

W00A - Department of State Police  
FY 18 Budget Response  
February 23, 2017

**ISSUES**

*State Police Staffing Overview*

**DSP should discuss the methodology being used to evaluate the number of sworn positions needed to fulfill its mission and provide an update on the progress of the evaluation.**

*Agency Response:* As a result of the budget bill passed by the Maryland General Assembly, during the 2016 legislative session, MDSP has been directed by the budget committees to evaluate the adequacy of its current authorized trooper workforce. This trooper strength assessment is currently underway and is due to the budget committees September 1, 2017.

The objective of the report, as required by the General Assembly, will provide information concerning any number of local jurisdictions that have added a local law enforcement unit in the past decade; identification of the impact that technology has had on law enforcement responsibilities; and a comparison of MDSP to same or similar agencies (state or local).

Currently, MDSP personnel have or are in the process of collecting and analyzing data from Maryland Police Training and Standards Commission concerning any newly certified police agencies; documenting law enforcement's industry service standards to use as a baseline against a staffing analysis; conducting a 50-state survey seeking administrative, technical and operational practices of police work; and comparing the staffing and organizational structure of state police agencies that have similar mission, goals and jurisdictional obligations and responsibilities as the MDSP.

At this time, the report is being compiled, information is being analyzed and evaluated and in some cases, information is still being obtained from allied agencies. The Department is on schedule to submit the report by its due date; September 1, 2017.

**DSP should provide an update on the status of the hiring policies review, including what specific policies are being examined, and any preliminary conclusions for how to improve hiring, particularly among the civilian workforce.**

*Agency Response:* As a result of the budget bill passed by the Maryland General Assembly, during the 2016 legislative session, MDSP has been directed by the budget committees to work collaboratively with the Department of Budget and Management to review both the internal and external hiring policies and procedures to identify potential areas that could be streamlined or modified in order to expedite filling existing vacancies

and improve overall hiring within the Department. This improvement in Department of State Police hiring report is due to the budget committees July 1, 2017.

The hiring policies review consists of, but is not limited to, reviewing all internal standard operating procedures within Human Resources Division (HRD) in comparison against all applicable State law and regulations concerning civilian hiring to ensure policies and procedures compliment applicable State laws and regulations; establish standard speed and efficiency measurements for civilian hiring; evaluate the effectiveness of hiring practices by tracking and monitoring the age of requisitions to fill vacancies; and examine external and internal factors that impact turnover, such as, market economy, salary and opportunities for career advancement.

Although the automation of employment application via JobAps has its advantages, the on-line application process has increased administrative processing times whereas 600 or more applications have been submitted for one job posting. Each application must be evaluated individually to determine if the applicant meets the qualifying criteria. It should be noted, however, the MDSP continually conducts hiring processes to fill its vacancies. As of February 2017, there were 137 civilian vacancies. Of the 137, 81 are currently being processed for hire. Of the remaining 56 vacancies, 40 have become vacant since October 1, 2016. Additionally, the MDSP is in frequent contact with the Department of Budget and Management to identify opportunities to streamline the hiring process.

At this time, the MDSP continues to gather and analyze the aforementioned data. To provide any preliminary conclusions prior to the completion of the analysis and evaluation of the data would be mere speculation and not reliable information. The MDSP is on schedule to submit the report by its July 1, 2017, due date.

**The Department of Legislative Services (DLS) recommends that DSP civilianize 50 of the positions identified by OLA through the recommended attrition method. The salaries for the civilian positions should be funded with the appropriation provided for one new trooper class, as civilianizing these positions will provide an equivalent number of veteran troopers available for deployment. DLS recommends restricting funding pending receipt of a report demonstrating that 50 positions have been reclassified by January 1, 2018. Additionally, DLS recommends deleting \$1.0 million of the \$2.4 million provided for the new trooper class, as civilian positions are less costly than sworn personnel.**

**Agency Response:** Based on the report from the DLS analyst, over the past 15 years, Maryland's population and vehicle miles traveled have increased by 10.5% and 6.5%, respectively. At the same time, MDSP's sworn work force has decreased by 3.9%. Losing an additional 50 sworn PINS would be detrimental to achieving our mission. Furthermore, MDSP's current civilian vacancy rate is at an all-time high of 17%. The Department's civilian vacancy rate began to increase in 2014, when a statewide hiring freeze was implemented, permitting the filling of only a select few positions. Compounding these staffing deficiencies, over the past two years, the Department's

attrition rate has outpaced hiring. It is worth repeating, however, that of the Department's 137 civilian vacancies, 81 are currently being processed for hire.

Reclassifying 50 sworn PINS to civilian would increase the vacancy rate to over 21%. Once again that number of civilian vacancies would prove catastrophic to achieving our mission.

**DLS recommends legislation be drafted to alter the penalty structure for citations issued by ASE systems. DLS recommends that fines be doubled for any driver receiving more than 2 citations per year from an ASE system.**

*Agency Response:* The primary function of the ASE system is to provide safety in work zones. If the General Assembly believes, as a matter of policy, that the fines should be increased for repeat offenders that is a decision for the legislature. The MDSP does not have a position on the recommendation for legislation.

