

W00A
Department of State Police

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	\$283,701	\$279,652	\$281,539	\$1,887	0.7%
Adjustments	0	-2,789	2,303	5,092	
Adjusted General Fund	\$283,701	\$276,863	\$283,842	\$6,979	2.5%
Special Fund	96,634	99,988	96,502	-3,487	-3.5%
Adjustments	0	-678	723	1,402	
Adjusted Special Fund	\$96,634	\$99,310	\$97,225	-\$2,085	-2.1%
Federal Fund	4,225	6,926	6,925	-1	
Adjustments	0	0	0	0	
Adjusted Federal Fund	\$4,225	\$6,926	\$6,925	-\$1	0.0%
Reimbursable Fund	4,739	5,723	5,721	-2	
Adjustments	0	0	1	1	
Adjusted Reimbursable Fund	\$4,739	\$5,723	\$5,722	-\$1	0.0%
Adjusted Grand Total	\$389,299	\$388,823	\$393,714	\$4,891	1.3%

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

- The fiscal 2019 adjusted allowance for the Department of State Police (DSP) reflects an increase of nearly \$4.9 million, or 1.3%, over the adjusted fiscal 2018 working appropriation. The majority of the increase (75%) is attributable to growth in personnel costs. The department also receives an increase of \$4.6 million in general funds for motor vehicle purchases to offset lower than anticipated special fund revenues from the automated speed enforcement program within the State Highway Administration (SHA).

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

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W00A – Department of State Police

- Adjustments to the budget include a nearly \$3.5 million decrease to the fiscal 2018 working appropriation for employee health insurance contributions and a \$3 million increase in fiscal 2019 for a general salary increase.
- The allowance includes nearly \$13 million in DSP compensation enhancements budgeted in the Department of Budget and Management. Approximately \$12.4 million is provided to fund increments for members of the State Law Enforcement Officers Labor Alliance. Annual salary review increases provide nearly \$550,000 to increase salaries for police communication officers by one grade, and \$68,000 is provided to increase salaries for Fire Safety Inspectors within the Office of the State Fire Marshal by three grades.

Personnel Data

	<u>FY 17 Actual</u>	<u>FY 18 Working</u>	<u>FY 19 Allowance</u>	<u>FY 18-19 Change</u>
Regular Positions	2,435.50	2,435.50	2,435.50	0.00
Contractual FTEs	<u>35.41</u>	<u>68.49</u>	<u>60.27</u>	<u>-8.22</u>
Total Personnel	2,470.91	2,503.99	2,495.77	-8.22

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	167.08	6.86%
Positions and Percentage Vacant as of 12/31/17	310.00	12.73%

- At the close of calendar 2017, DSP had 310 vacant positions, which equates to approximately 12.7% of its workforce. This includes, however, 75 unfunded positions used by DSP for new trooper hires going through academy training. Upon graduation, these individuals are moved into a funded trooper position. Excluding these dummy positions reduces the department's vacancy rate to 9.6%.
- Current vacancies are nearly double of what is required to meet the fiscal 2019 budgeted turnover rate of 6.9%. The turnover rate budgeted in the allowance is slightly improved from the fiscal 2018 working appropriation turnover rate of 7.2%, providing the department with slightly more than \$1 million in additional funding to improve its hiring.

Analysis in Brief

Major Trends

Prevent and Investigate Crime While Supporting Allied Law Enforcement Agencies: After peaking at 673 investigations in 2013, total Parcel Unit investigations performed by the Criminal Enforcement Division have declined by nearly 40% to 406 investigations in 2016. The calendar 2017 estimate reflects a further decrease of nearly 50%. Similarly, drug interdiction arrests peaked in calendar 2014 with 253 arrests and have since declined to 124 arrests in 2016. **DSP should explain why Parcel Unit investigations and arrests have declined in recent years.**

Enhance the Safety of All Who Travel on Maryland's Roadways: Since 2011, statewide driving under the influence (DUI) arrests have fallen from 22,383 to 19,363 arrests in calendar 2016. On average, DSP accounts for approximately 34% of all DUI arrests each year. Similar to the statewide decline, State Police DUI arrests fell 11% between calendar 2011 and 2016. Calendar 2017 estimates indicate a slight increase in DUI arrests by DSP and statewide.

Support Citizens and the Communities in Which They Live: The Maryland State Police Aviation Command (MSPAC) exceeded its goal of having 90% of medevac missions arrive at the scene within 25 minutes of dispatch time in calendar 2015 and 2016, and is projected to have done the same in calendar 2017. Improving from having an 85% response rate within 25 minutes in 2014 to 96% in calendar 2016 occurred at the same time that the number of medically oriented missions increased by 35%. In calendar 2016, MSPAC had 4,659 medevac missions.

Develop an Efficient and Effective Workforce: The department has experienced a significant drop-off in the number of qualified applicants since calendar 2015, when over 7,000 applications met the basic standards. In calendar 2016, the number of qualified applicants declined by over 43% to just under 4,000 applications. The calendar 2017 estimate provided in the department's Managing for Results submission suggests a further decrease of nearly 29% to 2,834 applicants.

Issues

2016 Uniform Crime Report Not Yet Received: Issues arising from inaccurate data from local law enforcement have delayed the Department of State Police's ability to publish the 2016 *Uniform Crime Report* (UCR). Budget bill language restricts \$1 million of the department's fiscal 2018 general fund appropriation pending submission of the report. In addition, DSP is required to notify the Governor's Office of Crime Control and Prevention (GOCCP) of any delinquent jurisdictions, in order to withhold State Aid for Police Protection (SAPP) funding. To date, SAPP funding has not been withheld. **DSP should comment on when the 2016 UCR is anticipated to be available and at what point the SAPP funding penalty should be applied.**

State Police Staffing: In June and September 2017, DSP released detailed reports evaluating the department's ability to improve its hiring processes and the overall adequacy of its existing workforce

complement. Taking into account recommendations made by the Office of Legislative Audits regarding the potential for civilianizing certain functions currently being performed by sworn officers, the report identified the need for 193 additional positions (98 sworn and 95 civilian), assuming the current 242 vacancies are filled. Approximately 80% of the additional sworn positions are needed to cover patrol duties at the various barracks throughout the State. **DSP should comment on the findings of its Trooper Strength Assessment and how it is functioning with over 430 fewer employees than what is needed to adequately fulfill its mission. In addition, the department should update the committees on the status of implementing improvements to the hiring process, particularly for civilian employees.**

Impact of Fentanyl on State Police Operations: The rise in the presence of fentanyl and other opioids has caused DSP to alter its policies and procedures regarding interactions with drugs in the field and within its forensic laboratories. The agency no longer allows field testing of unknown drugs, resulting in an increase in rush submissions to the forensic laboratories when there is an active investigation. The Forensic Sciences Division (FSD) has seen an increase in the number of case submissions, but also in the complexity of the cases, contributing to an increase in the processing turnaround time from 39 to 60 days between fiscal 2016 and 2017. In addition, miniscule amounts of fentanyl have very potent effects, and current laboratory equipment is not always able to accurately detect the presence of these tiny amounts. **DSP should comment on how the increasing presence of fentanyl is impacting departmental operations, the role of DSP in combating the opioid crisis, and what, if any, improvements need to be made within the FSD laboratories to better account for the presence of fentanyl.**

Increasing Work Zone Safety: Chapter 500 of 2009 authorized the use of automated speed enforcement (ASE) in highway work zones and school zones as a means of increasing safety without the need for additional staff resources. Looking at citation data for 2010 through 2017, a major problem for further safety improvements is how to curb the number of repeat offenders who appear willing to pay the fine because there is no increase in penalties for amassing multiple citations. Since 2010, over 650 drivers have averaged at least two speed camera citations a year. One driver accumulated 68 citations in the course of a three-year period. One potential solution to this issue is to alter the penalty structure as a means of increasing the deterrent for a driver to continue speeding through a monitored work zone. **The Department of Legislative Services (DLS) recommends altering the penalty structure for citations issued by ASE systems through the Budget Reconciliation and Financing Act of 2018. A fee scale should be established through regulation by SHA; however, at a minimum, fines should be doubled for any driver receiving more than two citations per year from an ASE system.**

Maryland Center for School Safety: The statute establishing the Maryland Center for School Safety (MCSS) (Education Article § 7-1502) identifies MCSS as an independent unit within State government based at Bowie State University; however, MCSS receives a mandatory \$500,000 general fund appropriation through DSP and is located at the Maryland Coordination and Analysis Center. MCSS provides a variety of services that include providing trainings and seminars, safety assessments and reviews/audits of school safety plans, technical assistance, and attending meetings of various task forces, commissions, and public organizations. MCSS' activities do not include law enforcement functions. **DLS recommends revising the statute and the fiscal 2019 allowance pertaining to**

MCSS to combine the funding and operations of MCSS with the newly created School Safety Program under the authority of GOCCP.

Operating Budget Recommended Actions

1. Add language restricting funds pending confirmation of the civilianization of at least 15 positions.
2. Adopt committee narrative requesting a report on the Department of State Police motor vehicle fleet.
3. Add budget bill language restricting \$1,000,000 of the general fund appropriation until the Department of State Police submits the 2017 Uniform Crime Report.

Budget Reconciliation and Financing Act Recommended Actions

- 1 Alter statute to require the State Highway Administration to establish a graduated penalty structure for drivers receiving multiple citations through the automated speed enforcement program.
2. Alter statute to shift responsibility for the Maryland Center for School Safety under the Governor’s Office of Crime Control and Prevention.
3. Amend existing statute to require speed camera revenues distributed to the Department of State Police be used to fund motor vehicle replacement purchases only.

W00A – Department of State Police

W00A
Department of State Police

Operating Budget Analysis

Program Description

The Department of State Police (DSP) exists to safeguard persons within the State, protect property, and assist in providing all persons equal protection under the law. The department's operating structure is composed of the following programs:

- the Office of the Superintendent;
- the Field Operations Bureau;
- the Criminal Investigation Bureau; and
- the Support Services Bureau.

Within these functions, the department recruits and hires employees; addresses retention issues; provides services in procurement and distribution of supplies and equipment; works to improve the critical error rate of law enforcement agencies that enter civil protective orders into the Maryland Interagency Law Enforcement Agency/National Crime Information Center systems; serves as a catalyst for the interagency exchange of criminal justice, homeland security, and intelligence information at the federal, State, and local levels; and provides timely and efficient access to public information and records. The department also includes the Vehicle Theft Prevention Council, the Fire Prevention Commission, and Office of the State Fire Marshal, which are charged with safeguarding life and property from the hazards of fire and explosion.

Performance Analysis: Managing for Results

The DSP mission is to ensure that Maryland is a safe place to live, work, and visit. In fulfilling that mission, the department has established four strategic goals to assist with serving and protecting the citizens of the State.

