; an implementation contract will be awarded to the most competitive bidder (\$1.6 million).

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- ***Electronic Patient Health Records Project:*** This project will allow DPSCS and its health care partners to accurately track and share inmate medical information digitally and will be awarded in fiscal 2019 (\$7.3 million).
- ***MCE Enterprise Resource Project:*** Due to unresponsive bids, a new project manager will issue a new Request for Proposals (RFP).
- ***Maryland Sex Offender Registry:*** The system needs to be upgraded and replaced due to outdated server technology.
- ***Offender Case Management System (OCMS):*** Upgrades continue for compliance with the Justice Reinvestment Act.
- ***Offender Monitoring:*** New Global Positioning System trackers on offenders for DPP (\$550,000 in fiscal 2019).
- ***Text to 911 Statewide Initiative:*** DPSCS and the Emergency Numbers System Board are developing a project that will enable Maryland citizens to text 911 in emergency situations. The department received a competitive bid from Comtech, which has started work on a similar program in Fairfax, Virginia. The contract will go before BPW in early 2018.
- ***Workday Payroll System:*** The department's share of the statewide system cost is \$1.2 million in fiscal 2019.
- ***Task Forces:*** Several new groups will be active, including the Governor's Council on Gangs and Violent Criminal Networks and the Maryland Criminal Intelligence Network.

Data Concerns

While several new systems are being put into service for the department and are necessary to keep pace with and manage current operations, there are several issues regarding some of the current systems in terms of information management and the availability of data.

- ***OCMS:*** The department's OCMS supports several key functions, including case planning, booking, community supervision, corrections, and pretrial and detention services. In the past, there have been issues with OCMS and its ability to interface with other departmental systems and an inability to generate key information and alerts for supervision cases. Modifications and enhancements began in December 2013 and will continue through calendar 2018, which should remedy these issues.
- ***Drunk Driving Monitor Program (DDMP):*** For the third year in a row, there is no information on DDMP case revocations and new driving under the influence/driving while intoxicated

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information. While this occurs because staff members are not completing the “Warrant and Summons Charges” section in the system, no reason has been given as to why agents are unable to complete it or why they may find it difficult.

- ***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 for three years and is slated to be available in fiscal 2020.
- ***The Workday Payroll 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’s most recent MFR states that it is unable to retrieve data from Workday for total sick leave hours taken by employees. Additionally, the system is unable to isolate which overtime hours worked 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 and the effect on correctional officers is important.
- ***Contraband Finds:*** Given the substantial increase in cell phone finds and the arrival of new contraband detectors, DPSCS should present contraband finds per facility as a data set in the annual MFR data.
- ***Inmate Banking System:*** In the past, the department had several audit findings related to inmate banking accounts. While monthly account reconciliation reports were being submitted, they were incomplete because of data discrepancies from Baltimore City. **Efforts to correct the account are detailed in the Updates section of this analysis; however, DPSCS should comment on the Baltimore reconciliations and resume the monthly reports as soon as possible.**

DLS recommends the adoption of committee narrative requesting that the department submit a report to the budget committees by December 1, 2018, on various data issues; specifically the lack of DDMP revocation information, recidivism reporting, and sick leave/mandatory overtime hours worked. In addition, an update should be included on the Electronic Patient Health Records Project and its status, as this initiative was previously slated to be shared with the Maryland Department of Health (MDH).

Operating Budget Recommended Actions

1. Adopt the following narrative:

Administrative Vacancies Staffing Report: It is requested that the department submit a report to the budget committees by December 1, 2018, on the following items:

- the Department of Public Safety and Correctional Services (DPSCS) Human Resources Services Division efforts to improve hiring and transfer practices within the department and efforts to address high turnover (including retirements, transfers, etc.);
- updates on vacancy rates in support positions at DPSCS facilities and in Security Operations along with data/information on the effect these vacancies have on service delivery, particularly in regard to Security Operations’ ability to conduct inmate/offender transportation between facilities;
- administrative positions’ share of overtime and mandatory overtime costs; and
- overall efforts to address administrative vacancies across the entire department.

