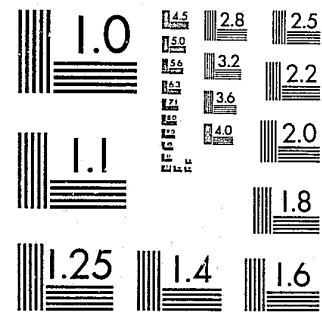


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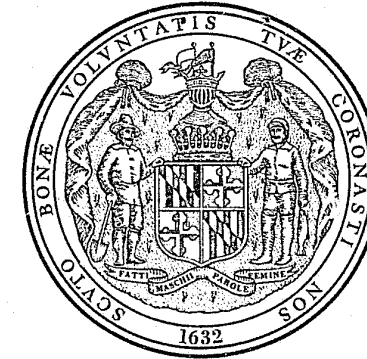
MICROCOPY RESOLUTION TEST CHART
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National Institute of Justice
United States Department of Justice
Washington, D. C. 20531

9/16/83



ANNUAL REPORT 1980

89048

MARYLAND DIVISION OF PAROLE & PROBATION

U.S. Department of Justice
National Institute of Justice

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MARYLAND DIVISION OF PAROLE AND PROBATION

ANNUAL REPORT

1980

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State of Maryland

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June 1, 1981

Thomas W. Schmidt
Secretary
Department of Public Safety
and Correctional Services
Suite 500, One Investment Place
Towson, Maryland 21204

Dear Secretary Schmidt:

The Division of Parole and Probation has completed its 1980 Annual Report on program activities. At the end of fiscal year 1980 there was a total caseload of 50,019 offenders under supervision. In addition, 21,215 investigations had also been completed.

A variety of special projects have been undertaken during fiscal year 1980. These activities include the development of OBSCIS II, participation in a National Accreditation Project, evaluation by private consultants of the differentiated caseload management system and the criminal investigation services of the division.

Caseloads are expected to continue rising throughout 1981. The division is currently considering refinements to the caseload management system and the criminal investigation reports in order that the division will be able to meet its legally mandated responsibilities in a time of diminishing resources.

The division will continue to look for cost effective means of providing better services to the citizens of the State of Maryland throughout the coming years.

Sincerely,

Arnold J. Hopkins
Director

AJH:cag

PREFACE

The annual report of the Division of Parole and Probation is prepared to provide the secretary, the general assembly, and the citizens of the state of Maryland with timely information about the activities of a major correctional services agency.

RETROSPECTIVE....

1968 to 1980

The Maryland Division of Parole and Probation as presently constituted was created by legislative enactment in 1968, as the Department of Parole and Probation (Chapter 457, Acts of 1968) and began operating on January 1, 1968. Historically, the chairman of the Parole Board (now Parole Commission) also served as the head of the Department of Parole and Probation. The 1968 legislation separated the administration and functions of the two agencies and mandated the newly created division to provide supervision and investigative services to the Parole Commission and the judiciary.

Under Article 41, Section 204D of the Annotated Code of Maryland, effective July 1, 1970, the Division of Parole and Probation was established and continued as the same Department of Parole and Probation then existing as part of the Department of Public Safety and Correctional Services. All rights, powers, duties, obligations, and functions exercised by the pre-existing department were transferred to the division subject to the authority of the secretary of public safety and correctional services as set forth in Article 41 §§ 204A, 204B, and 204C.

In carrying out its mandate, the division supervised over 15,000 parolees and probationers in its first year of operation and completed approximately 2,000 pre-sentence investigations. With a staff of 226 located in 27 offices throughout the state, the agency served every jurisdiction except the circuit courts in Baltimore City, Baltimore County, Harford County, and Prince George's County.

In 1973, the first in a series of legislative enactments resulted in the transfer of probation staff servicing the Baltimore City and Prince George's County circuit courts to the division. Consequently, the division assumed the responsibility for more than 50,000 domestic collections cases in addition to its criminal caseload which totaled almost 22,000 cases by the end of FY 1973.

In 1974, the Harford County probation agency and, in 1977, probation staff from Baltimore County were transferred to the division. These program transfers coupled with a general increase in the offender population caused the number of cases under community supervision to grow dramatically.

MARYLAND DIVISION OF PAROLE AND PROBATION

TABLE OF ORGANIZATION

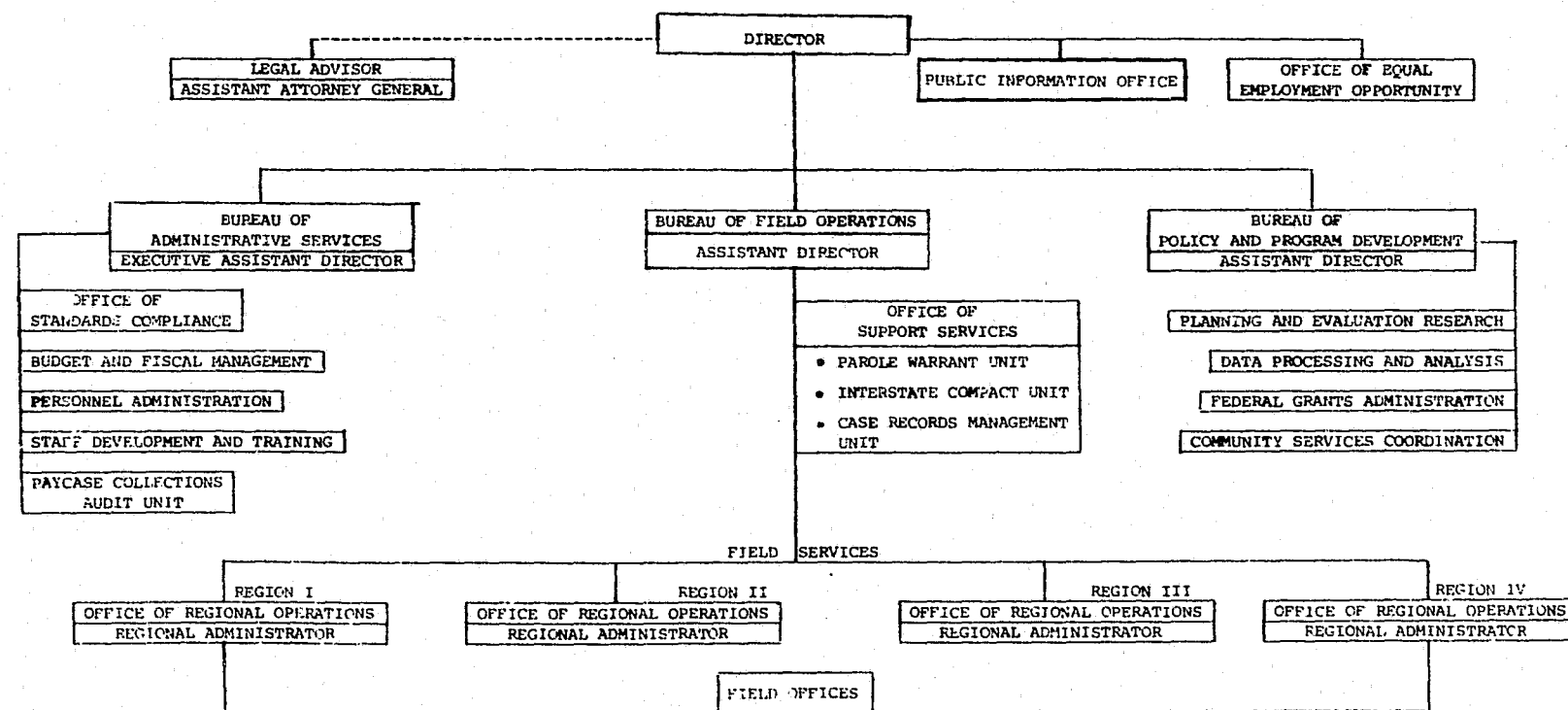


TABLE 1

TABLE 2
SUPERVISION WORKLOAD, FY 76 - 80

| FISCAL YEAR | 76 | 77 | 78 | 79 | 80 |
|-------------|---------|---------|---------|--------|--------|
| Total Cases | 107,037 | 111,988 | 117,087 | 44,511 | 50,019 |
| Domestic | 72,053 | 76,708 | 76,623 | * | * |
| Criminal | 34,984 | 35,208 | 40,464 | 44,511 | 50,019 |

*Domestic collections cases transferred to the Department of Human Resources on January 1, 1979.

During this same period, investigative services expanded at a more moderate rate and then leveled off after 1976.

TABLE 3
INVESTIGATION WORKLOAD

| FISCAL YEAR | 76 | 77 | 78 | 79 | 80 |
|------------------------|--------|--------|--------|--------|--------|
| Investigation Total | 21,112 | 19,252 | 19,766 | 19,452 | 21,215 |
| Presentence Reports | 7,295 | 7,079 | 6,924 | 7,030 | 7,514 |
| Special Investigations | 4,709 | 3,871 | 3,566 | 4,236 | 5,241 |
| Parole Commission | 8,863 | 8,117 | 9,022 | 7,927 | 8,460 |
| Division of Correction | 245 | 185 | 254 | 259 | N/A |

The division was neither staffed nor budgeted to handle the ever increasing demands made upon it and thus attempted to cope by placing priority on investigative functions, force ranking offenders under supervision, and looking to LEAA funding for staff expansion projects and experimental programs.