1. Prevent and Investigate Crime While Supporting Allied Law Enforcement Agencies

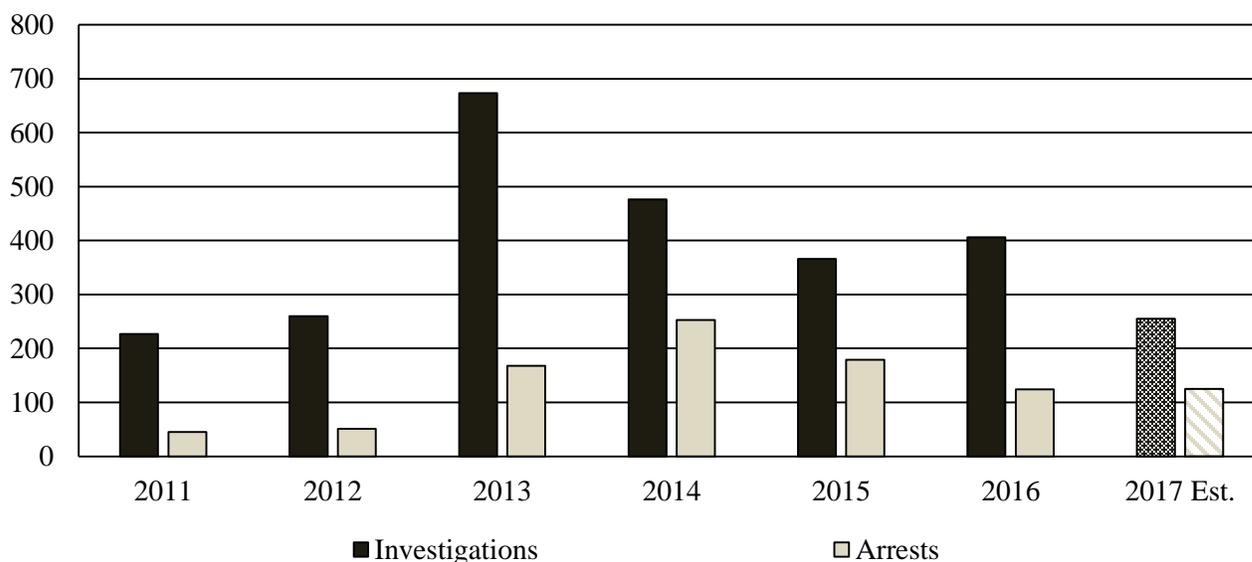
Having statewide authority places DSP in a unique position to prevent, investigate, and reduce crime, as DSP troopers can move across jurisdictional boundaries without hampering investigations.

With the rise of the opioid crisis, using task forces, drug interdiction, and forensic and intelligence data to eliminate drug trade and networks is of increasing importance.

Within the department’s Criminal Investigations Bureau, the Criminal Enforcement Division (CED) is responsible for providing both overt and covert investigations and solving all facets of crime throughout the State of Maryland. CED provides direct support and resources to allied agencies when their investigations are both linked to and impacted by crime in other jurisdictions. CED regional drug investigation troopers routinely collaborate with federal, State, and local law enforcement agencies to achieve an effective and coordinated drug enforcement strategy. Drug enforcement troopers are assigned to multi-jurisdictional drug task forces, investigative support units, drug interdiction units, and federal drug initiatives.

Exhibit 1 shows the number of drug interdiction investigations and arrests since calendar 2011. After peaking at 673 investigations in 2013, total drug interdiction investigations performed by the Parcel Unit have declined by nearly 40% to 406 investigations in 2016. The calendar 2017 estimate, as reported in DSP’s fiscal 2019 Managing for Results (MFR) submission, is 255 investigations, a further decrease of nearly 37%. Similarly, drug interdiction arrests peaked in calendar 2014 with 253 arrests and have since declined to 124 arrests in 2016. **DSP should explain why Parcel Unit investigations and arrests have declined in recent years.**

Exhibit 1
Department of State Police Criminal Enforcement Division
Drug Interdiction Activities
Calendar 2011-2017 Est.



Source: Managing for Results, Fiscal 2019

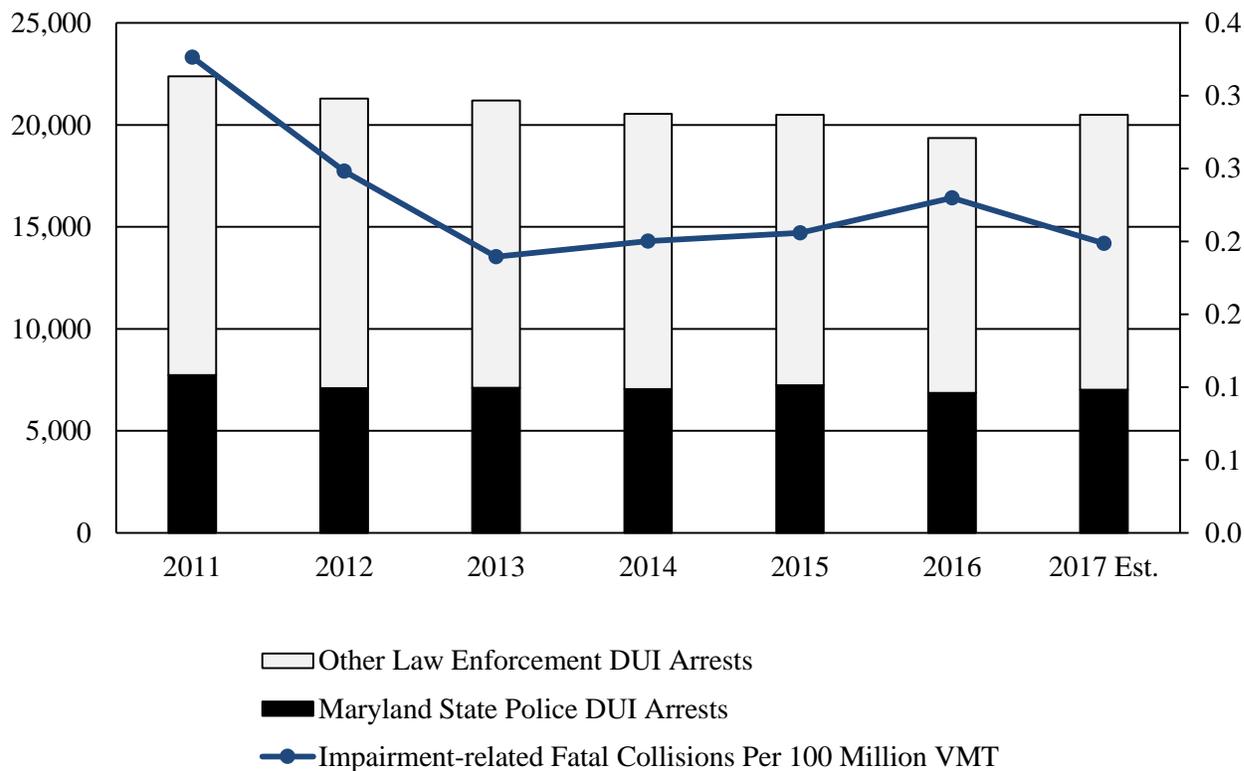
2. Enhance the Safety of All Who Travel on Maryland’s Roadways

The State of Maryland has approximately 31,000 miles of roadways, and it is DSP’s goal to ensure the safety of everyone accessing those roads, through education and enforcement. To achieve this goal, it is the mission of the Field Operations Bureau to target driving under the influence (DUI) offenses in an effort to reduce alcohol/drug-related crashes in Maryland. Additionally, in May 2013, DSP launched the State Police Impaired Driving Effort, or SPIDRE Team, to focus on reducing alcohol-related crashes by targeting areas across the State with high crash rates involving impaired drivers. The department also has a MFR goal to decrease the incidence of impaired driving related to fatal traffic collisions from the calendar 2014 base of 0.20 fatalities per 100 million vehicle miles traveled (VMT).

Exhibit 2 shows the total number of DUI arrests each year since calendar 2011, along with the rate of impairment-related fatal collisions per 100 million VMTs. Since 2011, statewide DUI arrests have fallen from 22,383 to 19,363 arrests in calendar 2016. On average, DSP accounts for approximately 34% of all DUI arrests each year. Similar to the statewide decline, State Police DUI arrests fell 11% between 2011 and 2016. Calendar 2017 estimates indicate a slight increase in DUI arrests by DSP and statewide.

As the exhibit shows, since 2013 there has been a slight uptick in the rate of impairment-related collisions per 100 million VMTs, growing from 0.19 to 0.23 in calendar 2016. The rate in calendar 2015 and 2016 exceeded the defined MFR goal of being less than 2014.

**Exhibit 2
Department of State Police
DUI Arrests and Fatalities
Calendar 2011-2017 Est.**



DUI: driving under the influence
VMT: vehicle miles traveled

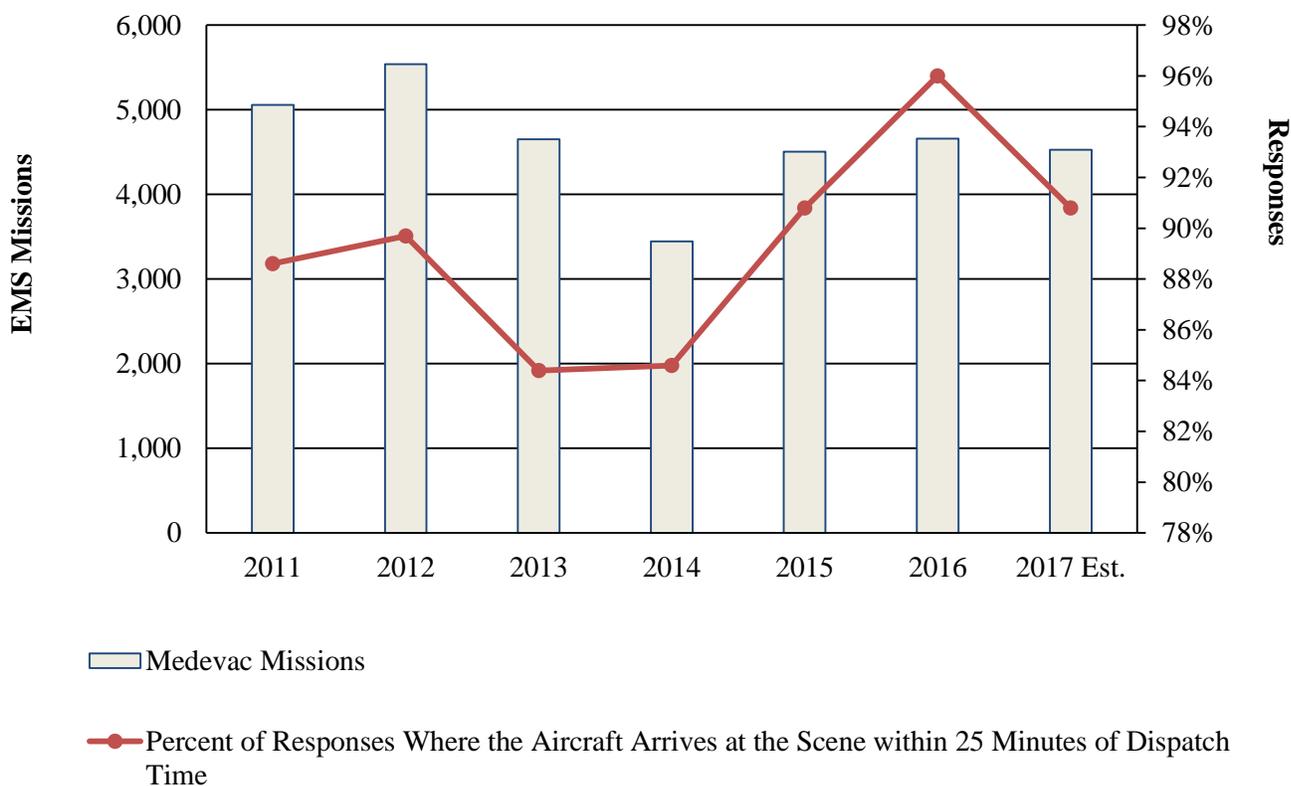
Source: Managing for Results, Fiscal 2019

3. Support Citizens and the Communities in Which They Live

According to the department’s *Fiscal 2017 – 2021 Strategic Plan*, DSP is dedicated to being a strong participant in the community. DSP views successful medevac missions to save patients’ lives as a measure for achieving that goal. As such, the Maryland State Police Aviation Command (MSPAC) aims to achieve a 90% rate of pre-hospital medevac responses where the aircraft arrives at the scene within 25 minutes of dispatch time.