Information Request	Author	Due Date
Administrative Vacancies Staffing Report	DPSCS	December 1, 2018

2. Adopt the following narrative:

Technology and Data Initiatives Report: It is requested that the department submit a report to the budget committees by December 1, 2018, on various data issues; specifically the lack of the Drunk Driving Monitor Program revocation information, recidivism reporting, and sick leave/mandatory overtime hours worked. In addition, updates should be included on the Electronic Patient Health Records Project and its status, as this initiative was previously slated to be shared with the Maryland Department of Health.

Information Request	Author	Due Date
Technology and Data Initiatives Report	Department of Public Safety and Correctional Services	December 1, 2018

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3. Adopt the following narrative:

Combined Contraband Reporting: The budget committees are concerned that the department only reports contraband finds from its K9 units. The committees are interested in having the agency report contraband finds from all sources, including the K9 Unit, detectors, and other inmate searches. It is therefore the intent of the budget committees that the department submits contraband finds from all sources, separated by facility, in the fiscal 2020 Managing for Results (MFR) submission.

Information Request	Author	Due Date
Combined contraband reporting	Department of Public Safety and Correctional Services	With the fiscal 2020 MFR submission

Updates

1. Inmate Medicaid Enrollment

The Affordable Care Act’s Medicaid expansion intended to deliver insurance to single adults who were previously excluded from coverage. This group includes former inmates released from prisons and jails. Many inmates have a high rate of chronic health conditions, as well as a high incidence of substance use and mental health disorders. Easing Medicaid enrollment has the potential to improve health care outcomes for this population, reduce recidivism, and lower State health care costs by reducing the number of former inmates who would otherwise receive expensive, emergency health care.

Since the Medicaid expansion took effect in January 2014, Maryland’s enrollment of inmates into the program, prior to their release, had lagged. However, the percentage of Medicaid-eligible ex-inmates enrolled by the State has increased to 30% in fiscal 2017 from 14% in fiscal 2015. While MDH recently received a waiver that will authorize the State to pursue 60-day presumptive Medicaid eligibility for individuals leaving jail or prison, those former inmates will still need to be fully enrolled to receive long-term benefits. DLS estimates that the program will cost the State \$3.0 million (\$1.5 million in general funds and \$1.5 million in federal funds).

As part of its effort to increase Medicaid enrollment for inmates, the department issued a RFP in late 2016 for a new contractor to provide inmate medical services for the department. The RFP had several Medicaid-related requirements, including that the contractor must qualify as a Certified Application Counselor Sponsoring Entity approved by the Maryland Health Benefit Exchange. This requires 17 full-time certified application counselors (7 in Baltimore City, 5 in Western Maryland, 3 in Jessup, and 2 in Eastern Maryland).