These caseload reduction efforts were largely unsuccessful. Domestic caseloads averaged over 1,000 cases per agent until the program was transferred to the Department of Human Resources on January 1, 1979. Criminal caseloads grew to 200 cases/agent by the beginning of FY 1978, and many offenders in need of intensive supervision received only the most perfunctory services.

LEAA grant results were mixed. Although some projects provided relief to the agency over time, grant funding has been declining in recent years. Today, grant funding is still essential to several key ongoing programs, but most activity is in the area of technical assistance to accomplish very specific and limited objectives.

In 1977, new management was recruited to effect an overall reorganization of the division. In January of the same year, the Department of Public Safety and Correctional Services in collaboration with the Governor's Commission on Law Enforcement and the Administration of Justice produced Phase I of a Master Plan for the State Correctional System. The result was growth management plan to accommodate institution population projections and support upgrading of probation and parole services as a viable community corrections program.

The latter reform was cast in the format of a Differentiated Caseload Management System whose configuration allowed for multiple levels of supervision, criteria for offender classification, requirements as to types and frequency of client contact, and treatment accountability measures.

Phase II of the Master Plan for Corrections adopted during the 1978 legislative session emphasized qualitative improvements in the institutional and field services components of the state system.

Implementation of master plan objectives for the Division of Parole and Probation was fortified during fiscal years 1977 and 1978 with approximately \$3.5 million for expansion of the field agent work force to achieve caseload reduction standards established for the differentiated supervision model.

TABLE 4

OPERATING BUDGET/AUTHORIZED POSITIONS

| FISCAL YEAR | 77 | 78 | 79 | 80 |
|----------------------|--------------|--------------|--------------|--------------|
| Annual Budget | \$11,766,460 | \$12,693,640 | \$14,333,957 | \$15,019,513 |
| Authorized Positions | 782 | 910 | 1,027 | 1,024 |

The infusion of additional staff coincidental with the initiation of a Differentiated Caseload Management System dropped the caseload average to 45 maximum, 100 medium, and 200 minimum cases per agent as of July 1, 1980.

This caseload ratio improvement is now threatened due to projected probation and parole caseload growth, budgetary reductions, and the accelerated release of state inmates under parole supervision.

The reorganization effected changes in the administrative and operational structure to correct existing deficiencies, to enhance accountability, and to strengthen the agency's capability to standardize policy, conduct short and long range planning, and provide administrative and technical support services to field staff.

The Maryland Division of Parole and Probation

The division's primary responsibilities are set forth in various sections of Article 41, Article 27, and Article 26 of the Annotated Code of Maryland. These statutory responsibilities include:

- pre-sentence investigation reports and probation supervision services provided to the circuit and district courts of Maryland.
- pre-parole investigations and supervision services for the Maryland Parole Commission.
- administration of the Uniform Out-Of-State Parolee Supervision Act.
- coordination of county jail work release programs as requested by the courts.
- mandated pre-sentence investigations on all defendants convicted of a felony in the circuit courts of Maryland prior to the imposition of a sentence to the jurisdiction of the Division of Correction or referral to the Patuxent Institution.
- assistance to local units of government in the development of community service programs.
- maintenance of accounts, forwarding of payments to victims, and reporting of clients' payment progress to the courts in victim restitution cases.

Consistent with its legal mandates, the public service mission of the division is to:

- provide the citizens of Maryland and its system of criminal justice with humane, economical, and community based correctional alternatives to the incarceration of non-dangerous offenders.
- operate efficient and effective parole and probation programs and services.
- maintain public safety consistent with objectives for successful reintegration of offenders into the community

In the performance of this mission, the division is responsible for supervising approximately 45,000 probation cases and 6,000 parole cases statewide. The agency conducts

approximately 7,500 pre-sentence and post-sentence investigations annually for the criminal courts and is responsible for almost 14,000 investigations of other types for the Maryland Judiciary, Parole Commission, the Office of the Governor, the Division of Correction, and parole and probation authorities in sister states. Recommendations are made to these various agencies concerning the disposition of cases before the courts for probation sentences or violation thereof, to the Maryland Parole Commission regarding the granting of parole, parole revocation, and executive clemency, and to authorities in sister states concerning their offenders in this state who are under supervision or investigation in Maryland.

Under the provision of Chapter 885, Laws of 1978 enacted by the Maryland General Assembly, responsibilities for administration of the domestic collections program were transferred from the Division of Parole and Probation to the newly established Bureau of Support Enforcement of the Department of Human Resources effective January 1, 1979.

THE DIRECTOR

The director of the Division of Parole and Probation is appointed by the secretary of Public Safety and Correctional Services with the approval of the governor and the advice and consent of the senate. The incumbent serves an indefinite term at the pleasure of the secretary and is the appointing authority for all positions within the division.

The director is charged with insuring the responsible direction of the programs and activities of the division through the formulation of goals, objectives, and policies for the efficient and effective delivery of statewide services. Authority for the performance of these and related functions is provided in Maryland parole and probation statutes, agency administrative guidelines, and operations policy of the division.

Administratively, the director is responsible to the deputy secretary for correctional services. The director serves as an ex-officio member on the following boards, commissions, and councils:

- The Board of Patuxent Institution
- The Correctional Training Commission
- The Governor's Advisory Council on Drug Abuse
- The Advisory Board for Correction, Parole and Probation

THE PUBLIC INFORMATION OFFICE

This office is responsible for developing and implementing the information services program for the division. The public information officer publishes the division's bi-monthly Newsletter which is circulated within the division and throughout the Maryland criminal justice system. Office staff function as the division's liaison to the media and press, the legislature, and criminal justice agencies throughout the state.

Through this office, the division attempts to increase the community's understanding of its functions, services, and legal obligations through community awareness programs for civic organizations, professional associations, and public and private agencies.

All requests for information regarding the division's programs, policy and responsibilities are serviced by this office. The public information officer is responsible to the director.

THE OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

The affirmative action plan of the Division of Parole and Probation supplements and amplifies the equal employment opportunity policy of the Department of Public Safety and Correctional Services with particular emphasis on "implementing and making provision for a plan of action tailor-made to the needs and problems of the division."

During fiscal year 1980, the division made significant progress in meeting its stated objective of increasing female and minority employment within the division. As of December 31, 1980, females represented 55% of the division's labor force and minority representation was 30%. In both of these categories, the division exceeded the percentages for females and minorities in the Maryland civilian labor force which, according to the most recent statistics available, are 41.5% and 19.5% respectively.

One of the major objectives for FY 1980 was to achieve a balanced workforce in the mid-management ranks through the selection of qualified and eligible candidates. In order to accomplish this task, the division adopted a plan of action aimed at eliminating the under-utilization of minorities and females in the Field Supervisor I and II classifications.

As a result of this affirmative action, a total of 18 mid-management vacancies were filled in the following manner: 4 black females; 4 white females; and seven black males.

Below is a chart indicating the percentage distribution of the workforce by job classification within the division during fiscal year 1980.

TABLE 5
DISTRIBUTION OF WORKFORCE BY GRADE CLASSIFICATION
FY 1980

| Grade/Classification | Black | White | Other | Women | Men | Total |
|--|-------|-------|-------|-------|-----|-------|
| 3 - Clerical | 27 | 14 | 1 | 39 | 3 | 42 |
| 5 - Clerical | 8 | 23 | 0 | 30 | 1 | 31 |
| 6 - Clerical | 15 | 54 | 0 | 69 | 0 | 69 |
| 7 - Clerical | 19 | 59 | 1 | 77 | 2 | 79 |
| 8 - Clerical | 7 | 19 | 0 | 25 | 1 | 26 |
| 9 - Agent I Office Sec. III Office Supv. | 25 | 45 | 0 | 47 | 23 | 70 |
| 10 - Admin. Aide Personnel Assoc. | 1 | 1 | 0 | 2 | 0 | 2 |
| 12 - Agent II Research Analyst | 54 | 48 | 1 | 69 | 34 | 103 |
| 13 - Parole Warrant Officer Fiscal Acct. Chief Agent III Acct. Auditor III | 34 | 60 | 1 | 53 | 42 | 95 |
| 14 - Senior Agent Staff Spec. Admin. Spec. III | 78 | 240 | 0 | 115 | 203 | 318 |
| 15 - Field Supv. I Admin. Officer I Comm. Volunteer Coord. Comm. Awareness Coord. | 17 | 71 | 0 | 15 | 73 | 88 |
| 16 - EEO Officer I Fiscal Spec. II Admin. Officer II Field Supv. II | 7 | 17 | 0 | 3 | 21 | 24 |
| 17 - Personnel Officer III Chief of Reg. Admin. Chief of Field Oper. Admin. Officer III | 5 | 5 | 0 | 0 | 10 | 10 |
| 18 - Regional Administrators | 1 | 3 | 0 | 0 | 21 | 24 |
| 20 - Assistant Directors | 1 | 1 | 0 | 0 | 2 | 2 |
| PR - (Flat Rate) Adm. Balto. Co. Executive Asst. Dir. Director | 1 | 2 | 0 | 0 | 3 | 3 |

BUREAU OF ADMINISTRATIVE SERVICES

The Bureau of Administrative Services provides fiscal, administrative, and personnel services in support of division headquarters and field operations. Within this bureau there are five specialized components each administratively responsible to the executive assistant director. Support functions are centralized and defined in policies and procedures to include consultation, technical assistance, and information services to strengthen and sustain administration of state-wide parole and probation activities. In the supervision of these functions and their coordination, the executive assistant director reports directly to the director.