Exhibit 3 shows the number of medically based missions flown by MSPAC each year since calendar 2011, along with the percent of those missions where the aircraft arrived at the scene within 25 minutes of dispatch time. MSPAC exceeded its goal in calendar 2015 and 2016 and is projected to have done the same in calendar 2017. Improving from having an 85% response rate within 25 minutes in calendar 2014 to 96% in calendar 2016 occurred at the same time that the number of medically oriented missions increased by 35%. In calendar 2016, MSPAC had 4,659 medevac missions.

Exhibit 3
Maryland State Police Aviation Command
Medically Oriented Mission Activity
Calendar 2011-2017 Est.



EMS: emergency medical services

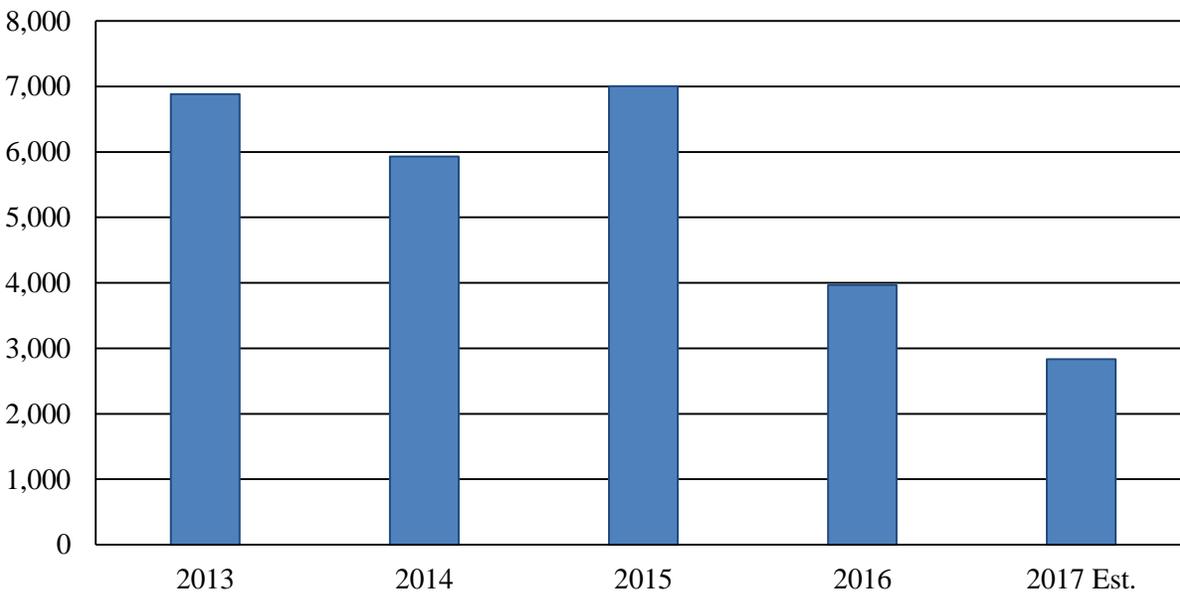
Source: Managing for Results, Fiscal 2019

4. Develop an Efficient and Effective Workforce

The very nature of the department’s work is labor intensive and heavily reliant on personnel. For several years, however, DSP has struggled with above average vacancy rates and employee turnover. As of February 2018, the department had 242 vacant positions, of which 50% were in the sworn classification. One of the department’s objectives in achieving an efficient and effective workforce that allows it to fulfill the other strategic goals is to establish a new recruiting plan in order to attract and retain well-qualified, capable, and diverse applicants. To that end, DSP began reporting the number of applicants who meet minimum processing standards. As seen in **Exhibit 4**, the department has experienced a significant drop-off in the number of qualified applicants since calendar 2015, when over 7,000 applications met the basic standards. In calendar 2016, the number of qualified applicants declined by over 43% to just under 4,000 applications. The calendar 2017 estimate provided in the department’s MFR submission suggests a further decrease of nearly 29% to 2,834 applicants.

Personnel and staffing issues are discussed in greater detail throughout this analysis.

Exhibit 4
Department of State Police
Applicants Who Meet Minimum Processing Standards
Calendar 2013-2017 Est.



Source: Managing for Results, Fiscal 2019

Fiscal 2018 Actions

Cost Containment

Cost containment actions adopted by the Board of Public Works in September 2017 reduced funding for the department by \$1.5 million. This included \$1 million for fuel expenses and \$500,000 for building maintenance. The fiscal 2019 allowance restores funding for building maintenance but further reduces fuel expenses by nearly \$900,000. The \$3.9 million provided for motor fuel in fiscal 2019 is still nearly \$300,000 above fiscal 2017 actual expenditures.

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. This agency’s share of this reduction is \$2,788,800 in general funds and \$678,229 in special funds.

Proposed Budget

As **Exhibit 5** illustrates, the fiscal 2019 allowance for DSP increases by approximately \$4.9 million, or 1.3%, over the fiscal 2018 working appropriation. This accounts for fiscal 2018 adjustments to employee health insurance contributions and the fiscal 2019 general salary increase. General fund growth accounts for the entire budget increase. The nearly \$7 million increase is offset by a net reduction of \$2.1 million in special fund revenues, primarily from reduced revenue assumptions for the automated speed enforcement (ASE) program.

Exhibit 5
Proposed Budget
Department of State Police
(\$ in Thousands)

How Much It Grows:	General Fund	Special Fund	Federal Fund	Reimb. Fund	Total
Fiscal 2017 Actual	\$283,701	\$96,634	\$4,225	\$4,739	\$389,299
Fiscal 2018 Working Appropriation	276,863	99,310	6,926	5,723	388,823
Fiscal 2019 Allowance	<u>283,842</u>	<u>97,225</u>	<u>6,925</u>	<u>5,722</u>	<u>393,714</u>
Fiscal 2018-2019 Amount Change	\$6,979	-\$2,085	-\$1	-\$1	\$4,891
Fiscal 2018-2019 Percent Change	2.5%	-2.1%			1.3%

W00A – Department of State Police

Where It Goes:

Personnel Expenses

Health insurance	\$3,467
General salary increase	3,027
Turnover adjustments	1,016
Overtime	818
Other fringe benefit adjustments.....	23
Workers' compensation	-427
Increments and other compensation.....	-923
Social Security contributions	-1,559
Employee and State Police retirement systems contributions.....	-1,752

Other Changes

General funds for vehicle purchases due to shortfall in speed camera revenues	4,600
Restoration of fiscal 2018 cost containment reduction for building maintenance.....	500
Communication expenses	350
Contractual employment.....	55
Contractual office assistance.....	210
Other	-117
Utilities.....	-215
One-time bomb squad equipment purchases	-400
Speed Monitoring System funds.....	-3,782

Total **\$4,891**

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

Personnel

Personnel expenses increase by a net \$3.7 million in fiscal 2019, accounting for approximately 75% of the total budget change. Health insurance contributions increase by nearly \$3.5 million, accounting for the fiscal 2018 payroll holidays. The department also has a slightly lower budgeted turnover rate of 6.9% for fiscal 2019, compared to 7.2% in the fiscal 2018 working appropriation. This provides an additional \$1 million to fill vacant positions. Offsetting these increases is a \$1.8 million reduction for retirement contributions, reflecting a 2% decrease in the State Police retirement rate.

General Salary Increase

The fiscal 2019 allowance includes funds for a 2% general salary increase for all State employees, effective January 1, 2019. These funds are budgeted in the Department of Budget

and Management's (DBM) statewide program and will be distributed to agencies during the fiscal year. This agency's share of the general salary increase is \$2,303,172 in general funds, \$723,483 in special funds, and \$531 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. The Administration will need to process a deficiency appropriation if revenues are \$75 million more than projected.

Compensation Enhancements

The fiscal 2019 allowance includes nearly \$13 million in funding in DBM for DSP employee compensation enhancements. These funds will be transferred via budget amendment during the fiscal year. Approximately \$12.4 million of funding is for step increases for members of the State Law Enforcement Officers Labor Alliance. The remainder of the funding is for annual salary review increases. Police communication officers receive a one-grade increase, requiring an additional \$549,621 in fiscal 2019. Fire safety inspectors in the Office of the State Fire Marshal receive a three-grade increase, requiring \$68,246 in additional funds.

Overtime

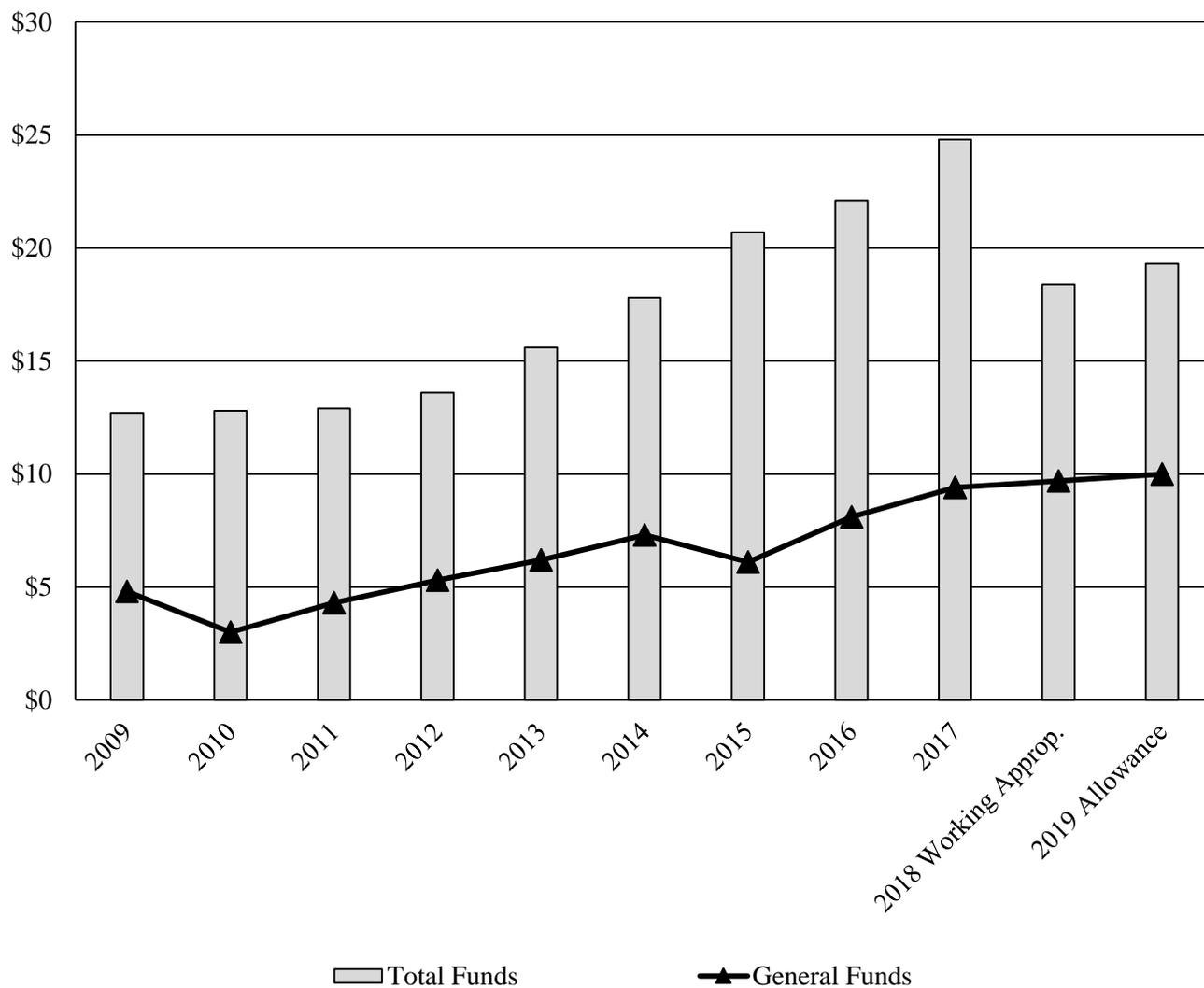
Overtime expenses increase by approximately \$818,000 in fiscal 2019, an increase of 4.4% over the \$18.4 million provided in the fiscal 2018 working appropriation. Nearly 52% of the \$19.3 million provided in fiscal 2019 is for general fund overtime. General funds account for approximately 24% of the total increase in the allowance. **Exhibit 6** compares changes in overtime expenses since fiscal 2009, distinguishing between general funds and total funds.