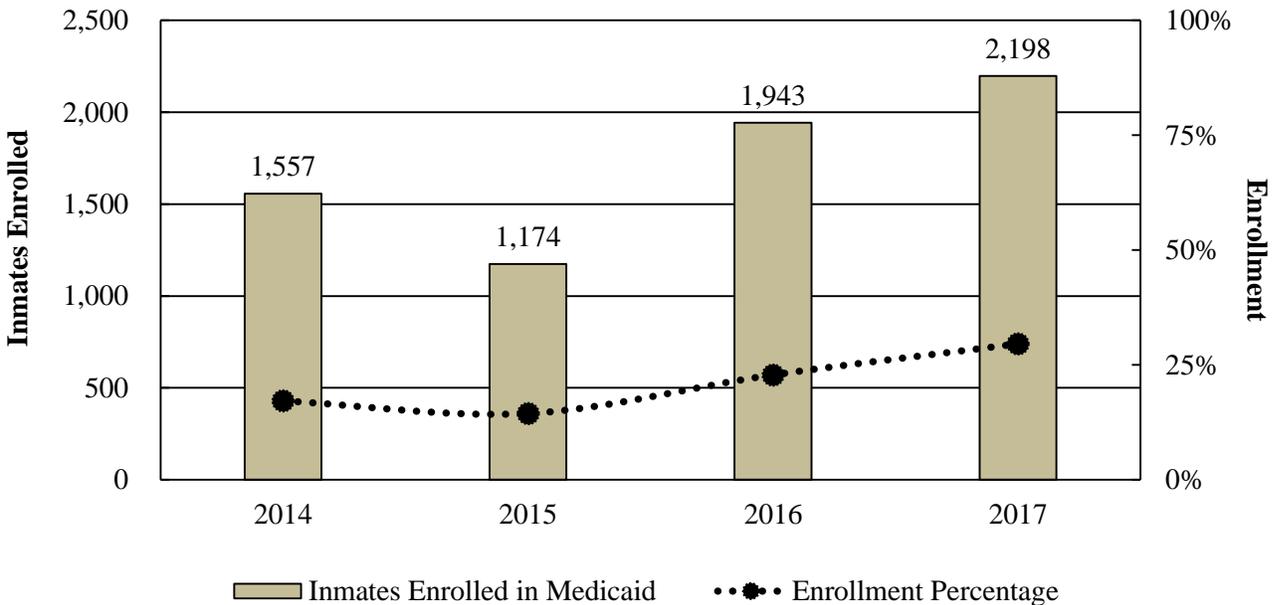
Enrollment Trends

While the department recommended a contractor for the award, other offerors who were not recommended filed protests. In the meantime, the department is using medical contractor staff and DPSCS social workers who are certified to enroll inmates.

In addition, MDH has provided 60-day presumptive eligibility for all Medicaid-eligible individuals leaving jail or prison. Regulations were also submitted to the Administrative, Executive, and Legislative Review Committee to establish procedures regarding presumptive eligibility and Medicaid enrollment. The department is monitoring current efforts and expects to continue with a new contractor once that process is cleared.

Exhibit 8 depicts the number of former inmates enrolled in Medicaid versus the estimated total number of Medicaid-eligible inmates released during the same year. Overall, enrollment percentages have improved slightly, from 23% to 30%.

**Exhibit 8
Inmate Medicaid Enrollment
Fiscal 2014-2017**



Source: Department of Public Safety and Correctional Services

2. Facial Recognition

The Maryland Image Repository System is facial recognition software that allows law enforcement officers to compare images of unidentified individuals to images from State motor vehicle records and mugshots. The department’s ITCB has been responsible for the maintenance and implementation of this system and database since 2011. Currently, State and local law enforcement use the facial recognition software to determine if a suspect’s image matches the image of individuals who are already on file in the CJIS criminal database. In addition, DPP frequently uses this system when an offender returns to the State and had their features altered in some way.

The budget committees asked DPSCS to report on the facial recognition software system and associated policies, the audit process, and steps taken to protect citizen privacy by December 1, 2017. The report asked for information in the following categories.

- ***The Audit and Review Process for the Software, Its Use, and User Involvement:*** The department reports that no images are stored in the software database, and search results are available only to the current person using the system.

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- ***Information About the Facial Recognition System and Process:*** The department describes the software as an off-the-shelf program from Dataworks Plus. Images are uploaded into the system from the Motor Vehicle Administration, DPSCS records, and mugshot photos from the CJIS criminal database. Law enforcement personnel can upload an image, where the system compares it to other images within the system and determines the probability of a match.
- ***The Cost of Maintaining the System:*** \$185,124 in fiscal 2017.
- ***The Number of Authorized User Logins and Number of Authorized Users Since Fiscal 2015:*** The department maintains that login and user information is not seen by DPSCS because system technology only allows it to validate the digital user credentials of those accessing the system.
- ***How User Access Is Determined:*** The department maintains that user access is only accessible to individuals with National Crime Information Center credentials, which are validated by the DPSCS system.
- ***Policies and Procedures and Regulations Related to the System and Oversight Processes/Standards That May Include the Maryland Police Training and Standards Commission:*** DPSCS states that it provides no policy direction and that local law enforcement agencies determine for themselves how to use the system.
- ***Steps Taken to Protect Citizen Privacy:*** DPSCS states that authorized law enforcement users, for investigatory purposes, view photos that DPSCS is authorized to have and that no uploaded images are saved in the system.