Budget & Fiscal Management

This component has responsibility for preparation of the agency's annual operating budget, accounting for authorized expenditures, and reporting the fiscal impact on programs and services. Related functions include the conduct of field audits to establish accountability in budget transactions and management of the division's fiscal recordkeeping system. Administrative services include the procurement of equipment and supplies, certification of field office rental agreements, approval of equipment service contracts, budgetary analysis of applications for program development grants, and standardization of agency reporting forms and procedures.

Personnel Administration

Personnel administration relates to all employee services of the agency. Some of the key activities for 1980 are cited below. In addition, the personnel services unit is responsible for interpretation of all rules, regulations, policies and guidelines relevant to employees; enforcing the Department of Personnel sick leave policy; administering the division's Incentive Awards Program; coordinating the Red Cross Blood Program; responding to employment inquiries; handling staff grievance procedures; retirement counseling; time records; credentials evaluation; OSHA - MOSH; fringe benefits, and interpreting EEO Guidelines.

| | |
|-----------------------------------|-----|
| Appointments Processed | 236 |
| Terminations Processed | 134 |
| Reclassifications and Promotions | 320 |
| Grievances Heard - 3rd Step | 40 |
| Grievances Represented - 4th Step | 28 |
| Grievances Represented - 5th Step | 23 |
| Leave Records Adjusted | 874 |

Several major projects were undertaken during FY 1980 which absorbed much staff time to formulate, organize and administer. These initiatives include some items which are viewed as progressive steps in upgrading the workforce and in keeping with the agency's continuing concern for employee staff development and upward mobility.

1. Survey of headquarters positions in order to establish classification standards for administrative type positions.
2. Development of Annual Salary Review recommendations.
3. Development and implementation of promotional selection procedures for the classifications of Field Supervisor I and Field Supervisor II.
4. Certification and implementation of an agency-wide Secretarial/Clerical Staffing Pattern.
5. Drafting of an agency Clerical Manual.
6. Development and implementation of a Clerical Orientation Program.
7. On-going review of headquarters and field staffing patterns.
8. Implementation of Employee's Progress Report procedure and conduct of training sessions on the area of Employee Performance Evaluations.

Staff Development and Training

This unit has responsibility for the design, administration, and evaluation of the division training program and coordination of special projects in staff development. These functions are provided in conjunction with statutory correctional training requirements and internal objectives for entry level and advanced training of agency personnel.

While the certification standard is 156 hours of pre-service training for each new parole and probation agent, the entrance level training program provides each new agent with 164 hours of training. During FY 1980, the training staff presented four entrance level training programs providing 149 new agents with 164 hours of training. These agents also received approximately 70 hours of on-the-job training.

Another primary objective is to provide annually an average of 40 hours in-service training to all professional staff by the end of FY 1980. During this year, staff training records indicate the following accomplishments.

| <u>No. of Staff</u> | <u>Total Hours Reported</u> | <u>Average Hours</u> | <u>Percent of Staff Completing 40 Hours</u> |
|------------------------------------|-----------------------------|----------------------|---|
| Total Staff (800) | 38,622 | 48 | --- |
| No. of Professional Staff (542) | 28,611 | 53 | 78% |
| No of Clerical/ Fiscal Staff (257) | 10,011 | 39 | 49% |

An in-service program was developed by the training unit to meet the forty hour in-service objective. Some of the programs are as follows:

Human Relations
Burnout
Reality Therapy
Interviewing
Counseling in a Negative Setting
Alcoholism
Report Writing
Basic Drugs
Family Violence
Recognizing Sexual Disorders
Interstate Compact
Recordkeeping and Information Systems
Criminal Justice System of Maryland
Personnel Practices
Self Defense
Time Management

In addition the division has a tuition reimbursement program which allows individuals to be reimbursed up to \$50 per credit hour and not to exceed \$600 per year. These courses must be related to the individual's current job function. In fiscal year 1980 the division reimbursed 43 employees, a total of \$10,264 for 76 courses.

Fines, Costs, Restitution

This unit has responsibility for receiving monies from clients for payment of court ordered restitution, fines, costs and attorney's fees; disbursing of those funds appropriately, and providing the necessary information to initiate the appropriate action in the event of non-payment. During FY 1980, a total of \$2.9 million was processed for payment through this unit.

Standards Compliance

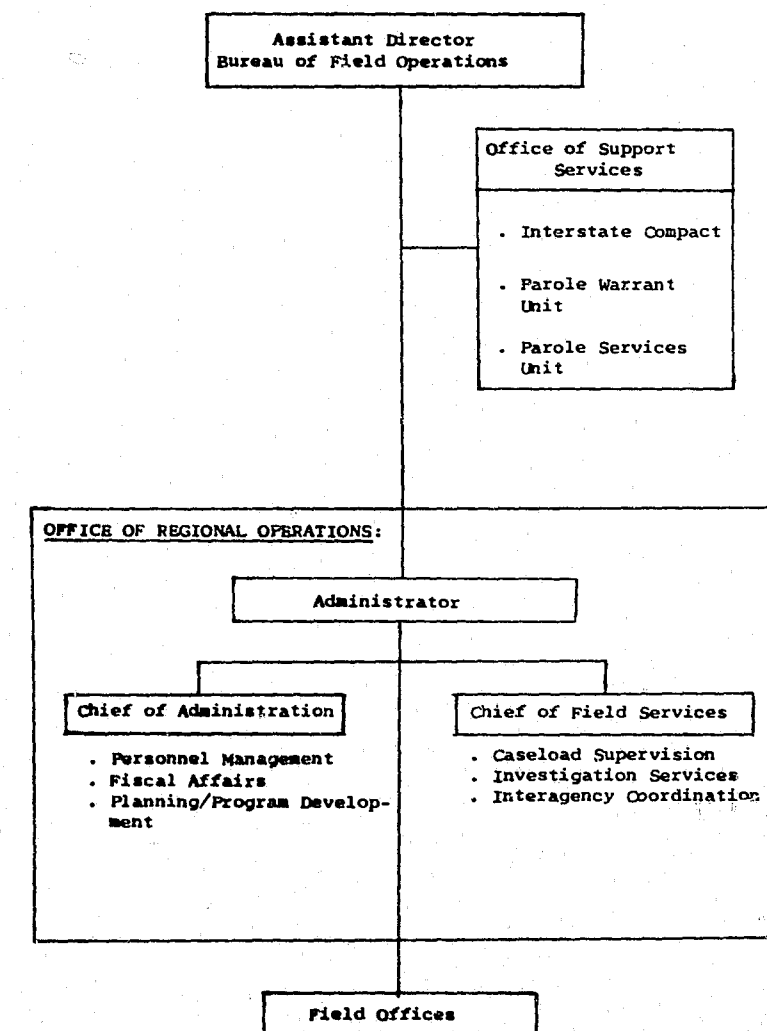
This office is responsible for performing professional management systems analyses and for inspecting and evaluating all field offices and headquarters operations to assure conformity to Division of Parole and Probation policies and procedures. An additional responsibility of this office during FY 1980 was the coordinating of the division's efforts to become nationally accredited by the Commission on Accreditation for Corrections.

BUREAU OF FIELD OPERATIONS

The Division of Parole and Probation is authorized in Article 41, Sections 117A, 121, 122, and 124 of the Annotated Code of Maryland to supervise the conduct of parolees and probationers and to provide the courts and Parole Commission with pre-sentence and other investigative reports upon request.

To coordinate these statutory responsibilities, the Bureau of Field Operations was created. Staff provide administrative, management and technical services to division field personnel engaged in investigation and criminal supervision programs throughout the state. The assistant director, Bureau of Field Operations, supervises the Office of Support Services at headquarters and works directly with the division's four regional administrators.

CHART 1
ORGANIZATION CHART/FIELD OPERATIONS



Office of Support Services

Technical assistance is provided to field staff by units responsible for Parole Services, Interstate Compact Administration, Institutional Parole Services, and Parole Warrant functions. Collectively, these form the Office of Support Services.