Overtime spending in fiscal 2017, for both general and total funds, was at its highest point in nearly a decade, with \$9.4 million in general funds and \$24.8 million in total funds expended. The fiscal 2018 working appropriation is approximately \$6.4 million below fiscal 2017 actual spending; however, the general fund appropriation for overtime reflects an increase of \$316,000 over the actual. History would suggest that DSP will submit a budget amendment later in the current fiscal year to acknowledge additional reimbursable overtime revenues. The fiscal 2019 allowance provides over \$500,000 in additional general funds compared to actual expenditures. The general fund portion of overtime expenses is largely driven by departmental vacancies.

Vacancies

Since 2009, the department has operated with an average of 8.2% of its sworn and civilian positions vacant. As of February 2018, DSP had 242 vacant positions, which equates to approximately 9.9% of its regular positions. Of those, half are in the sworn classification. In addition, the agency has 70 individuals on special leave status (*i.e.*, restricted duty, military leave, disciplinary suspension, *etc.*) making them unavailable to fulfill their full job responsibilities.

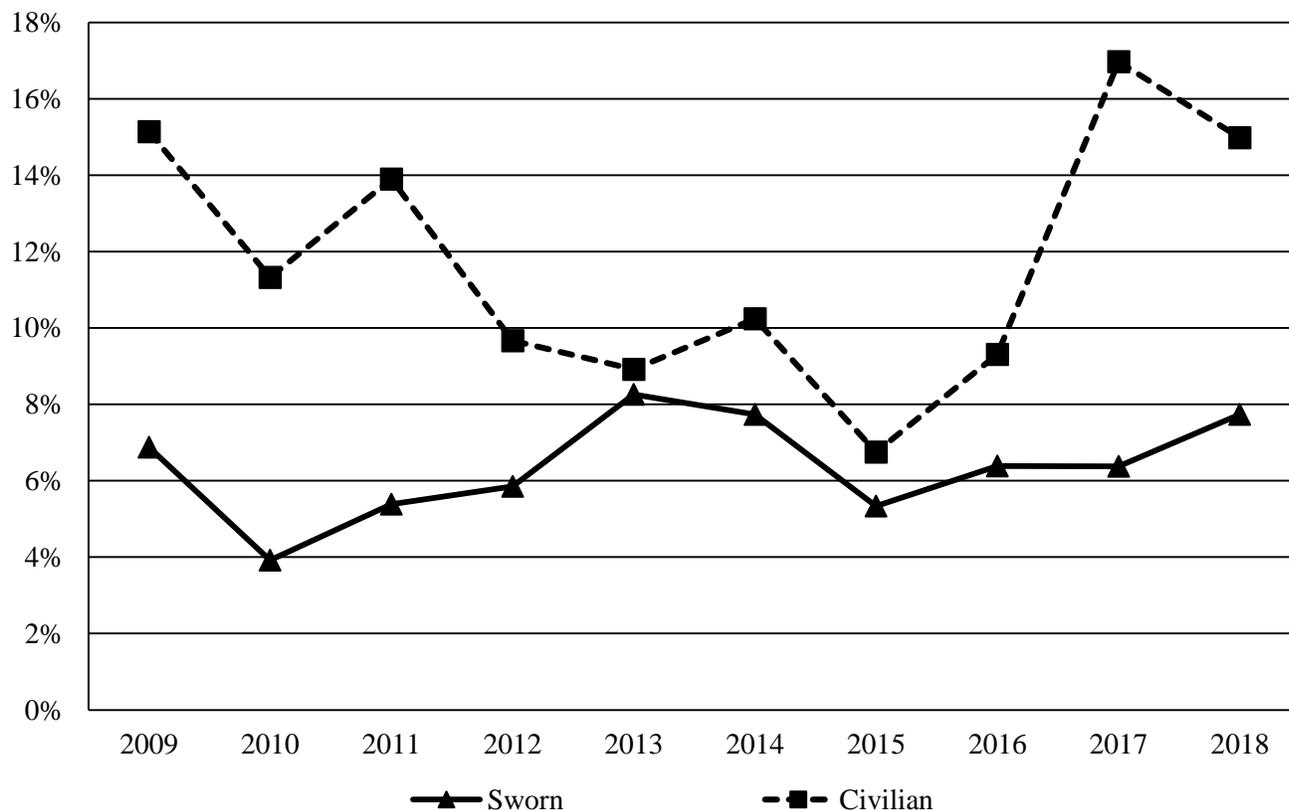
Exhibit 6
Department of State Police Overtime Expenditures
Fiscal 2009-2019 Allowance
(\$ in Millions)



Source: Department of State Police

Exhibit 7 illustrates the changes in vacancy rates for sworn and civilian personnel for the past decade. This data excludes the Office of the State Fire Marshal, which also has a vacancy rate of approximately 8%.

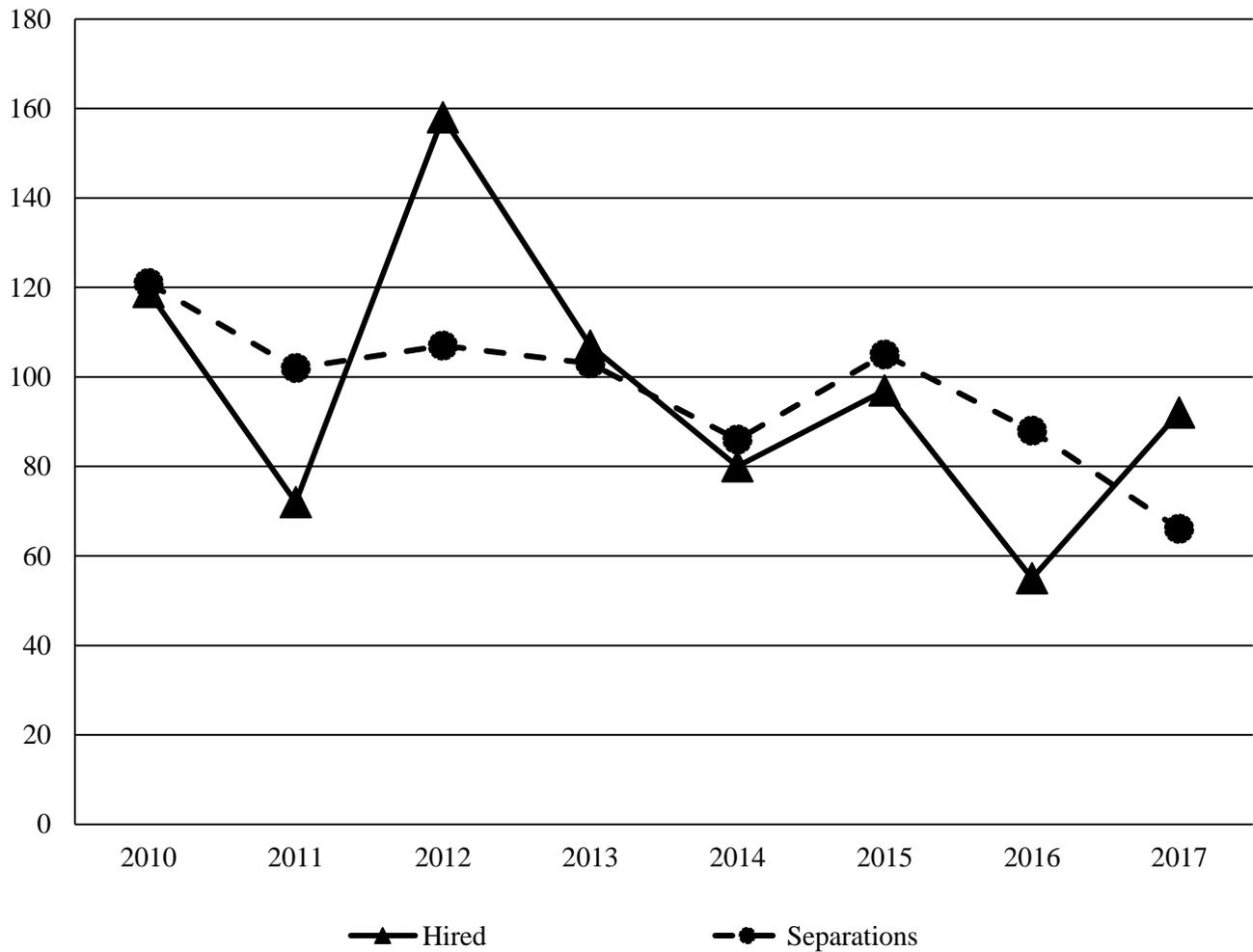
Exhibit 7
Department of State Police Sworn vs. Civilian Vacancy Rates
Fiscal 2009-2018



Source: Department of State Police

The fiscal 2018 vacancy rate for sworn personnel is approximately 8%. This reflects a 2 percentage point increase over fiscal 2017 and the continuation of an increase that began in fiscal 2015, when the sworn vacancy rate was close to 5%. The increase in sworn vacancies is consistent with the data presented in Exhibit 4, which shows a nearly 60% decrease in the number of qualified trooper applicants over the past two years. In addition, as is shown in **Exhibit 8**, the department has had sworn officer separations exceed its new hires for three of the past four years. **DSP should comment on its efforts to recruit and retain sworn personnel, along with what is driving the increase in sworn vacancies and the decrease in qualified trooper applicants.**

Exhibit 8
Department of State Police
Sworn Officer Separations vs. New Hires
Calendar 2010-2017