**DSP should comment on how declining speed camera revenues impact departmental operations and whether an adequate amount of speed camera revenue is anticipated in fiscal 2017 and 2018 to cover the cost of replacement vehicle purchases.**

*Agency Response:* In FY17, there was not enough revenue from the speed camera fund to purchase new vehicles. As a result, the Department purchased new vehicles with general funds. It is anticipated in FY 18 that there will be enough revenue in the speed camera fund to purchase vehicles.

### **RECOMMENDED ACTIONS**

1. Add language requiring the civilianization of at least 50 administrative and support positions currently filled by troopers and deleting the anticipated personnel savings from the reclassification.

*Agency Response:* MDSP **does not concur** with the recommendation.

2. Add language authorizing the use of transportation special funds to support the Field Operations Bureau patrol of roads and highways.

*Agency Response:* MDSP **does not concur** with the recommendation. MDSP supports the Administration's budget as submitted, which provides assistance to local jurisdictions to help maintain and improve local transportation infrastructure.

3. Use transportation special funds in lieu of general funds to support traffic enforcement activities. (\$25,000,000)

**Agency Response:** MDSP **does not concur** with the recommendation. The MDSP supports the Administration's budget as submitted. The Administration is committed to providing funding to the local jurisdictions in FY 2018, as planned. These funds help maintain the existing infrastructure and support improvements of Maryland's local jurisdictions.

4. Add budget bill language restricting \$1,000,000 of the general fund appropriation until the Department of State Police submits the 2016 *Uniform Crime Report*.

**Agency Response:** MDSP **concur**s with the recommendation.

### **DEFICIENCY FUNDING**

**DSP should comment on how the identified shortfalls in fiscal 2016 funding were covered and whether those deficiencies are anticipated to similarly occur in fiscal 2017 and 2018.**

**Agency Response:** The \$926,000 shortfall in FY16 general funds, reported at closeout on Schedule F, will be covered with current FY17 funds, no deficiency will be necessary.

The \$4.7 million outstanding from FY16 is speed camera funds and will be reimbursed as speed camera revenues become available.

FY 17 shortfalls in speed camera revenue will require the use of general funds to purchase replacement vehicles. It is anticipated in FY 18 that there will be enough revenue in speed camera funds to purchase additional vehicles.

### **PERSONNEL EXPENSES**

**DSP should comment on its transition to Workday and any issues encountered pertaining to overtime analysis or otherwise.**

**Agency Response:** The Department's transition to Workday has had some issues, but those issues have not impacted the Department's primary operation. Many of the initial problems involved employees having the ability to go back into previous pay periods and make changes. All of those issues have been resolved. Currently, we are experiencing a small number of problems per pay period. The vast majority of deficiencies were attributed to human error. The Department continues to work on extracting specific overtime reports for MDSP from Workday. We are still getting overtime dollar amounts by PCA in the FMIS system.

## **AVIATION COMMAND**

**MSPAC should comment on the potential for realigning its helicopter bases, the status of the current evaluation, the potential fiscal impact of a northern realignment of Trooper 1, and the timeline for making a decision.**

*Agency Response:* In 2009, a Trooper Helicopter Base Assessment was completed by Integrity Consultants. The report supports MSPAC's current operational posture of ten helicopters, located at seven bases with the consideration of relocating the Baltimore Section (Trooper 1) to the northeastern part of the State (Harford / Cecil County). MSPAC's preliminary analysis of potential base relocation is favorable, as it will benefit patients in the northeast corridor of the State. MSPAC continues to study and evaluate this option.

If MSPAC decides on a permanent relocation of Trooper 1 to the northeastern part of the State, MSPAC believes this can be accomplished within one year of the decision.

**MSPAC should comment on whether Part 135 certification is still being pursued or if some other alternative is available that could be achieved within existing resources.**

*Agency Response:* While the exploratory process of obtaining Part 135 certification has been underway for several years, a final decision on Part 135 certification has not been made. Currently, MSPAC mirrors many Part 135 regulations, and in some cases, MSPAC policy is more restrictive, i.e. weather minimums. A preliminary analysis indicates that MSPAC would need additional funding and resources to move forward with certification.

**MSPAC should comment on how a similar issue will be handled once the warranties expire and the cost incurred by the State. Additionally, MSPAC should comment on how maintenance time and costs for the helicopters compare to what was anticipated at the time of purchase. Finally, MSPAC should discuss its ability to amass a parts inventory in order to reduce time out of service for the helicopters.**

*Agency Response:* MSPAC has experienced an increase in the maintenance per flight hour ratio since transitioning to the AW-139, as compared to the original manufacturer specifications. This ratio is expected to decrease as additional technical expertise is gained by MSPAC's Aircraft Maintenance Department. Additionally, the arrival of the Level 6 Flight Training Device should further decrease flight time and the maintenance schedule.

During the aircraft procurement, an initial parts inventory package was explored, but not ordered as it was deemed not fiscally prudent. Although the MSPAC stocks critical parts for the AW-139, it relies upon the manufacturer to stock other aircraft components because of limited shelf life and availability. The MSPAC believes that this approach is both fiscally responsible and efficient and mirrors most business models in this industry.

**STATE HIGHWAY PATROL FUNDING SOURCES**

**The Department of Legislative Services (DLS) recommends replacing \$25 million of the DSP fiscal 2018 general fund appropriation with an equivalent amount of special fund revenue currently identified for Highway User Fund grants.**

*Agency Response:* The MDSP **does not concur** with the recommendation.