Interstate Compact Administration

Article 41, Section 129 of the Annotated Code of Maryland authorizes Maryland to become a signatory of the Interstate Compact for the supervision of parolees and probationers. Under this legally binding agreement, Maryland and the other 49 states agree to serve as each other's agents in the supervision of parolees and probationers who wish to move to better rehabilitative environments outside of the state in which they were originally placed under supervision.

During FY 1980, the Interstate Compact Unit transferred nearly 1,655 Maryland cases to sister states. Staff processed and reviewed 743 requests for supervision received from other states and handled 1,125 requests for investigative reports.

At the end of FY 1980, more than 1,650 Maryland offenders were under out-of-state supervision. Approximately 1,210 offenders from other states were being supervised in Maryland.

Institutional Parole Services

During September of 1970, the then Department of Parole and Probation established within its organizational structure an Institutional Parole Agent Program. This program was designed to reduce the amount of time between parole approval and the actual parole release.

Since the inception of the IPA Program additional responsibilities had been added. These additional duties, namely the inmate review of file procedure and the process of serving on the inmate the parole decision along with the inmates' rights of appeal, are duties which are the mandated responsibility of the Maryland Parole Commission (Annotated Code of Maryland, Article 41, Section 111).

Accordingly, on July 18, 1979, a conference was held to formulate a time table for the phase-out of the IPA Program and to recycle the IPA Agents and Associate Caseworkers.

After several more meetings and lengthy discussions, it was agreed that the Division of Parole and Probation would transfer eight(8) Casework Associates I to the Maryland Parole Commission in order that compliance with Article 41, Section 111 could be achieved. In addition, the Division of Parole and Probation would transfer a Grade 13 position to the Maryland Parole Commission to insure proper supervision of the aforementioned personnel.

The three correctional agency heads met on January 25, 1980, and discussed the program functions and developed a draft statement of agreement. A second meeting was held April 29, 1980, with the aforementioned agency heads and deputy secretary of correctional services. Agreement was reached as to the terms and conditions of the program transfer on May 2, 1980. The phasing out of the IPA Program began in July, 1980 and will be finalized in early 1981.

Parole Services Unit

This unit consists of three clerical positions under the supervision of the Program Supervisor for the Institutional Parole Services Unit.

This unit is responsible for activating mandatory and parole releases, securing "hold" information for the Parole Commission, closing expired mandatory and parole cases, processing headquarters mail, and answering the general information telephone line at headquarters. All in all, this unit acts as liaison between the Parole Commission for active mandatory and parole cases.

Parole Warrant Unit

The Parole Warrant Unit serves as a liaison between the Division of Parole and Probation and the Parole Commission. Staff is responsible for preparing retake warrants for the Parole Commission, monitoring absconder and delinquent parole cases, lodging detainers, transporting parole violators, processing special reports for the Parole Commission, and preparing dockets for revocation hearings.

In FY 1980 the unit processed approximately 4,000 special reports received from the Division's field staff to the Parole Commission. Acting upon these reports, the Parole Commission issued 1,098 warrants, 253 (23%) for absconder violations, 111 (10%) for technical violations, and 734 (67%) for new offense violations.

The unit scheduled revocation hearings for approximately 960 parole violators and made 38 trips to other states to return violators to Maryland.

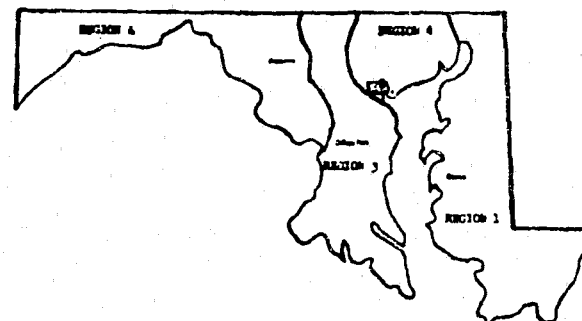
Field Operations

The present structure of the Bureau of Field Operations reflects the reorganization of the division's administrative and operational functions begun in 1977. In Phase I all administrative and technical services were consolidated into three bureaus - Administrative Services, Policy and Program Development, and Field Operations. In January of 1979, the division implemented Phase II of its reorganization plan.

This phase was designed to strengthen probation and parole services through the development of a regional service delivery system. Among the actions taken to strengthen field administrative services was the establishment of a Office of Regional Operations, in each of the four (4) administrative regions of the state, with the responsibility and authority for decentralized parole and probation services. High level staff, responsible for planning, coordination, and evaluation of field operations has been provided the regional administrators to increase their capability to effectively manage. Additionally, uniform standards for the span of control for each supervisor position have been established.

CHART 2

ADMINISTRATIVE REGIONS BUREAU OF FIELD OPERATIONS



REGION 1

Dorchester
Somerset
Wicomico
Worcester
Queen Anne
Kent
Caroline
Talbot
Cecil

Regional Office
P.O. Box 986
Easton, Maryland 21601

REGION 2

Baltimore City

Regional Office
American Building - 4th Floor
231 East Baltimore Street
Baltimore, Maryland 21202

REGION 3

Anne Arundel
Howard
Carroll
Prince George's
Charles
St. Mary's
Calvert

Regional Office
5103 Berwyn Road
College Park, Maryland 20740

REGION 4

Washington
Allegany
Garrett
Montgomery
Frederick
Harford
Baltimore

Regional Office
241 West Patrick Street
Frederick, Maryland 21701

In each region, the primary responsibility for field services rests with the regional administrator. He is assisted by a chief of regional field operations responsible for oversight of caseload supervision, investigation services, and inter-agency coordination functions. The chief of regional administration is responsible for personnel management, fiscal affairs, and planning/program development services.

Smaller geographic areas within each region are administered by the field supervisor II. He/she has administrative management responsibility for the activities of two to five first line supervisors of criminal supervision and investigation units.

The field supervisor I has line responsibility for the activities of supervision and investigative agents. He/she directs work units consisting of from five to nine parole and probation agents.

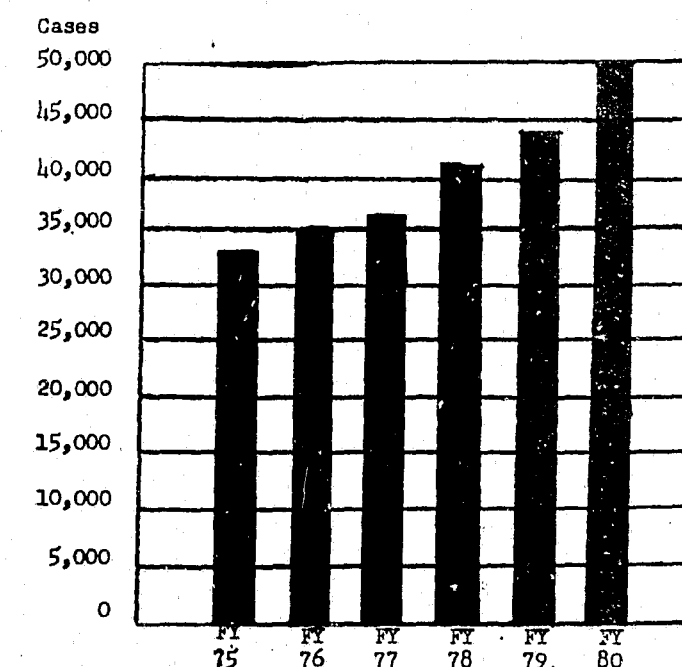
During FY 1980 supervision and investigation services were provided by more than 550 agents and approximately 90 supervisory staff located in 51 offices throughout Maryland.

Supervision

The Division of Parole and Probation's workload in FY 1980 consisted of 50,019 adult offenders. Significantly, this total was 5,500 more than in FY 1979 and in line with a pattern of growth that has seen the number of cases under supervision almost double in the last six years.

TABLE 6

CASES UNDER SUPERVISION: FISCAL YEARS 1975 THROUGH 1980



Caseload is indicated for June 30 at end of fiscal years.

Of those under supervision, more than 42,000 were offenders placed on probation by the circuit and district courts, and approximately 5,800 were parolees. A small number were mandatory releases - offenders released from institutions in accordance with Article 41, Section 127 A of the Annotated Code of Maryland. An almost equal number were live-in offenders - individuals employed in the community but confined in local jails in the evening and on weekends.

TABLE 7

OFFENDERS UNDER SUPERVISION, FY 1980

| Parole | Mandatory Release | Circuit Court Probation | District Court Probation | Received From Other States Parole | Probation | Live-In Work-Out | TOTAL |
|--------|-------------------|-------------------------|--------------------------|-----------------------------------|-----------|------------------|--------|
| 5819 | 203 | 17,899 | 24,954 | 275 | 750 | 119 | 50,019 |

Approximately eighty percent of the division's field agent staff (about 450 employees) were committed to the supervision program in FY 1980. Included in this total were approximately 100 agents recruited in FY 1980 to service the increased number of supervision cases and to reduce the size of existing caseloads.