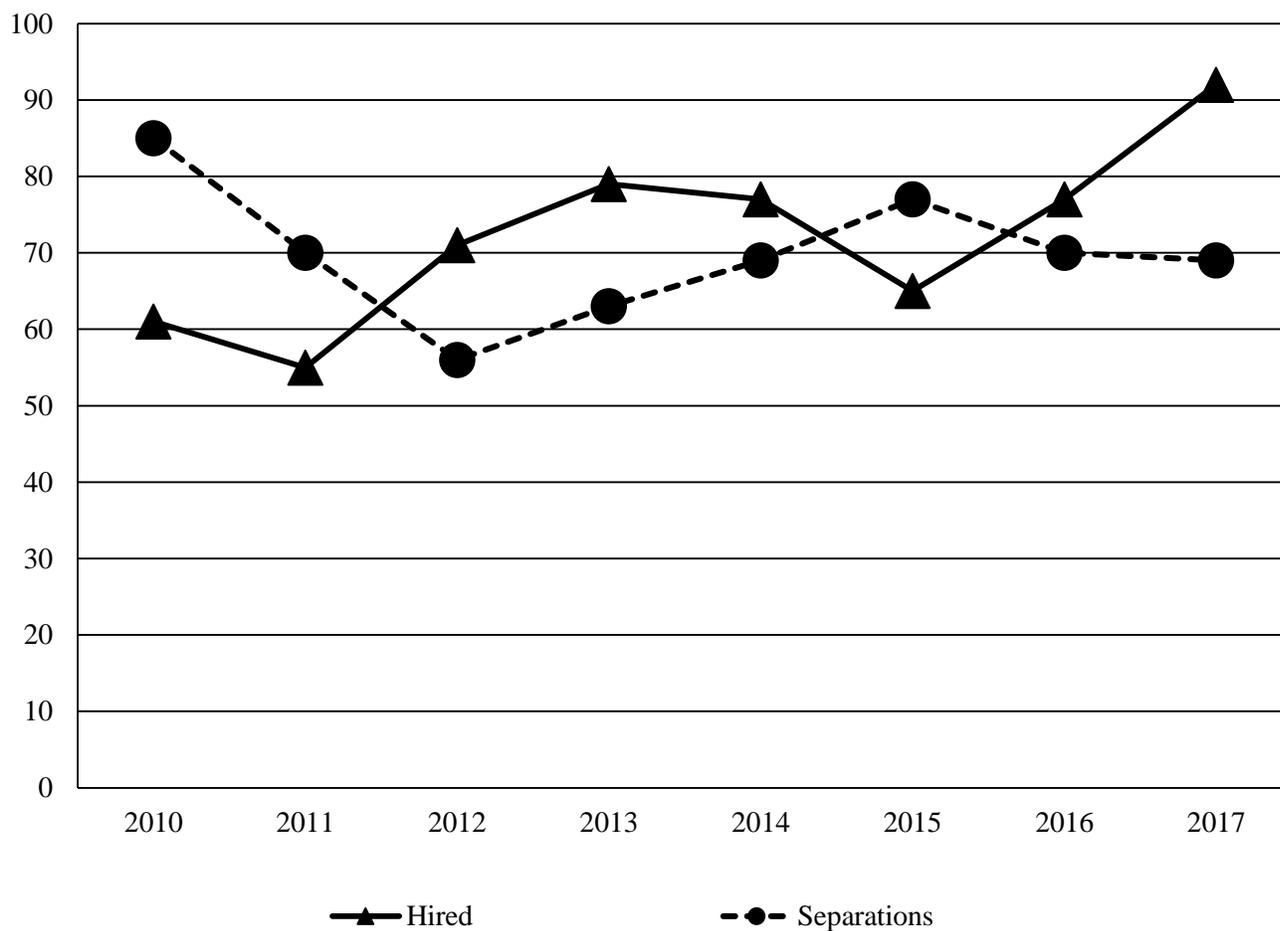


Source: Department of State Police

The vacancy rate for civilian personnel has been consistently higher than the vacancy rate for sworn personnel for the past decade. The decrease in the civilian vacancy rate between fiscal 2011 and 2015 reflects the elimination of administrative positions due to cost containment more than it reflects the department filling existing civilian vacancies. Attention to the department’s civilian staffing struggles was highlighted during the 2017 session, when the vacancy rate increased to 17% for these positions. With the increased interest, DSP has focused its effort on filling these vacancies and appears to have had some success in fiscal 2018, as the civilian vacancy rate has declined slightly to 15%.

Exhibit 9 shows, new hires for civilian positions increased by almost 42% between calendar 2015 and 2017, with a net of 30 more people hired over the two-year period than separated from the department. **DSP should comment on what has contributed to the improvements in civilian hiring.**

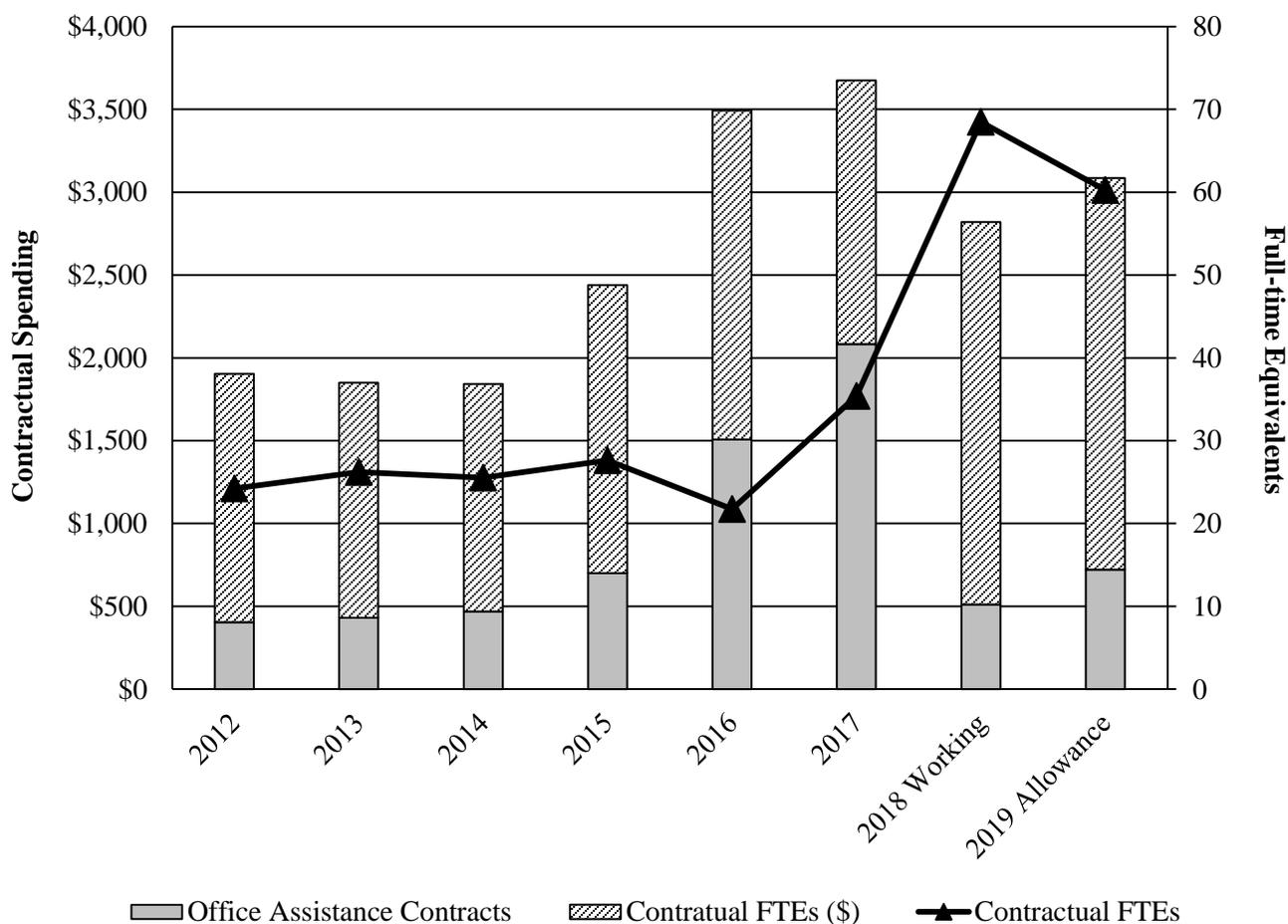
Exhibit 9
Department of State Police
Civilian Separations vs. New Hires
Calendar 2010-2017



Source: Department of State Police

Despite the increased effort to fill civilian positions, DSP continues to mitigate the impact of shortages in civilian staffing in two ways: (1) utilizing troopers at a higher cost; and (2) increased use of contractual employment and office assistance contracts. **Exhibit 10** shows how funding for full-time equivalents and office assistance contracts continued to grow in fiscal 2017, reflecting a 5% increase over fiscal 2016. The problem with these solutions is the increased expense and the difficulty of using temporary staffing solutions for permanent or long-term functions.

Exhibit 10
Department of State Police Contractual Employment and Office Assistance
Fiscal 2012-2019 Allowance
(\$ in Thousands)



FTEs: full-time equivalents

Source: Department of State Police

Civilianization

In December 2016, the Office of Legislative Audits (OLA) determined that DSP had 127 administrative and support positions currently filled by sworn troopers that could be filled by civilians. DSP supported civilianizing 84 of the 127 positions identified in the OLA study, so long as additional civilian positions were allocated to backfill the sworn positions being redeployed. At the request of the budget committees, the department developed a Workforce Civilianization Plan in August 2017. In the plan, DSP acknowledges that it is in the best interest of the department to civilianize, where appropriate, but that implementation of the civilianization plan should be done over several years in order to allow the fiscal impacts to be absorbed and to provide enough time to recruit, hire, and train new employees.

Although no additional positions were provided for civilianization in the fiscal 2018 budget, DSP identified 10 specific positions prioritized for civilianization. According to DSP, 10 existing vacant civilian positions are being reclassified and readied for recruitment. After civilian employees have been hired and sufficiently trained, the troopers currently in those positions will be redeployed to enforcement duties. **Exhibit 11** lists the 10 positions identified for civilianization.

Exhibit 11 Department of State Police Positions Proposed for Civilianization

<u>Division</u>	<u>Position</u>
Police Communication Services Division	Information Technology (IT) Functional Analyst II
Electronic Services Division	IT Technical Support Specialist II
Human Services Division	Administrative Officer II
Technology and Information Command Administration Division	Agency Procurement Specialist II
Facilities Management Division	Administrative Officer II
Criminal Enforcement Division Polygraph Unit	Department of State Police Polygraph Examiner
Criminal Enforcement Division Gun Center	Administrator I
Criminal Enforcement Division Licensing	Administrative Officer II
Criminal Enforcement Division Licensing	Administrative Officer II
Strategic Planning	Internal Auditor I

Source: Department of State Police, *Workforce Civilianization Plan*

Of some concern is that these 10 positions represent slightly less than 12% of the total positions DSP agreed could reasonably be civilianized. The report does note that further civilianization efforts will be considered once the process for the initial 10 positions has been completed. However, there is no anticipated timeline outlined in the plan for completing the civilianization process (*e.g.*, by the end of fiscal 2018). Given the increase in sworn vacancies, moving troopers out of administrative positions should be a priority for the department.

DSP has submitted two quarterly updates regarding its civilianization efforts, the most recent submitted on January 15, 2018. In that update, the department indicated that 6 positions have been identified for reclassification, which are not consistent with the 10 positions proposed in the plan submitted in August 2017. Of the 6 identified positions, one reclassification and recruitment for a civilian polygraph examiner has been completed, allowing a trooper to be reassigned to the Licensing Division. Three positions have completed the reclassification process and recruitment for the new civilian positions is underway. Two reclassifications are in progress, although 1 position was selected to be reclassified as a Digital Forensic Examiner, a classification that does not currently exist in State government.