3. Inmate Banking Accounts

The department has had several audit findings in the past related to inmate banking accounts. In addition, fiscal 2017 budget bill language restricted \$100,000 in general funds within the administrative budget until monthly inmate bank account reconciliation reports were submitted through May 2017. Due to discrepancies in Baltimore City data, the reconciliations were incomplete.

Currently, the department reports that the Baltimore Finance Office is still working to reconcile the accounts with the remaining fiscal officer. To assist in this effort, DPSCS hired a retired regional fiscal manager in November 2017 who has experience with these types of transactions. The manager is working on a contractual basis for 16 to 20 hours per week.

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Appendix 1
Current and Prior Year Budgets
DPSCS – Administration
(\$ in Thousands)

	<u>General</u> <u>Fund</u>	<u>Special</u> <u>Fund</u>	<u>Federal</u> <u>Fund</u>	<u>Reimb.</u> <u>Fund</u>	<u>Total</u>
Fiscal 2017					
Legislative Appropriation	\$136,393	\$69,517	\$4,600	\$1,669	\$212,179
Deficiency Appropriation	500	0	0	0	500
Cost Containment	0	0	0	0	0
Budget Amendments	4,722	208	0	217	5,147
Reversions and Cancellations	-2,097	-9,386	-3,635	-731	-15,849
Actual Expenditures	\$139,519	\$60,339	\$965	\$1,155	\$201,978
Fiscal 2018					
Legislative Appropriation	\$133,702	\$64,184	\$1,300	\$1,867	\$201,053
Cost Containment	-1,285	0	0	0	-\$1,285
Budget Amendments	41	0	2,322	191	\$2,553
Working Appropriation	\$132,458	\$64,184	\$3,622	\$2,057	\$202,322

DPSCS: Department of Public Safety and Correctional Services

Note: The fiscal 2018 appropriation does not include deficiencies, targeted reversions, or across-the-board reductions. Numbers may not sum to total due to rounding.

Fiscal 2017

General Fund

General fund expenditures for fiscal 2017 were approximately \$139.5 million, an increase of \$3.1 million from the legislative appropriation. The department received one general fund deficiency appropriation totaling \$500,000, which provided funds to enhance the Department of Public Safety and Correctional Services (DPSCS) case management system in accordance with the Justice Reinvestment Act.

The department's fiscal 2017 general fund budget amendments provided a net increase of \$4.7 million. These amendments primarily reallocated \$1.3 million for employee salary increments, \$163,000 in general fund reallocations for employee and retiree health insurance, and \$90,000 in funding enhancements for the State Law Enforcement Officers Labor Alliance (SLEOLA). Additionally, a net \$3.1 million was used to realign funds among agencies and to match actual general fund expenditures.

General fund reversions totaled approximately \$2.1 million for salary savings associated with the department's high vacancy rate.

Special Fund

Fiscal 2017 special fund expenditures totaled \$60.3 million, a \$9.2 million decrease from the legislative appropriation. Budget amendments provided a net increase of \$208,000, which included \$11,689 for employee increments and \$196,000 to realign funds with actual expenditures. DPSCS canceled nearly \$9.4 million in special funds, including \$4.5 million for the Maryland Correctional Enterprises (MCE) salaries, equipment, vehicle replacements, utilities, and contracts. An additional \$1.5 million for the MCE Inventory System was canceled along with \$3.4 million in State and pass-through grants for the Emergency Number Systems Board.

Federal Fund

Actual federal fund expenditures of \$965,000 in fiscal 2017 reflect the cancellation of \$3.6 million, including \$1.5 million for the Information Technology and Communication Division's (ITCD) Sex Offender Registration and Notification Act and \$2.1 million for the Computerized Criminal History Project (CCHP).