Rates and Types of Violation of Probation

The agency is limited in its capacity to report comprehensive program performance statistics. Therefore, the division relies on general "indicators" of program effectiveness. "Violation" as used in this report means "the issuance of a warrant by the court." A warrant indicates that a violation is alleged to have occurred. It does not mean that the client has been found guilty of the violation.

The following table reflects the total number of probation cases under supervision, the type of warrants issued, and the violation rate.

TABLE 8

RATES AND TYPES OF VIOLATIONS (PROBATION)

| T Y P E S | | FY 1978 | FY 1979 | FY 1980 |
|-----------------------|---|--------------|--------------|--------------|
| | Absconder Warrants | 755 (19%) | 1,265 (23%) | 1,789 (29%) |
| | Technical Warrants | 2,207 (57%) | 2,593 (48%) | 2,678 (43%) |
| | New Offense Warrants | 930 (24%) | 1,579 (29%) | 1,727 (28%) |
| | Total Warrants | 3,892 (100%) | 5,437 (100%) | 6,194 (100%) |
| R A T E S | Total Probation Cases Under Supervision | 50,343 * | 56,309 * | 63,772 * |
| | Violation Rate | 8% | 9.7% | 9.7% |

* These figures represent the potential number of probation cases for which a warrant could have been issued during that fiscal year.

Probation Case Supervision Costs and Benefits

Probation supervision is less costly in addition to being a viable, relatively safe and humane criminal sanction. Prison construction costs now run up to and beyond \$45,000 per bed. Once a prison is built, it still costs somewhere between \$6,000-\$7,500 per year to incarcerate an individual.

The following figures are the estimated costs for community supervision:

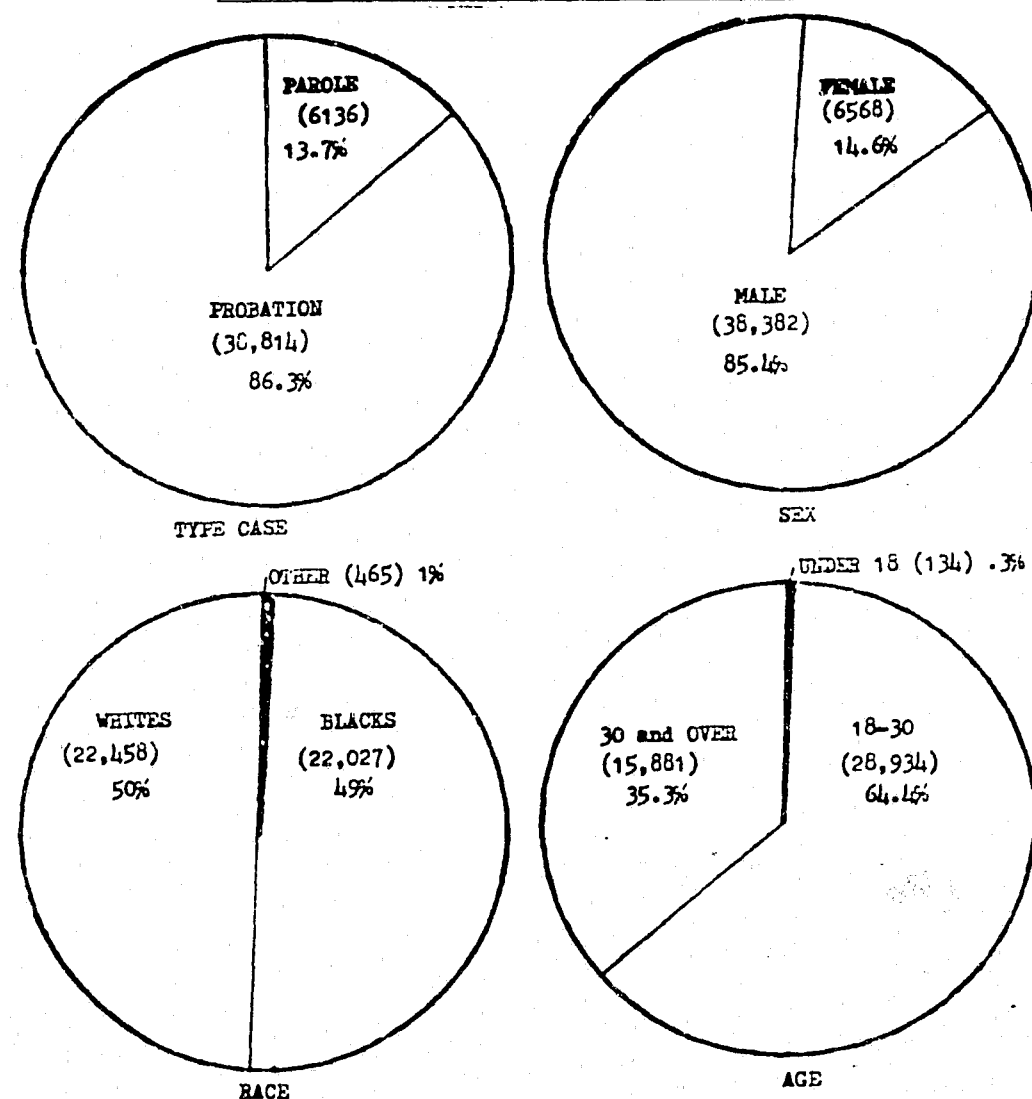
| | |
|------------------------------------|--------------|
| - Estimated Operating Budget | \$12,999,375 |
| - Per Capita Cost for Active Cases | \$375/yr. |
| - Cost for Probation Services | 11,092,125 |
| - Cost for Parole Services | 1,797,750 |
| - Cost for Mandatory Releases | 60,750 |
| - Cost for Live-In-Work-Out | 38,250 |

Socio-Demographic Profile of Parole and Probation Clients

The great majority (87.4%) of clients under supervision are on probation. There are six times as many males under supervision as compared to females. Fifty percent of all clients under supervision are non-white. According to figures provided by the Governor's Commission on Law Enforcement and the Administration of Justice, approximately 19% of the state's general population are under the age of 30, whereas an estimated one-third of the state's general adult (18 and over) population are under the age of 30.

TABLE 9

PROFILE OF CLIENTS (STATEWIDE)



SOURCE: DIVISION OF PAROLE AND PROBATION - INTAKE, DISCHARGED AND CURRENT POPULATION BY SEX, JURISDICTION, RACE, AND AGE.