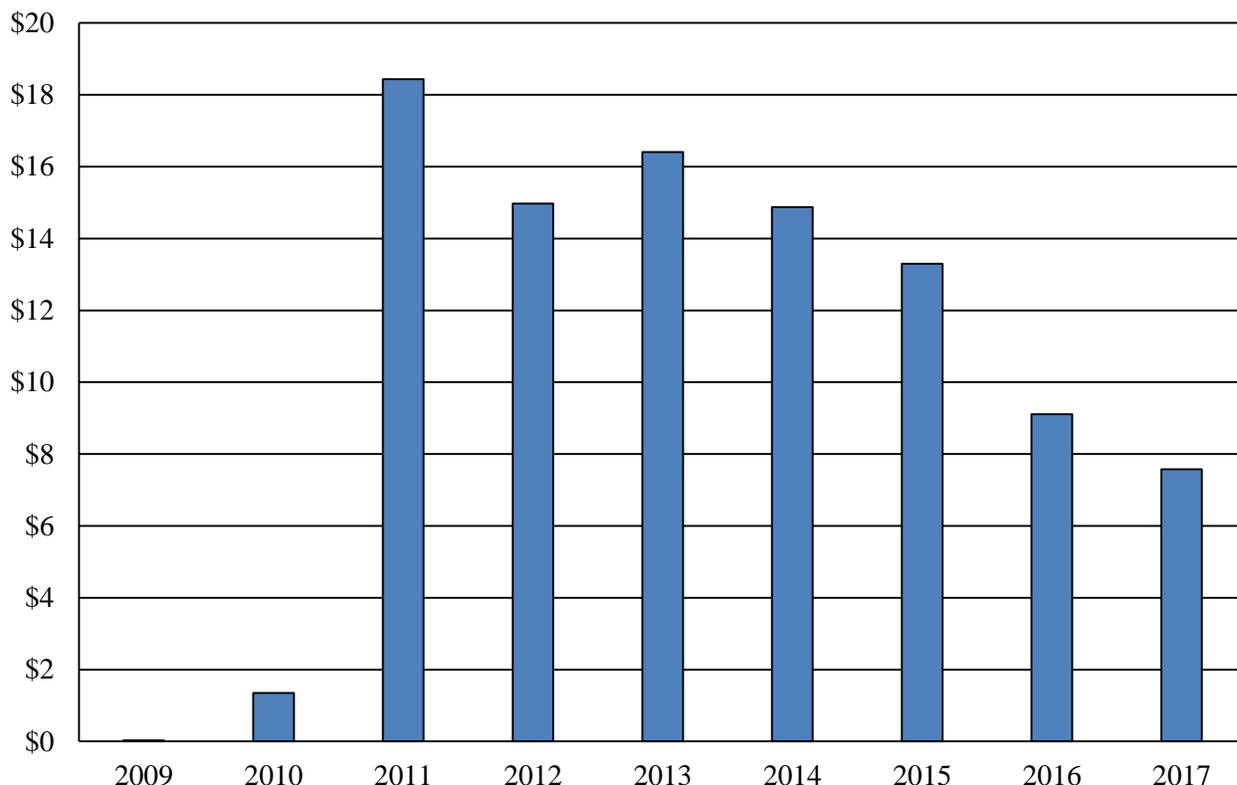
DSP should comment on the status of fulfilling its Workforce Civilianization Plan and why only 6 positions have been identified for reclassification when the initial report identified 10 positions. The Department of Legislative Services (DLS) recommends restricting funding in fiscal 2019 until the department confirms the civilianization of at least 15 positions.

Motor Vehicle Purchases and Speed Camera Revenues

The fiscal 2019 allowance provides a total of \$8.2 million for motor vehicle purchases, including \$5.6 million in general funds and \$2.6 million in special funds. This reflects an increase of \$4.6 million in general funds, which offsets a nearly \$3.8 million reduction in special fund revenues assumed from the ASE program (a.k.a. speed cameras).

Section 12-118 of the Transportation Article requires that disbursement of speed camera revenues be first applied to DSP operating costs for the program, and in fiscal 2016, 2017, and 2018, \$7 million in revenues should be used to purchase replacement vehicles for the department's patrol fleet. The balance of the money in the special fund shall be distributed to DSP to fund roadside enforcement activities. **Exhibit 12** illustrates speed camera revenue collections since the program's inception in fiscal 2009.

Exhibit 12
Speed Camera Citation Revenues
Fiscal 2009-2017
(\$ in Millions)



Source: State Highway Administration

Revenues from speed cameras have declined by over \$8.8 million, or 54%, since fiscal 2013. According to revenue and expenditure data provided by the State Highway Administration (SHA), fiscal 2017 citation revenues totaled \$7.6 million. With these decreases, DSP has never received the \$7 million in special funds required by the statute. In fiscal 2016, \$2 million was distributed to the department, and an additional \$3 million was provided in fiscal 2017. DSP indicates that the reduction in speed camera revenue did not impact the total number of vehicles purchased but did require the use of general funds to cover the shortfall. The department purchased 185 vehicles with its appropriation in fiscal 2017.

The fiscal 2018 working appropriation reflects \$7.2 million in special funds for motor vehicle purchases; however, this revenue is not likely to be realized. In order to fulfill planned purchases, DSP

W00A – Department of State Police

will need to redirect existing general fund resources to cover the shortfall, as a fiscal 2018 deficiency appropriation is not provided in the allowance.

The statutory provision directing the special funds to DSP for the purchase of motor vehicles was established in 2013, following concerns that the department was not adequately maintaining its fleet. DSP presently manages a multi-purposed fleet of nearly 1,800 vehicles, of which 1,067 are police patrol vehicles (PPV). Prior to 2013, the department's fleet was funded at a rate of \$3 million annually. That funding level only minimally maintained the fleet and did nothing to address replenishment and sustainability. Since fiscal 2015, DSP has worked toward a goal of reducing the maximum mileage range for vehicles to 150,000 to 179,999 miles and an age of less than 6 years. Presently, with the enhanced level of vehicle funding, the average mileage has been reduced to 122,000 (compared to 169,000 in fiscal 2013) and the average age of a PPV is 8 years (compared to 10 years). Even with the additional funding, DSP informs that the average mileage of vehicles being replaced each year actually ranges between 250,000 and 400,000 miles. In addition, the department is actually disposing of more vehicles each year than it is able to replace due to the number of vehicles disposed of because they were deemed too costly to repair or damaged due to collisions.

The most recent vehicle replacement plan for the department was created in November 2013. **DLS recommends that the department update its vehicle replacement plan and submit a copy to the budget committees by August 1, 2018. The submitted plan should address vehicle replenishment and sustainability for both the PPV and non-PPV fleets.**

DLS further recommends amending existing statute to require that all speed camera revenues distributed to DSP beyond what is needed to cover the operating costs of the program be used only for the purchase of motor vehicles. This would ensure that the revenues are put toward one-time expenses, as these funds are a fluctuating revenue source. Currently, DSP funds salaries for staff involved in operating the program and other operating costs with the initial revenues. The provision requiring speed camera revenues in excess of operating expenses be used to fund vehicle replacement purchases expired in fiscal 2018.

Issues

1. 2016 Uniform Crime Report Not Yet Received

Annual budget bill language restricts \$1.0 million of the department’s fiscal 2018 general fund appropriation pending submission of the 2016 *Uniform Crime Report* (UCR). In addition, the language requires DSP to notify the Governor’s Office of Crime Control and Prevention (GOCCP) of any delinquent jurisdictions, in order to withhold State Aid for Police Protection (SAPP) funding.

As of the writing of this analysis, the 2016 UCR has not been submitted to the budget committees. The delay is the result of Prince George’s County Police Department’s (PGPD) failure to submit its crime data in a timely fashion. According to PGPD, outdated records systems and implementation issues with moving to a new computer-aided dispatch and record system have contributed to a data collection backlog for several years. In October 2017, the backlog was over a year behind. PGPD submitted its 2016 UCR data to DSP in January 2018; however, DSP found inaccuracies during its review of the data. The department is currently working with PGPD to resolve the discrepancies.

In October 2017, GOCCP received a copy of a letter from DSP to PGPD regarding the agency’s late submission of UCR data and the potential penalty for not filing. PGPD responded with an outline of the technological problems that led to the late filing and the efforts to come into compliance. Because of the good faith efforts of PGPD and a commitment to provide the data before the next SAPP payment was due, GOCCP determined that it would be counterproductive to withhold SAPP funding. SAPP funding is disbursed quarterly; to date, half of the fiscal 2018 appropriation has been released to the jurisdictions, with no funding withheld from Prince George’s County. **DSP should comment on when the 2016 UCR is anticipated to be available and at what point the penalty to SAPP funding should be applied.**

2. State Police Staffing

National standards or methodologies do not exist for identifying the appropriate number of sworn personnel allocated to DSP. In addition, DSP responsibilities vary significantly by jurisdiction. For these reasons, evaluating what is an adequate number of positions to fulfill the department’s mission is difficult. Over the years, DSP has effectively leveraged new technologies, such as the use of electronic citations, a new Computer-aided Dispatch/Records Management System, automated crash reporting, electronic safety equipment repair orders, and other patrol vehicle improvements to achieve positive performance measures despite a decrease in personnel.

As previously discussed in this analysis, the lack of civilian staff support and issues with the recruitment and retention of sworn personnel continue to pose problems for the department. The resulting impacts are high vacancies, resources lost on constant entry-level training, increased overtime spending, and uniformed personnel dedicated to completing administrative tasks instead of being available for enforcement.

In June and September 2017, DSP released detailed reports evaluating the department's ability to improve its hiring processes and the overall adequacy of its existing workforce complement. The hiring process evaluation found several areas for potential improvement, particularly among civilian staff. According to the report, DSP is in the process of developing an internal recruitment plan of action, similar to what is used for recruiting sworn personnel, dedicating staff specifically to the task of recruiting for civilian positions, and creating an automated tracking program to monitor the progress of filling vacant positions. In addition, DSP is creating trackable performance measures specifically to address the timeliness of the hiring process. The report also evaluated compensation as an issue with filling sworn and civilian vacancies. It was found that Maryland is below the regional average for both pre- and post-academy salaries of sworn officers. In addition, the report highlights compensation concerns among police dispatcher and automotive maintenance positions. The fiscal 2019 allowance provides for a one-grade increase for the police dispatcher classification to at least partially address these concerns.

The DSP staffing study utilized several methodologies for evaluating sworn and civilian staffing needs within each individual unit of the department's three bureaus and the Superintendent's staff. Taking into account recommendations made by OLA regarding the potential for civilianizing certain functions currently being performed by sworn officers, the report identified the need for 193 additional positions (98 sworn and 95 civilian), assuming that the current 242 vacancies are filled. Approximately 80% of the additional sworn positions are needed to cover patrol duties at the various barracks throughout the State. This analysis is based on a workload study evaluating average calls for service and the time required to address each call. This analysis also accounted for the department's relief factor, a measure used to show the relationship between the maximum number of days that an officer can work and those actually worked due to training, special assignments, and paid leave. Evaluation of staffing needs in the other units was based, in part, on anecdotal information, but referenced measurable data where possible (*e.g.*, number of calls to the Gun Center, pounds of drugs seized, and workload demand for the digital forensics laboratory).

DSP should comment on the findings of its Trooper Strength Assessment and how it is functioning with over 430 fewer employees than what is needed to adequately fulfill its mission. In addition, the department should update the committees on the status of implementing improvements to the hiring process, particularly for civilian employees.

3. Impact of Fentanyl on State Police Operations

The rise in the presence of fentanyl and other opioids has caused DSP to alter its policies and procedures regarding interactions with drugs in the field and within its forensic laboratories.