Reimbursable Fund

Reimbursable funds totaled approximately \$1.1 million, a net decrease of \$514,000 from the legislative appropriation. Budget amendments increased the legislative appropriation by \$217,000, which consisted of \$171,000 for grants the department received from the Governor's Office of Crime Control and Prevention (GOCCP) for crime victim compensation and initiatives associated with the

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federal Prison Rape Elimination Act (PREA), and for a \$50,000 grant for HIV testing from the Maryland Department of Health.

Cancellations for reimbursable funds totaled \$731,000. Approximately \$521,000 is attributable to unrealized network billing reimbursements for ITCD, \$96,000 in canceled grants from GOCCP for cell phone interdiction, and \$114,000 in canceled grants from GOCCP for crime victim advocates in the Intelligence and Investigative Division.

Fiscal 2018

Budget amendments increase the fiscal 2018 working appropriation by nearly \$2.6 million. Approximately \$41,000 in general funds was provided to reallocate funds to comply with a new collective bargaining agreement for SLEOLA members. Federal funding resumed for the CCHP, adding \$2.3 million. Additionally, \$190,732 was transferred from GOCCP for crime victim coordinators and PREA compliance. DPSCS – Administration also had \$1.3 million in cost containment reductions from the Board of Public Works related to salary savings from the department’s high vacancy rates.

**Appendix 2
Audit Findings**

Special Review – DPSCS Monitoring of Inmate Medical Contractor Performance

Audit Period for Last Audit:	n/a
Issue Date:	September 12, 2017
Number of Findings:	7
Number of Repeat Findings:	0
% of Repeat Findings:	n/a
Rating: (if applicable)	n/a

Finding 1: During fiscal 2016, the Office of Inmate Health Clinical Services had not established processes to pursue liquidated damages for contractor noncompliance regarding the timeliness of initial reception/intake examinations and the administration of medications.

Finding 2: High staffing vacancy rates in some service delivery areas during fiscal 2016 suggest that liquidated damages should be assessed at that level rather than on a statewide level to ensure quality of care is not compromised.

Finding 3: DPSCS, based on contractor-supplied data, routinely assessed liquidated damages for the contractor’s failure to meet required staffing levels but improvements are necessary to ensure the reliability of that data.

Finding 4: Contractor reports were not verified nor used to assess liquidated damages for reception/intake examinations (RIE) identified as untimely, and those reports did not contain data to determine the full extent of untimely RIEs that may have occurred.

Finding 5: A process had not been established to assess liquidated damages when medication was not administered timely or the administration was not documented in the medical records, even though there were indications of some problems with contractor performance.

Finding 6: The lack of automated reports was an impediment to effectively determining the full extent of contractor noncompliance for purposes of assessing liquidated damages for RIE and medication administration.

Finding 7: DPSCS did not make use of a sampling methodology, as permitted by the contract, for purposes of determining compliance with contract provisions and assessing liquidated damages.

DPSCS: Department of Public Safety and Correctional Services

*Bold denotes item repeated in full or part from preceding audit report.

Appendix 3
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 – ensures 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 identify offenders, provide a comprehensive and efficient method to identify warrants issued throughout the State, and better warrant tracking processes allow law enforcement to serve warrants and remove dangerous individuals from Maryland’s streets.		
Estimated Total Project Cost:	\$7,233,280	Estimated Planning Project Cost:	\$1,619,280
Project Start Date:	October 2015	Projected Completion Date:	Fiscal 2020
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:	The Governor’s fiscal 2019 allowance includes \$1.6 million in general funds for this project. General funds are projected to pay approximately \$1.6 million per fiscal year through fiscal 2020.		
Scope Status:	No reported changes in the project scope.		
Project Management Oversight Status:	The Governor’s fiscal 2019 allowance includes \$62,280 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	\$1,658.0	\$0.0	\$0.0	\$0.0	\$4,933.3
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	\$2,356.0	\$1,600.0	\$1,619.3	\$1,658.0	\$0.0	\$0.0	\$0.0	\$7,233.3