TABLE 10
PROFILE OF CLIENTS BY REGION

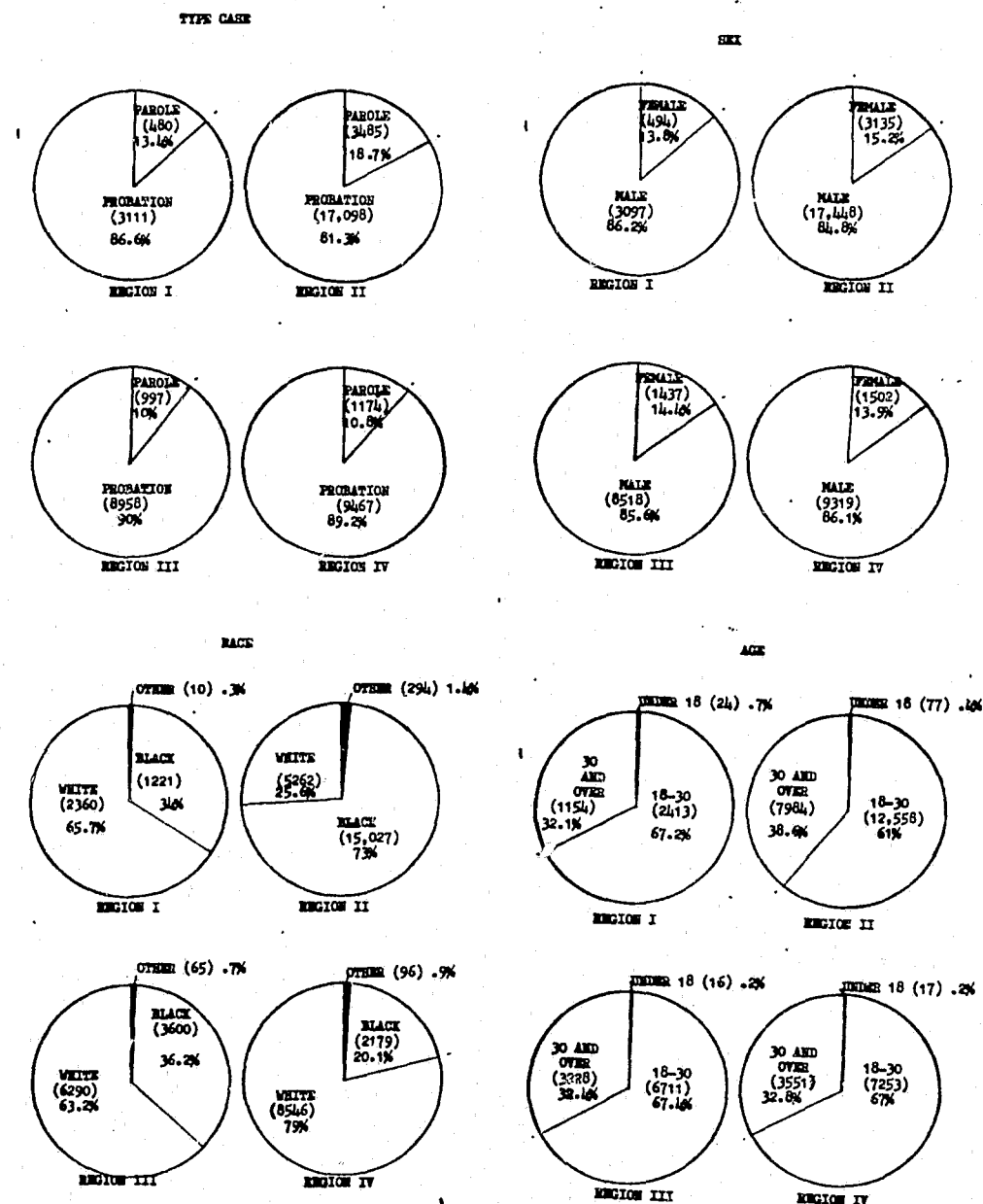
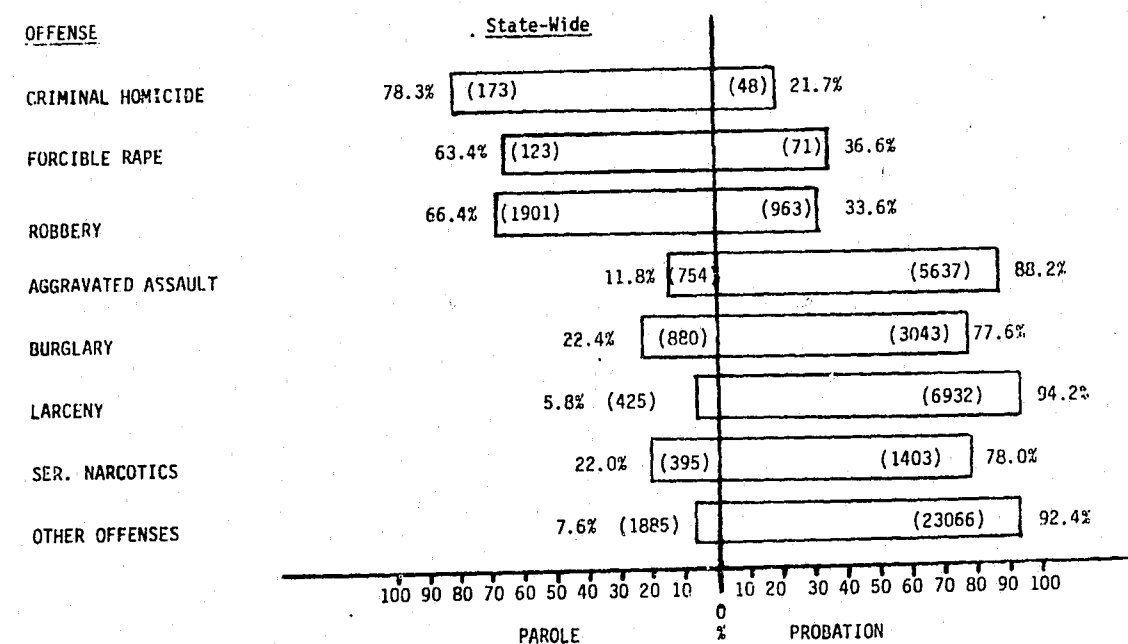


Table 9 reflects the characteristics of clients under supervision by region and provides a more in-depth view of the state-wide totals presented in Table 8. The factors, i.e. type of case, sex, and age remain fairly consistent between the four regions although region II has a slightly higher percentage of parole cases and clients over age 30. The factor of race shows the greatest diversity when the four regions are compared. A comparison of the regions shows that the percentage of non-white clients is 34.3% in region I, 74.4% in region II, 36.9% in region III, and 21% in region IV. The percentage of non-white clients is significantly higher than the 1980 projections for the percentage of the state's non-white adult general population in the four regions which approximate 19%, 54%, 14%, and 5% respectively.

TABLE 11
PAROLE AND PROBATION POPULATION BY TYPE OF OFFENSE
As of 6-30-80



() - Indicates total clients.
Source - Division of P & P - Intake Discharge and Current Population by Sex, Jurisdiction, Race, Offense and Age Report.

Table 11 displays the types of offenses for which clients were placed under the supervision of the division statewide. An examination of statewide totals reveals that 65% (4,256 cases) of the parolees and 41% (16,694 cases) of the probationers are under supervision for the major offenses of criminal homicide, forcible rape, robbery, aggravated assault, burglary or larceny. In addition, the great majority of offenders convicted for criminal homicide, forcible rape, or robbery are under parole supervision; and, the majority of those offenders convicted for aggravated assault, burglary, larceny and other offenses are under probation supervision.

Differentiated Caseload Management System

In response to increased demands upon its supervision capacity and to assure the most effective utilization of its resources, the division instituted the Differentiated Caseload Management System in 1977.

Under this new caseload management system, all parolees and probationers are placed into one of three categories of supervision - Intensive (Maximum), Standby (Medium), Honor (Minimum) - based upon an assessment of criminal history, current offense, and risk to public safety. Supervision services are provided consistent with the offender's classification.

Major crime offenders (i.e. those convicted or with a history of murder, manslaughter, rape, robbery, aggravated assault, burglary, and serious narcotic offenses), those with emotional problems which indicate a predisposition toward criminal behavior, and offenders specifically designated by the courts or Parole Commission are placed under intensive supervision. They are supervised by the division's most experienced agents in caseloads limited to 45 cases per agent.

Standby supervision is designed for offenders convicted of less serious criminal offenses and for those who owe a significant amount in fines, costs, or restitution. Initially, 200 cases were assigned to each standby agent but caseloads were reduced to a maximum of 100 during FY 1979.

Offenders assigned to the intensive or standby categories are guaranteed two years of supervision by the division. If the offender's adjustment is satisfactory, the category assignment is downgraded after one year.

Offenders convicted of minor offenses in which fines, costs, and restitution are not a financial burden are placed directly into honor supervision for a period of one year. Contact with the agent is generally initiated by the offender and is usually limited to notifying the agent of changes in home or employment and of any subsequent arrests.

Honor caseloads were initially limited to 380 cases; however, in FY 1979 honor caseloads were reduced to a more manageable maximum of 200 cases.

In addition to the intensive, standby, and honor categories of supervision, the division classifies offenders not under active supervision as non-active, delinquent or review. The first category consists of multiple cases on the same offender, or those offenders temporarily incarcerated, in military service,

or hospitalized. Offenders for whom warrants or subpoenas have been obtained for alleged violation of parole or probation are classified as delinquent. Those offenders coming into the system who have not been assigned to a category of supervision are placed in the review category.

TABLE 12

DIFFERENTIATED CASELOAD MANAGEMENT SYSTEM

CRIMINAL CASES BY SUPERVISION CATEGORY AS OF JUNE 30, 1980

| | Parole | Mandatory Release | Circuit Court Probation | District Court Probation | Received From Other States Parole Probation | | Live-In | TOTAL |
|------------|--------|-------------------|-------------------------|--------------------------|---|-----|---------|--------|
| Maximum | 2,917 | 152 | 4,644 | 3,630 | 153 | 205 | 37 | 11,738 |
| Medium | 1,192 | 10 | 5,831 | 10,223 | 60 | 272 | 65 | 17,653 |
| Minimum | 440 | -- | 1,484 | 3,180 | 32 | 110 | -- | 5,246 |
| Non-Active | 359 | 12 | 3,200 | 3,316 | 22 | 155 | 17 | 7,081 |
| Delinquent | 909 | 29 | 2,733 | 4,587 | 8 | 7 | -- | 8,273 |
| Review | 2 | -- | 7 | 18 | -- | 1 | -- | 28 |
| Total | 5,819 | 203 | 17,899 | 24,954 | 275 | 750 | 119 | 50,019 |

To provide supervision services to those offenders in the maximum, medium, and minimum categories, at the end of FY 1980 agent staff were committed as follows:

TABLE 13

ASSIGNMENT OF STAFF - 1980

| | Supervision Classification | | |
|------------------------|----------------------------|--------|---------|
| | Maximum | Medium | Minimum |
| No. Supervision Agents | 235 | 188 | 27 |
| Average Caseload/Agent | 49.9 | 93.9 | 194.3 |

Early Release Parole Programs

During FY 1979 two early release parole programs were initiated by the Division of Parole and Probation to relieve prison overcrowding in Maryland. Under the Intensive Parole Supervision Program, 528 parolees were released between September, 1978 and November, 1979.

Under the Emergency Parole Project, 388 parolees were granted early release to intensive supervision by the Division of Parole and Probation during June, July, August, and September of 1978.