Field Operations

As of October 2016, DSP no longer allows field testing of unknown drugs. Personnel are required to use appropriate protective gear to package the suspected opioid controlled dangerous substance (CDS) and forward it to the Forensic Sciences Division (FSD) for testing in the laboratory. All sworn and certain civilian personnel are provided with specific personal protective equipment

(*i.e.*, nitrile gloves, protective masks with face shields, air purifying respirator masks, *etc.*) to reduce the risk of exposure to potentially hazardous substances. This equipment is tested monthly, and annual training regarding the proper use, care, and capabilities is required. In addition, troopers in the field are provided Naloxone kits to be used in the event that treatment is needed for an overdose victim. Bi-annual certification training is also required for all personnel who receive these kits.

To date, there have been no reported incidents of exposure for Maryland State Police personnel, although the department does have a formal process for internal reporting. Since Naloxone kits were first distributed to field personnel in October 2014, troopers have administered the kits 254 times, of which 135 deployments were in 2017.

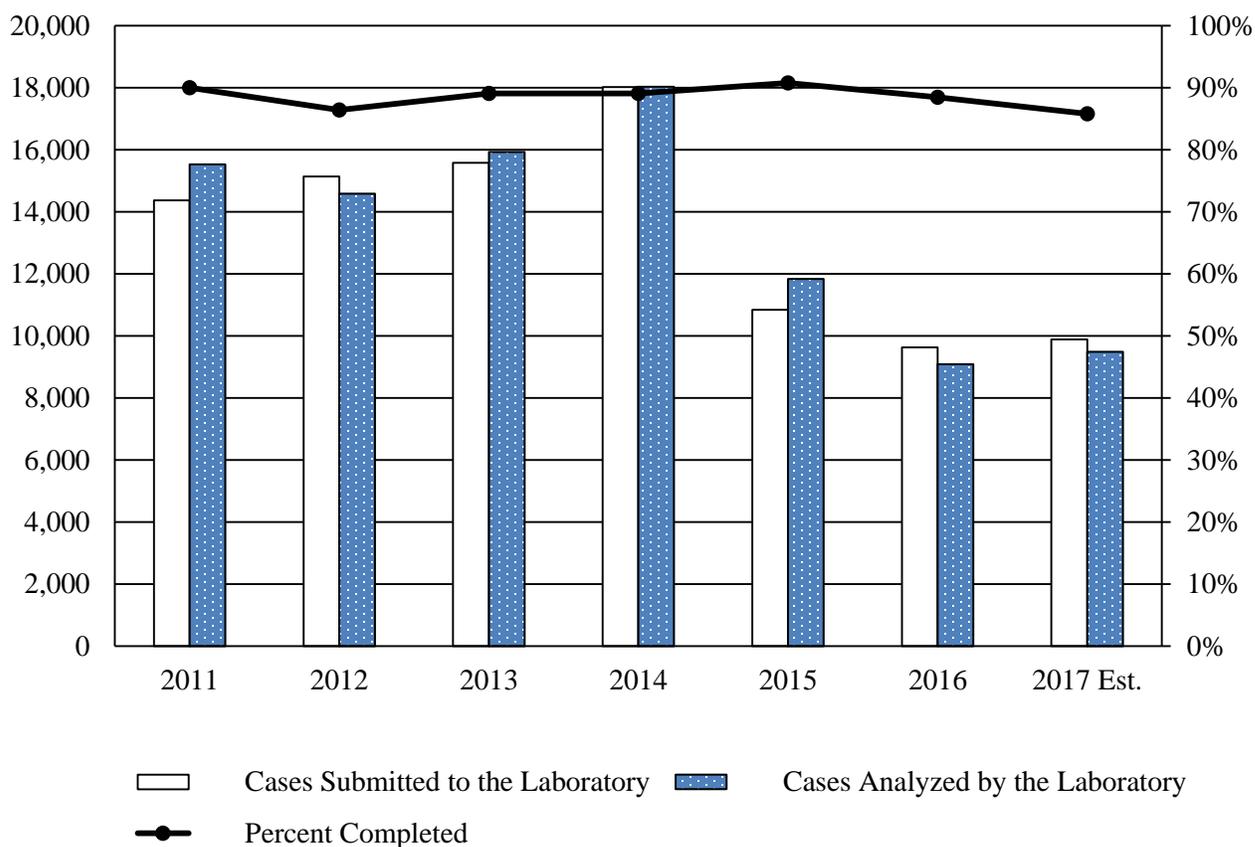
Forensic Sciences Division

The increased prevalence of fentanyl and carfentanil, along with the change in departmental policy to end field testing of unknown substances, has had a significant impact on the functions of the department's forensic laboratories. As **Exhibit 13** shows, FSD has seen a 3% increase in the number of case submissions from calendar 2016 to 2017. The exhibit also shows that for the past two years, FSD has analyzed fewer cases than it has received. This is due to an increase in rush cases because of active investigations but also reflects increasing complexity of the cases with the minute traces, but extremely dangerous amounts, of certain drugs in the submitted samples. The percent of CDS cases completed declined from 91% in calendar 2015 to 86% in 2017. Processing turnaround time increased from 39 to 60 days between 2016 and 2017.

Miniscule amounts of fentanyl and carfentanil have very potent effects. Current FSD laboratory equipment is not always able to accurately detect the presence of these tiny amounts. In 2017, there were 696 entries into a database tracking fentanyl analogs and other opioids. Approximately 3% of those samples were reported as insufficient data for confirmation. FSD is aware of two cases where carfentanil was detected by NIST using very sensitive instrumentation, but there was no indication of the drug using FSD's laboratory equipment. FSD's existing equipment has limitations because of the lower concentrations of fentanyl in the submitted samples.

DSP should comment on how the increasing presence of fentanyl is impacting departmental operations, the role of DSP in combating the opioid crisis, and what, if any, improvements need to be made within the FSD laboratories to better account for the presence of fentanyl.

Exhibit 13
Department of State Police – Forensic Science Division
Controlled Dangerous Substance Case Processing
Calendar 2011-2017 Est.



Source: Managing for Results, Fiscal 2019

4. Increasing Work Zone Safety

Chapter 500 of 2009 authorized the use of ASE in highway work zones and schools as a means of increasing safety without the need for additional staff resources. The Maryland SafeZones program, administered by SHA, the Maryland Transportation Authority, and DSP, only operates in highway work zones. SHA notes that prior to implementation of the ASE system, 70% of vehicles in enforced work zones were exceeding the speed limit by 12 miles per hour or more. As of 2017, less than 10% were receiving a citation. Despite this decrease, six people lost their lives in work zone crashes on SHA maintained roadways in 2016, including one highway worker.

Looking at citation data for 2010 through 2017, a major problem for further safety improvements is how to curb the number of repeat offenders who appear willing to pay the fine because there is no increase in penalties for amassing multiple citations. Since 2010, over 650 vehicles have averaged at least two speed camera citations a year. One vehicle accumulated 68 citations in the course of a three-year period. In fiscal 2017, approximately 359,600 citations were issued by work zone speed monitoring systems, of which 6,120 were for vehicles that had three or more violations. These totals do include any warning notices issued in the first three weeks of a new camera deployment but still reflect the magnitude of some drivers' willingness to speed, regardless of the fine.

One potential solution to this issue is to alter the penalty structure as a means of increasing the deterrent for a driver to continue speeding through a monitored work zone. Currently, any fine from a speed camera ticket is \$40, and there is no risk of losing one's license. Comparatively, if a motorist were to be caught speeding by a patrol officer, the fine is higher than \$40, escalates depending on how fast the vehicle was traveling, and is often doubled in work zones.

DLS recommends altering the penalty structure for citations issued by ASE systems through the Budget Reconciliation and Financing Act of 2018. A fee scale should be established through regulation by SHA; however, at a minimum, fines should be doubled for any driver receiving more than two citations per year from an ASE system.

HB 14 proposes to increase the maximum civil penalty for a third or subsequent violation of a posted speed restriction in a work zone within the same calendar year from \$40 to \$80, a slight variation from the DLS recommendation. According to the fiscal note, increasing the fine in the proposed manner could generate an additional \$244,800 in revenue. Total revenue generated could vary depending on whether the increased fine acts as a greater deterrent or generates more individuals challenging the citation.

5. Maryland Center for School Safety

Chapter 372 of 2013 established the Maryland Center for School Safety (MCSS) as an independent unit within State government based at Bowie State University; however, MCSS receives its funding through DSP and is located at the Maryland Coordination and Analysis Center. The legislation establishing the center identified over 20 different functions and duties to help provide a comprehensive, coordinated approach to school safety. Some of those functions include:

- developing a website containing a searchable database of school safety resources;
- assisting local school systems in conducting a thorough assessment of their school safety data;
- assisting local school systems with school building layouts and use of human resources for monitoring school safety measures; and

W00A – Department of State Police

- assisting local school systems with improving and monitoring traffic control measures around schools to reduce the potential for accidents.

In fulfilling its mission, MCSS provides a variety of services that include organizing trainings and seminars, reviewing school safety plans, providing technical assistance, and attending meetings of various task forces, commissions, and public organizations. MCSS' activities do not include law enforcement functions, but the center does provide training and assistance to law enforcement personnel.

MCSS receives an annual mandated appropriation of \$500,000 in general funds; however, the center has yet to utilize its full appropriation. On average, MCSS expends \$270,000 annually. Most recently, fiscal 2017 expenditures totaled \$365,527. The fiscal 2019 allowance for GOCCP includes \$2 million in general funds to establish a new School Safety Program in response to Chapter 732 of 2017, which created a grant program to provide funding for security-related projects to schools and child care centers at risk of a hate crime. Education Article § 7-1502.1 identifies MCSS as the entity responsible for making the grants; however, it was determined that GOCCP has better capacity and experience to administer the grant funds. While GOCCP has indicated that it will consider input from MCSS when making award decisions, it is redundant and inefficient to have two programs serving similar purposes budgeted in separate State agencies with separate appropriations, particularly when MCSS is incapable of expending its full \$500,000 appropriation.

DLS recommends revising the statute and the fiscal 2019 allowance pertaining to MCSS to combine the funding and operations of MCSS with the newly created School Safety Program under the authority of GOCCP.

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 funding personnel expenses may not be expended until the Department of State Police (DSP) submits a report to the budget committees demonstrating that at least 15 positions currently filled by troopers have been reclassified as civilian positions by July 1, 2018. The report shall be submitted to the budget committees by July 15, 2018, and the budget committees shall have 45 days to review and comment. To the extent that positions are not successfully reclassified or the report is not submitted by the requested date, the restricted funds shall revert to the General Fund.

Explanation: A December 2016 analysis by the Office of Legislative Audits determined that 127 administrative and support positions currently filled by sworn troopers could be filled by civilians. The Department of State Police (DSP) agreed with the potential to civilianize 84 of those positions, and in an August 2017 report identified 10 positions to prioritize for civilianization in fiscal 2018. To date, only 6 positions have been identified for reclassification and only 1 trooper has been relieved of administrative duties. This language restricts funds within the department until DSP provides confirmation that a total of at least 15 positions have been reclassified for civilianization by the start of the fiscal year.

Information Request	Author	Due Date
Civilianization report	DSP	July 15, 2018

2. Adopt the following narrative:

Report on the Department of State Police Motor Vehicle Fleet: Special fund revenues from the Automated Speed Enforcement Program have been in decline. In addition, the statutory requirement of providing those revenues to the Department of State Police (DSP) for the purpose of improving its motor vehicle fleet ended in fiscal 2018. As such, the fiscal 2019 budget includes a considerable general fund increase to help sustain the fleet. DSP has not updated its motor vehicle replacement plan since 2013. The budget committees request that DSP submit a report by August 1, 2018, on the current average age and mileage of the motor vehicle fleet and the benchmark average age and mileage of the fleet, including what would be needed to replenish and sustain the fleet over time, along with anticipated costs. The report should address both police patrol vehicles (PPV) and non-PPVs.