Appendix 4
Major Information Technology Project
Department of Public Safety and Correctional Services
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:	\$14,430,000	Estimated Planning Project Cost:	\$1,000,000					
Project Start Date:	Fiscal 2018	Projected Completion Date:	Fiscal 2022					
Schedule Status:	Changes to the project schedule are expected as the bid's due date was extended to fiscal 2017, mid-second quarter.							
Cost Status:	The Governor's fiscal 2019 allowance includes \$7.3 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 2019 allowance includes \$280,000 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	Appropriation FY 2018	Allowance FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Balance to Complete	Total
General Funds	\$0.0	\$2,500.0	\$7,280.0	\$1,575.0	\$1,575.0	\$1,500.0	\$0.0	\$14,430.0
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	\$1,575.0	\$1,575.0	\$1,500.0	\$0.0	\$14,430.0

Appendix 5
Major Information Technology Project
Department of Public Safety and Correctional Services
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 proposal (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, MCE has been analyzing products in the market that may meet its needs and re-evaluating efforts for a new project manager who will be tasked with rewriting the RFP. Changes to the project schedule are expected and will be rebaselined upon implementation award.							
Cost Status:	The Governor's fiscal 2019 allowance includes no funding for this project.							
Scope Status:	No known or anticipated scope changes at this time.							
Project Management Oversight Status:	None.							
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 2017	Actual FY 2017	Appropriation FY 2018	Allowance FY 2019	Projected FY 2020	Projected FY 2021	Balance to Complete	Total
General Funds	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Special Funds	1,740.4	1,500.0	1,000.0	0.0	500.0	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	\$1,740.4	\$1,500.0	\$1,000.0	\$0.0	\$500.0	\$0.0	\$0.0	\$4,740.4

Appendix 6
Major Information Technology Project
Department of Public Safety and Correctional Services
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:	\$4,630,000	Estimated Planning Project Cost:	\$1,000,000					
Project Start Date:	June 2017	Projected Completion Date:	Fiscal 2022					
Schedule Status:	On schedule.							
Cost Status:	The Governor's fiscal 2019 allowance includes \$1.2 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 2019 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 2017	Actual FY 2017	Appropriation FY 2018	Allowance FY 2019	Projected FY 2020	Projected FY 2021	Projected FY 2022	Total
General Funds	\$0.0	\$0.0	\$1,000.0	\$1,180.0	\$850.0	\$800.0	\$800.0	\$4,630.0
Federal Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Special Funds	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Funding	\$0.0	\$0.0	\$1,000.0	\$1,180.0	\$850.0	\$800.0	\$800.0	\$4,630.0