The division issues quarterly tracking reports on EPP and IPSA cases, and copies of these are available on request to the public information office.

Investigations

The division is authorized by statute to provide the courts and Parole Commission with pre-sentence and other investigative reports upon request. To meet this responsibility, approximately 88 investigation agents completed over 14,800 investigations during FY 1980.

The division's investigative program provides services at various points in the correctional process -- pre-sentence, post-sentence, early parole review, pre-parole and pre-release. However, the value of the pre-sentence investigation and its influence on correctional sentencing alternatives has received the greatest emphasis. In FY 1980, the division completed approximately 7,500 pre-sentence investigations -- a growth of 500 compared to FY 1979.

TABLE 14

INVESTIGATIONS COMPLETED - FY 1980

| Type of Investigation | Home & Employment | Pre-Parole | Long Pre-Sentence | Short Pre-Sentence | Post Sentence | Interstate Home & Employment | Interstate Background | Executive Clemency | Special Court | Pre-Trial |
|-----------------------|-------------------|------------|-------------------|--------------------|---------------|------------------------------|-----------------------|--------------------|---------------|-----------|
| Number Completed | 951 | 792 | 4,695 | 2,819 | 211 | 805 | 177 | 44 | 2,182 | 36 |

BUREAU OF POLICY AND PROGRAM DEVELOPMENT

The Bureau of Policy and Program Development provides technical support and assistance to the administrative and operational components of the Division of Parole and Probation through comprehensive planning, research, forecasting of trends and conditions, program development, evaluation, and the design and maintenance of statistical and case management information systems.

The bureau consists of a planning, research and evaluation unit, a data analysis unit, a federal grants unit, and a community services coordination section.

Planning, Research and Evaluation Unit

This unit is responsible for providing all levels of management within the agency with evaluative and analytical information for decision making in the administration and operation of parole and probation programs and services. During FY 1980, the unit issued the FY 1982-1983 Executive Plan, worked with agency administrative staff to develop refined mission and goal statements, conducted an analysis of the agency's delinquent caseload, assisted consultants in developing a comprehensive research and evaluation plan for the Community Supervision Program, prepared reports concerning the impact of prison overcrowding on the agency's workload and developed a variety of descriptive informational reports in response to legislative requests.

Data Analysis Unit

This unit is responsible for the collection, analysis, interpretation, preparation, and dissemination of the agency's criminal investigation and case management workload reports. The division relies on an automated data processing system comprised of three batch fed components consisting of investigations, case supervision, and paycase collection data.

Unit access to statewide data is provided through the Maryland Inter-agency Law Enforcement System - MILES (law enforcement and motor vehicle information), Ident Index (the Maryland State Police fingerprint based identification system), and OBSCIS I (the Division of Correction's data information system). The capacity to directly access these systems provides important information for intake, caseload supervision, and investigation reports.

Federal Grants Administration Unit

The Federal Grants Administration Unit identifies sources of outside funding to develop experimental or innovative programs and to enhance the division's research and evaluation capabilities to improve the delivery of parole and probation services. Grant activity during fiscal year 1980 included:

- Award of \$341,053 from LEAA and the Governor's Commission on Law Enforcement and the Administration of Justice for the third year of the Expanded Supervision Services Grant. This grant supported 41 professional and clerical positions to constitute a staff expansion of the division's Differentiated Caseload Management System. The project's funding was included as part of the division's budget in fiscal year 1981. In addition, funds carried forward from FY 1979 of this grant were used to hire a consultant to develop an evaluation plan for the Differentiated Caseload Management System.
- National Institute of Corrections awarded the division \$10,510 to evaluate the division's Criminal Investigation Program.
- Receipt of \$3,255 from the National Institute of Corrections for a training program for the division's regional chiefs of administration and field operations under the direction of the Maryland Management Development Center.
- Evaluation of the Entrance Level Training Program for new parole and probation agents through a \$4,750 award from the National Institute of Corrections.

During fiscal year 1980 the division requested and received funding from the U.S. Department of Justice, for implementation of the following projects in FY 1981:

- Award of \$200,000 from the National Institute of Justice for a two year research project on the division's misdemeanor caseload. This project will utilize random assignment of the target population into three groups: regular, medium, or minimum probation supervision; community service as the sole sanction; and unsupervised probation with access to certain services.
- \$12,949 to develop the role of Field Supervisor I and construct a week long training session for those employees.

- \$9,548 to develop a model uniform parole and probation code.

Community Services Coordination

Involves the development and utilization of community resources essential to a viable field services program. This section is staffed with a program coordinator responsible for resource development activities which include special initiatives in the areas of offender employment assistance, volunteer services, urinalysis testing, a special offenders treatment clinic, alcohol treatment services, and pre-parole services to community correction centers.

Volunteer Services Program

Article 41, Subsection 131A of the Annotated Code of Maryland provides legal authority for the division's volunteer program. The overall administration of the division's Volunteer Services Program is the responsibility of the statewide volunteer coordinator in the Bureau of Policy and Program Development who provides programmatic direction and guidance to the four regional volunteer coordinators. A regional volunteer coordinator is assigned to each of the four regions of field operations.

As presently structured, the division's Volunteer Services Program consists of two major components: "GUIDE" and General Volunteer Services.

The GUIDE Component (One-to-One Volunteer Services): This component is designed for those parolees and probationers who stand a chance of benefiting from a close and empathetic helping relationship. The primary task of the volunteer is the advocacy of the client's needs in dealing with service agencies and community resources. Volunteers in this component are assigned to work with a probationer or parolee in a one-to-one helping relationship (casework). Those volunteers having the time and interest may supervise more than one client with the understanding, however, that the commitment is for at least one continuous year with each client.

The General Volunteer Services Component: This component is designed to diversify and expand the scope of volunteer services, and to allow those citizens who may not desire to participate in Guide also to volunteer their time, talent and abilities in the provision of parole and probation services. For this group, the following areas of placement are currently offered:

Resource Aide - This volunteer is assigned to provide general professional or technical services to agency staff or clients.

Caseload Aide - This volunteer is assigned to an agent to assist in managing his/her workload. Student interns also serve in this capacity. The work assignments of interns are structured in a manner designed to optimize their range of experiences and at the same time provide a benefit to agency field operations.

Unit Aide - This volunteer is assigned to work with a field unit in the provision of assistance or services as deemed necessary by the unit supervisor. Unit aides may perform limited criminal investigation activities, such as the collection of routine or standard information that is accessible to the public.

Community Services Program

Article 27, Section 726A of the Annotated Code of Maryland provides the legal authority for these programs. The division prepared, printed, and disseminated the Community Services Program Guide as fulfillment of the legislative mandate. An annual report was also prepared and submitted to the Administrative Office of the Courts.

Since 1974, the division has been involved in the administration of community service programs in Prince George's, Anne Arundel, Charles, and Calvert Counties. The Parks Program which has legal sanction based on Article 27, Section 641, calls for community service as a condition of probation after a determination of guilt or the acceptance of a nolo contendere plea. The division has used existing professional and clerical support staff to administer these programs. During fiscal year 1980 over 4,800 offenders have been handled.

In 1978 pilot projects were developed in Baltimore and Montgomery Counties utilizing CETA funding. Both of these programs were subsequently funded by LEAA monies. Baltimore City and Howard County received LEAA monies during fiscal year 1980 for the implementation of similar programs. St. Mary's County has a similar program, however, it is administered by the State's Attorney's Office.

At the end of FY 1980 nine community service programs in Maryland were in operation. A total of 8,492 offenders were referred to various agencies.

TABLE 15

COMMUNITY SERVICES PROGRAMS - FY 1980

| | Number of Participants | Number of Hours Assigned | Number of Completions | Number of Fail- ures to Complete | Number of Worksites |
|---------------------|---------------------------|-----------------------------|--------------------------|-------------------------------------|------------------------|
| Baltimore City | 0 | 0 | 0 | 0 | 0 |
| Baltimore County | 2,035 | 101,694 | 1,112 | 121 | 150 |
| Howard County | 113 | 2,975 | 71 | 7 | 5 |
| Prince Georges | 3,864 | 82,064 | 2,975 | 356 | 40 |
| Calvert County | 80 | 1,920 | 50 | 2 | 6 |
| Charles County | 208 | 6,392 | 206 | 2 | 11 |
| St. Mary's County | 300 | 4,800 | 299 | 1 | 2 |
| Anne Arundel County | 655 | 4,984 | 623 | 32 | 6 |
| Montgomery County | 1,237 | 36,107 | 1,122 | 115 | 77 |
| TOTAL | 8,492 | 240,936 | 6,458 | 636 | 297 |

Employment Coordination Program

This program, through three CETA positions, identifies employment opportunities for offenders and provides liaison services to the business community. The program is designed to broker services to clients with emphasis on referrals to both the public and private sectors with ultimate responsibility for initiating contacts placed with the probationer or parolee. The employment project worked with the National Alliance of Business in developing the Maryland State Governor's Conference on Ex-Offender Employment which was held in May, 1980 at the Convention Center.