Information Request	Author	Due Date
DSP motor vehicle fleet	DSP	August 1, 2018

3. Add the following section:

SECTION XX. AND BE IT FURTHER ENACTED, That \$1,000,000 of the General Fund appropriation within the Department of State Police (DSP) may not be expended until DSP submits the Crime in Maryland, 2017 Uniform Crime Report (UCR) to the budget committees. The budget committees shall have 45 days to review and comment following receipt of the report. Funds restricted pending the receipt of the report may not be transferred by budget amendment or otherwise to any other purpose and shall revert to the General Fund if the report is not submitted to the budget committees.

Further provided that, if DSP encounters difficulty obtaining necessary crime data by November 1, 2018, from local jurisdictions who provide the data for inclusion in the UCR, DSP shall notify the Governor’s Office of Crime Control and Prevention (GOCCP). From each jurisdiction’s third quarterly State Aid for Police Protection (SAPP) disbursement, GOCCP shall withhold a portion, totaling at least 15%, but no more than 50%, of that jurisdiction’s SAPP grant for fiscal 2019 upon receipt of notification from DSP. GOCCP shall withhold SAPP funds until such a time that the jurisdiction submits its crime data to DSP and DSP verifies the accuracy of that data. DSP and GOCCP shall submit a report to the budget committees indicating any jurisdiction from which crime data was not received by November 1, 2018, and the amount of SAPP funding withheld from each jurisdiction.

Explanation: The annual language was originally added because DSP had not been submitting its annual crime report in a timely manner due to issues related to receiving crime data from the local jurisdictions. The 2016 UCR was not submitted as of February 2018. As such, this language withholds a portion of the general fund appropriation until the budget committees receive the 2017 UCR. The language also specifies that GOCCP, upon receipt of notification from DSP, must withhold a portion of a delinquent jurisdiction’s SAPP grant until certain crime data is received by DSP. Finally, DSP and GOCCP must submit a report to the budget committees that includes information on any jurisdiction that did not report crime data by November 1, 2018, and the amount of SAPP funding that was withheld from each jurisdiction.

Information Request	Author	Due Date
2017 Uniform Crime Report	DSP	November 1, 2018

W00A – Department of State Police

Appendix 1
Current and Prior Year Budgets
Department of State Police
(\$ 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	\$266,636	\$96,307	\$9,701	\$5,718	\$378,363
Deficiency					
Appropriation	0	0	0	0	0
Cost					
Containment	0	0	0	0	0
Budget					
Amendments	17,367	9,616	0	2,000	28,983
Reversions and					
Cancellations	-301	-9,289	-5,476	-2,979	-18,046
Actual					
Expenditures	\$283,701	\$96,634	\$4,225	\$4,739	\$389,299
Fiscal 2018					
Legislative					
Appropriation	\$278,731	\$99,513	\$6,926	\$5,723	\$390,894
Cost					
Containment	-1,500	0	0	0	-1,500
Budget					
Amendments	2,421	475	0	0	2,896
Working					
Appropriation	\$279,652	\$99,988	\$6,926	\$5,723	\$392,290

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

Fiscal 2017 general fund expenditures reflect an increase of nearly \$17.1 million above the legislative appropriation. The department received approximately \$17.4 million in additional funding via budget amendments to allocate the State Law Enforcement Officers Labor Alliance (SLEOLA) compensation enhancements and employee increments. This was slightly offset by the reversion of \$301,000 at the close of the fiscal year due to lower than anticipated utility expenditures.

The Department of State Police (DSP) spent approximately \$96.6 million in special funds in fiscal 2017, an increase of approximately \$327,000. The department received \$9.6 million in additional funding from budget amendments, which includes \$6 million for reimbursable overtime, \$2.3 million for SLEOLA enhancements, and \$1.3 million for employee increments. This was offset by the cancellation of \$9.3 million at the close of fiscal 2017. The department canceled \$7 million in unrealized special fund revenues from the automated speed enforcement program and \$2.3 million in special fund salary expenses due to vacancies.

Federal fund expenditures totaled \$4.2 million, reflecting the cancellation of nearly \$4.8 million in overestimated federal grant funds and \$700,000 in funding planned for equipment purchases that were delayed due to procurement issues.

The department spent \$4.7 million in reimbursable funds in fiscal 2017, a decrease of approximately \$979,000. An additional \$2 million was provided via budget amendment transferring funds from the Major Information Technology Project Development Fund to DSP for the Automated Licensing and Registration Tracking System. This was offset by the nearly \$3 million cancellation of funds due to overestimated grant awards.

Fiscal 2018

The fiscal 2018 working appropriation of \$392.3 million reflects a net increase of approximately \$1.4 million over the legislative appropriation. Cost containment actions adopted by the Board of Public Works in September 2017 reduced funding for the department by \$1.5 million. This included \$1 million for fuel expenses and \$500,000 for building maintenance. Budget amendments provide an increase of \$2.4 million in general funds and \$475,000 in special funds for SLEOLA compensation enhancements.

Appendix 2
Major Information Technology Projects
Department of State Police
Automated Licensing and Registration Tracking System (ALRTS)

Project Status	Implementation.	New/Ongoing Project:	Ongoing.					
Project Description:	The Firearm Safety Act of 2013 added to existing firearm laws the requirement that individuals wishing to purchase a firearm in Maryland request and receive a Handgun Qualification License, requiring background checks, fingerprinting, and firearm safety training. The Department of State Police (DSP) has been charged with automating and streamlining the process by which a citizen of Maryland requests approval to purchase a firearm. This will involve automating the entire firearm application process, from dealers applying to DSP to sell firearms in the State, to a web-accessible form submitted electronically to the agency, processing of the application, billing, and reconciliation of fees, to providing real time or near real time reporting metrics.							
Project Business Goals:	Implementation of the automated system will reduce turnaround time needed for review and approval, reduce the amount of manual data entry needed for each application, provide easier file transfers, reduce hardcopy record storage, and ultimately save time and money for State taxpayers. DSP requires that the proposed system integrate with current licensing processes and the functionality and processes developed as part of automating the background check queries.							
Estimated Total Project Cost:	\$7,809,400	Estimated Planning Project Cost:	\$7,627,278					
Project Start Date:	March 2013.	Projected Completion Date:	December 2019.					
Schedule Status:	The Maryland State Police (MSP) went live with Phase 1 of the Licensing Portal, the first electronic form/process – the 77R Application to Purchase a Regulated Firearm – on January 1, 2017. Phase 2, an electronic form/process for the Handgun Permit application, also known as “wear/carry,” began in March 2017 with requirements gathering sessions and documentation of business processes, leading then into the start of development in June. Anticipated production date for the Handgun Permit is April 2018. Phase 3, which includes an electronic form/process for Security Guards, Security Companies, Special Police, Railroad Police, Machine Gun registration, and Maryland firearm dealer registration, will then begin. The forms and processing of the application types included in Phase 3 are similar enough to the Handgun Permit process that MSP expects to complete all of them by the end of 2019.							
Project Management Oversight Status:	The Department of Information Technology is maintaining regular communication with stakeholders and DSP regarding scope, schedule, cost, and risk management strategies, as resource availability via DSP has been noted as a significant risk to the project.							
Identifiable Risks:	Resource availability and organizational culture are identified areas of high risk for this project. Due to budget cuts, MSP finds itself facing significant staffing, equipment, training, and space challenges that will very likely impact the ALRTS project. In addition, The shift from paper to electronic forms will have a high impact on MSP personnel. It will require detailed training of staff on new procedures and organizational change management.							
Fiscal Year Funding (\$ in Thousands)	Prior Years	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Balance to Complete	Total
Professional and Outside Services	\$7.309	\$0.500	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$7.809
Total Funding	\$7.309	\$0.500	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$7.809

**Appendix 3
Object/Fund Difference Report
Department of State Police**

<u>Object/Fund</u>	<u>FY 17 Actual</u>	<u>FY 18 Working Appropriation</u>	<u>FY 19 Allowance</u>	<u>FY 18 - FY 19 Amount Change</u>	<u>Percent Change</u>
Positions					
01 Regular	2,435.50	2,435.50	2,435.50	0.00	0%
02 Contractual	35.41	68.49	60.27	-8.22	-12.0%
Total Positions	2,470.91	2,503.99	2,495.77	-8.22	-0.3%
Objects					
01 Salaries and Wages	\$ 320,113,753	\$ 323,826,212	\$ 321,022,416	-\$ 2,803,796	-0.9%
02 Technical and Spec. Fees	1,591,157	2,307,825	2,363,034	55,209	2.4%
03 Communication	4,739,126	5,471,440	5,821,854	350,414	6.4%
04 Travel	542,365	434,050	414,050	-20,000	-4.6%
06 Fuel and Utilities	2,825,205	3,148,281	2,933,035	-215,246	-6.8%
07 Motor Vehicles	24,484,336	22,371,003	21,811,124	-559,879	-2.5%
08 Contractual Services	15,252,821	12,850,067	14,185,059	1,334,992	10.4%
09 Supplies and Materials	4,373,524	3,024,035	2,998,038	-25,997	-0.9%
10 Equipment – Replacement	2,782,485	2,507,875	2,051,000	-456,875	-18.2%
11 Equipment – Additional	2,272,415	622,783	575,649	-47,134	-7.6%
12 Grants, Subsidies, and Contributions	7,815,127	13,717,895	14,342,548	624,653	4.6%
13 Fixed Charges	2,099,736	2,008,600	2,169,506	160,906	8.0%
14 Land and Structures	407,181	0	0	0	0.0%
Total Objects	\$ 389,299,231	\$ 392,290,066	\$ 390,687,313	-\$ 1,602,753	-0.4%
Funds					
01 General Fund	\$ 283,701,061	\$ 279,651,910	\$ 281,539,100	\$ 1,887,190	0.7%
03 Special Fund	96,633,905	99,988,263	96,501,728	-3,486,535	-3.5%
05 Federal Fund	4,225,173	6,926,450	6,925,000	-1,450	0%
09 Reimbursable Fund	4,739,092	5,723,443	5,721,485	-1,958	0%
Total Funds	\$ 389,299,231	\$ 392,290,066	\$ 390,687,313	-\$ 1,602,753	-0.4%

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 4
Fiscal Summary
Department of State Police**

<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 Maryland State Police	\$ 380,803,751	\$ 382,798,555	\$ 381,211,488	-\$ 1,587,067	-0.4%
02 Fire Prevention Commission and Fire Marshal	8,495,480	9,491,511	9,475,825	-15,686	-0.2%
Total Expenditures	\$ 389,299,231	\$ 392,290,066	\$ 390,687,313	-\$ 1,602,753	-0.4%
General Fund	\$ 283,701,061	\$ 279,651,910	\$ 281,539,100	\$ 1,887,190	0.7%
Special Fund	96,633,905	99,988,263	96,501,728	-3,486,535	-3.5%
Federal Fund	4,225,173	6,926,450	6,925,000	-1,450	0%
Total Appropriations	\$ 384,560,139	\$ 386,566,623	\$ 384,965,828	-\$ 1,600,795	-0.4%
Reimbursable Fund	\$ 4,739,092	\$ 5,723,443	\$ 5,721,485	-\$ 1,958	0%
Total Funds	\$ 389,299,231	\$ 392,290,066	\$ 390,687,313	-\$ 1,602,753	-0.4%

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.