Appendix 7
Object/Fund Difference Report
DPSCS – Administration

<u>Object/Fund</u>	<u>FY 17</u> <u>Actual</u>	<u>FY 18</u> <u>Working</u> <u>Appropriation</u>	<u>FY 19</u> <u>Allowance</u>	<u>FY 18 - FY 19</u> <u>Amount Change</u>	<u>Percent</u> <u>Change</u>
Positions					
01 Regular	1,062.00	1,049.00	1,049.00	0.00	0%
02 Contractual	57.14	91.51	90.87	-0.64	-0.7%
Total Positions	1,119.14	1,140.51	1,139.87	-0.64	-0.1%
Objects					
01 Salaries and Wages	\$ 91,918,585	\$ 90,852,047	\$ 91,863,301	\$ 1,011,254	1.1%
02 Technical and Spec. Fees	3,026,079	3,905,449	3,797,672	-107,777	-2.8%
03 Communication	2,646,569	2,708,018	3,067,838	359,820	13.3%
04 Travel	271,229	225,352	270,300	44,948	19.9%
06 Fuel and Utilities	304,201	356,008	307,800	-48,208	-13.5%
07 Motor Vehicles	1,678,501	1,665,413	1,812,856	147,443	8.9%
08 Contractual Services	32,142,642	32,478,328	30,546,418	-1,931,910	-5.9%
09 Supplies and Materials	1,151,080	1,206,254	1,145,650	-60,604	-5.0%
10 Equipment – Replacement	8,118,852	3,800,412	3,961,724	161,312	4.2%
11 Equipment – Additional	1,571,822	2,211,040	425,000	-1,786,040	-80.8%
12 Grants, Subsidies, and Contributions	55,981,231	59,665,500	59,793,100	127,600	0.2%
13 Fixed Charges	3,166,858	3,247,895	3,273,150	25,255	0.8%
Total Objects	\$ 201,977,649	\$ 202,321,716	\$ 200,264,809	-\$ 2,056,907	-1.0%
Funds					
01 General Fund	\$ 139,518,724	\$ 132,457,974	\$ 133,575,899	\$ 1,117,925	0.8%
03 Special Fund	60,338,363	64,184,497	64,224,547	40,050	0.1%
05 Federal Fund	965,178	3,622,000	900,000	-2,722,000	-75.2%
09 Reimbursable Fund	1,155,384	2,057,245	1,564,363	-492,882	-24.0%
Total Funds	\$ 201,977,649	\$ 202,321,716	\$ 200,264,809	-\$ 2,056,907	-1.0%

DPSCS: Department of Public Safety and Correctional Services

Note: The fiscal 2018 appropriation does not include deficiencies, targeted reversions, or across-the board reductions. The fiscal 2019 allowance does not include contingent reductions or cost-of-living adjustments.

**Appendix 8
Fiscal Summary
DPSCS – Administration**

<u>Program/Unit</u>	<u>FY 17 Actual</u>	<u>FY 18 Wrk Approp</u>	<u>FY 19 Allowance</u>	<u>Change</u>	<u>FY 18 - FY 19 % Change</u>
01 General Administration	\$ 37,679,373	\$ 35,412,389	\$ 35,813,940	\$ 401,551	1.1%
02 Information Technology and Communications	43,172,322	35,548,448	36,852,506	1,304,058	3.7%
03 Intelligence and Investigative Division	9,324,032	9,558,512	9,967,428	408,916	4.3%
04 9-1-1 Emergency Number Systems	53,497,047	56,894,497	56,894,547	50	0%
06 Div. of Cap. Construction and Facilities Maint.	4,696,169	4,366,255	4,647,624	281,369	6.4%
07 Major Information Technology Development	191,931	3,322,000	0	-3,322,000	-100.0%
01 General Administration	7,748,314	9,943,433	7,977,678	-1,965,755	-19.8%
03 Programs and Services	4,851,918	5,384,492	5,137,839	-246,653	-4.6%
04 Security Operations	33,203,208	33,971,242	34,749,763	778,521	2.3%
05 Central Home Detention Unit	7,613,335	7,920,448	8,223,484	303,036	3.8%
Total Expenditures	\$ 201,977,649	\$ 202,321,716	\$ 200,264,809	-\$ 2,056,907	-1.0%
General Fund	\$ 139,518,724	\$ 132,457,974	\$ 133,575,899	\$ 1,117,925	0.8%
Special Fund	60,338,363	64,184,497	64,224,547	40,050	0.1%
Federal Fund	965,178	3,622,000	900,000	-2,722,000	-75.2%
Total Appropriations	\$ 200,822,265	\$ 200,264,471	\$ 198,700,446	-\$ 1,564,025	-0.8%
Reimbursable Fund	\$ 1,155,384	\$ 2,057,245	\$ 1,564,363	-\$ 492,882	-24.0%
Total Funds	\$ 201,977,649	\$ 202,321,716	\$ 200,264,809	-\$ 2,056,907	-1.0%

DPSCS: Department of Public Safety and Correctional Services

Note: The fiscal 2018 appropriation does not include deficiencies, targeted reversions, or across-the board reductions. The fiscal 2019 allowance does not include contingent reductions or cost-of-living adjustments.