Special Offenders Clinic

Funded by the Division of Parole and Probation, a special clinic for the out-patient treatment of selected sexual and violent offenders has been established at the Institute of Psychiatry of the University of Maryland Hospital in Baltimore. The clinic serves the Baltimore metropolitan area and receives referrals from all segments of the criminal justice system.

Parolees and probationers who are potential candidates for this treatment are identified by field agents and screened according to criteria established for admission to the clinic. Enrollment in the program is limited to 40 persons and treatment is provided through weekly group psychotherapy sessions.

Drug Use Detection Program (Urinalysis)

Through a contract with Friends Medical Science Research Center, Inc., the division conducts a selective random screening program for the detection of client drug usage. As part of the program which is budgeted at \$39,642, a total of 15,342 samples were tested during FY 1980.

Alcohol Treatment Program

Five agents certified as alcohol treatment counselors provide supervision to clients referred to this program. The program, initiated in 1976, was funded under an LEAA grant for three years. In fiscal year 1980, state funds were provided to continue these services. The program:

- identifies the alcohol related offender in existing caseloads.
- assigns alcohol related offenders to specialized treatment caseloads.
- provides specialized client treatment services.
- provides direct referral to appropriate community resources.
- stabilizes the employment status of the alcohol related offender.

Community Corrections Program

Parole and probation agents are assigned to the Community Corrections Program of the Division of Correction to provide pre-parole services and parole supervision to graduates of community corrections centers. The pre-release program includes orientation, work release, drug and alcohol abuse counseling, drug and alcohol testing, home verification, file review, parole hearing attendance, and handling of appeals.

During FY 1980, eight (8) agents from the division were assigned to seven locations in Baltimore City and Montgomery County. The division is mandated to provide one agent for every 40 beds at all community corrections centers. The underlying premise of the program is that early and positive involvement of the client with the agent facilitates the successful reintegration of the offender into the community.

SPECIAL PROJECTS

OBSCIS II

The Division of Parole and Probation is presently engaged in an effort to develop a modern on-line case management information system known as OBSCIS II (Offender Based State Correctional Information System). This system would replace the current batch processing information system. The batch processing system has been modified in patch work fashion over the last ten years. Data collected and processed through the current information system is not made available until weeks later. In addition the current system is not adequately integrated with the files of other criminal justice agencies.

The primary mission of OBSCIS II is to develop an effective on-line automated information system for the Division of Parole and Probation. Implementing the system will provide significant benefits such as:

- 1) The enhancement of public safety with respect to the programs administered by the Division of Parole and Probation.
- 2) Improved effectiveness of the administrative functions performed by the division.
- 3) Providing operational staff with important tools which will significantly increase their effectiveness.

At the present time, the division operates three batch computerized systems through the Public Safety Data Center. These systems include: offender pre-sentencing investigating system; offender master name file; and fines, costs, and restitution system. All three require data to be entered on forms, keypunched, processed and edited by various computer programs.

The installation of the direct on-line system results in an actual per year cost of \$8,910 over the next five year period. During fiscal years 1985 and 1986 the new system will save approximately \$90,000 when compared to the present batch system.

Agency Accreditation Project

The division conducted a self evaluation in early 1979 which revealed that it was in compliance with 78% of the Commission on Accreditation for Correction's essential standards and 65% of its important standards.

To correct the deficiencies identified in its self evaluation and achieve compliance with the remainder of the standards, the division developed 49 Plans of Action. All but nine of the plans mandated corrective measures which could be undertaken without seeking additional funding support.

During FY 1980 basic policy needs heretofore not addressed were initiated by a series of policy statements. Directives covered issues as divergent as public information, the collection of fines, costs and restitution, community resource development, and increased staff, accountability through improved performance evaluation measures. In addition, supervision practices were reviewed, redefined, and codified.

Upon the receipt of its accreditation certification, the division will maintain its status as an accredited agency for a period of three years.

Maryland Sentencing Guideline Project

Maryland was selected as one of several states to participate in an effort funded by LEAA to demonstrate Sentencing Guidelines. The project will develop a scoring procedure and a companion matrix which will be used to arrive at a presumptive sentence for the different types of offenders convicted of different types of crimes. The director serves as an ex-officio member of the project's advisory board. The division and the courts are currently assisting the project staff by providing information which is being coded to develop the matrix. When the guidelines are field tested, division investigative staff are likely to handle the scoring procedure in conjunction with providing pre-sentence investigations on the same offender population.

Consultant Reports on Differentiated Caseload Management and Criminal Investigation Services

In March, 1980 the Division of Parole and Probation received the final reports of two consultant studies of major importance to the agency. The first, the Evaluation and Research Plan co-authored by Jerry Banks and Alan L. Porter, proposed a phased strategy for evaluating and improving the effectiveness of the Division's Differentiated Caseload Management System (DCMS). The second, the Evaluation Report on Criminal Investigation Program by the Crime and Justice Foundation, suggested several modifications to the content and format of presentence investigation reports and proposed

new methods of supervising, training, and assigning investigation agents. More detail on the specific recommendations of both reports may be obtained from the two documents referenced above, available upon request from the Division of Parole and Probation Public Information Officer. The remainder of this report will outline the progress made to date in implementing the recommendations of these two reports and summarize the future plans in each area.

Reorganization of Criminal Investigation Program

The Crime and Justice Foundation's report has undergone substantial review by the division. The report was first reviewed by a work group which met with the consultants and reviewed a final draft of the assessment report. Secondly, the report was reviewed by the Division's Management Council and the twenty-five recommendations were reviewed individually. In June, 1980 the council sanctioned plans to reorganize the division's investigation program.

A task force of division personnel has developed a new pre-sentence investigation format and is in the process of preparing a pre-sentence package to be delivered to the State's judiciary. It is anticipated that these presentations will take place in the Spring of 1981, and a field test of the new format will be started soon afterward.

The recommendations of the consultants concerning improved cooperation and exchange of information between the division and other agencies have been adopted throughout the division. Action has not been taken on the consultants' recommendations concerning increased integration of junior level staff into the investigation function and rotation of investigation and supervision staff. Implementation of these recommendations will have substantial impact on the functioning of both the investigation and the supervision programs, and it is felt that more time is needed for careful study of the costs and benefits of these changes.

Information Requirements for Probation Agencies in the State of Maryland

Under the sponsorship of the National Institute of Corrections, Mott-McDonald Associates, Inc., studied the feasibility of developing a model information system for adult probation agencies. Three states were selected as representatives of the major variations in probation operations and structures. Maryland was chosen as representative of those states in which probation is a function of a state-level executive agency. California was then chosen as the

state in which probation is a county government function. Shasta County Probation Department, Ventura County Correctional Services, and San Diego County Probation Department were studied in California. The third state, Texas, was chosen because probation is administered by the District Court Probation Departments while the Texas Adult Probation Commission is the state judicial agency responsible for implementing standards and providing financial assistance to departments which comply with these standards.

This study defined the requirements of adult probation agencies for case and agency management information; determined the extent to which these needs have been met by existing information systems; and determined the feasibility of developing and implementing a sufficiently flexible information system that would meet the needs of a wide variety of probation agencies.

Maryland's Differentiated Caseload Management System

A special report was prepared and submitted to the Legislative Policy Committee of the Maryland General Assembly in August, 1979. This report is organized into historically experimental and futuristic segments associated with the Differentiated Caseload Management System. Information is presented in sequence with proposed initiatives for change in criminal supervision practices, development of a master plan to secure needed resources for a uniform approach to caseload management, program implementation experience, and continuing efforts in refinements to the differentiated supervision model.

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MARYLAND DIVISION OF PAROLE AND PROBATION

PUBLICATION LIST

- Opinion of the Attorney General on Selected Issues in Administration of Parole and Probation in Maryland, August 1978, (18 pp.).
- Report on Prison Overcrowding, Governor's Task Force, February 1979, (83 pp.).
- Working Papers for Reorganization Plan, November 1979, (90 pp.).
- Handbook for Preliminary Hearing Officers, 1979, (28 pp.).
- Maryland's Differentiated Caseload Management System: Report to the General Assembly, August 1979, (59 pp.).
- Community Supervision Program Guide, December 1979, (95 pp.).
- Evaluation and Research Plan for Community Supervision Program, March 1980, (73 pp.).
- Evaluation Report on Criminal Investigation Program, March 1980, (25 pp.).
- 1979 Annual Report on Equal Employment Opportunity Program, May 1980, (14 pp. plus Appendices).
- Volunteer Services Program Manual, (14 pp. plus Appendices).
- 1979 Annual Report on the Maryland Division of Parole and Probation, August 1980, (31 pp.).
- Community Services Program Guide, 1980 (41 pgs.)
- Community Services Program — Annual Report FY 1980.
- Supervision Agent Workload Analysis, February, 1981 (56 pgs.).

Single copies of the listed publications are available at no charge from the Public Information Office, Division of Parole and Probation, 702 One Investment Place, Towson, Md. 21204

END