



## Department of Public Safety and Correctional Services

### Office of the Secretary

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August 31, 2010

STATE OF MARYLAND

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LT. GOVERNOR

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SUNDRY CLAIMS BOARD

INMATE GRIEVANCE OFFICE

The Honorable Ulysses Currie  
Chair, Senate Budget and Taxation Committee  
3 West, Miller State Building  
Annapolis, Maryland 21401-1911

The Honorable Norman H. Conway  
Chair, House Appropriations Committee  
Room 121, House Office Building  
Annapolis, Maryland 21401-1911

RE: Joint Chairmen's Report – Report on Consolidating Office Space in the Division of Parole and Probation

Dear Chairman Currie and Chairman Conway:

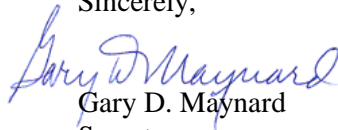
The 2010 Joint Chairmen's Report requires the Department of Public Safety and Correctional Services to submit a report pertaining to the Division of Parole and Probation consolidating office space. The following language requirements can be found on page 114 of the 2010 Joint Chairmen's Report:

***Consolidating Office Space in the Division of Parole and Probation:***  
*The committees direct the Division of Parole and Probation (DPP), in coordination with the Department of General Services (DGS), to conduct an analysis reviewing the potential for consolidating office space for Drinking Driver Monitor Program and DPP field offices. The report should take into account agent to caseload ratios, size of personnel at each location, and the impact of expanding the Kiosk program. The report should also compare current office space to the potential for moving to new locations. DPP and DGS should take into account the impact of breaking current leases and whether consolidation will be the most cost effective option. The report should be submitted to the committees no later than September 1, 2010.*

The attached report details the leased space, across the State, occupied by the Division of Parole and Probation. The report also illustrates the use of the criteria in evaluating the office space in determining the feasibility of consolidating space and negotiating contracts for leases as well as moving to new locations.

I hope this report meets with your approval and fulfills the requirements of the Joint Chairmen's Report. If the Department or I can be of further assistance, please do not hesitate to contact me.

Sincerely,



Gary D. Maynard  
Secretary

Attachment

- c: Senator Edward Kasemeyer, Vice Chair, Senate Budget and Taxation Committee  
Senator James E. DeGrange, Sr., Chair, Senate Public Safety, Transportation, and  
Environment Subcommittee  
Delegate James Proctor, Vice Chair, House Committee on Appropriations  
Delegate Galen Clagett, Chair, House Subcommittee on Public Safety and  
Administration  
Members of the Senate Budget and Taxation Committee  
Members of the House Committee on Appropriations  
Mr. Matthew Gallagher, Chief of Staff, Governor's Office  
Mr. Ted Dallas, Deputy Chief of Staff, Governor's Office  
Mr. Joseph Bryce, Governor's Chief Legislative and Policy Officer  
Ms. Stacy Mayer, Governor's Deputy Legislative Officer  
Mr. Warren G. Deschenaux, Director, Department of Legislative Services  
Ms. Rebecca M. Ruff, Policy Analyst, Department of Legislative Services  
Ms. Diane Lucas, Supervisor, Budget Analysis, Department of Budget and Management  
Mr. Christopher Zwicker, Budget Analyst, Department of Budget and Management  
Mr. Joshua Watters, Staff, House Committee on Appropriations  
Mr. David Smulski, Staff, Senate Budget and Taxation Committee  
Ms. Cathy Kramer, Department of Legislative Services  
Ms. Sarah Albert, Department of Legislative Services  
Deputy Secretary G. Lawrence Franklin, DPSCS  
Deputy Secretary Phillip Pié, DPSCS  
Assistant Secretary David Bezanson, DPSCS  
Mr. Robert Johnson, Chief of Staff, DPSCS  
Executive Director Patrick McGee, DPP  
Director Rhea L. Harris, Office of Legislative Affairs, DPSCS



**DEPARTMENT OF PUBLIC SAFETY AND  
CORRECTIONAL SERVICES**

Report on Consolidating Office Space  
In the  
Division of Parole and Probation

September 1, 2010

Governor Martin O'Malley  
Lt. Governor Anthony G. Brown  
Secretary Gary D. Maynard

## **Preface**

During the 2010 General Assembly Session, the budget committees stated language in the FY 2010 Joint Chairmen's Report on page 114 that the Division of Parole and Probation (DPP), in coordination with the Department of General Services (DGS), to conduct an analysis reviewing the potential for consolidating office space for Drinking Driver Monitor Program and DPP field offices. The report was to consider agent to caseload ratios, size of personnel at each location, and the impact of expanding the Kiosk program. The agencies were also tasked with comparing current office space to the potential for moving to new locations and the impact of breaking current leases and whether consolidation will be the most cost effective option.

The following is a detailed report showing the application of various criteria to determine the feasibility of consolidating space, renegotiating leases, and/or terminating leases and moving to new locations.

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## **I. Introduction**

The Division of Parole and Probation (DPP) currently supervises approximately 70,000 offenders throughout the State. Offenders are under the jurisdiction of DPP as a result of mandatory release from a correctional facility, parole sanctioned by the Maryland Parole Commission (MPC), or from a disposition under which a court defers imposition of a sentence (or suspends the sentence) and releases an offender under prescribed terms and rules for a specified period of time. As stipulated in conditions of one or more of the above, the offenders must comply with the terms of the parole or probation. Routinely a condition of supervision involves meeting with the Parole and Probation Agent in a field office to discuss employment or report on participation in a drug abuse program, meeting with the Drinking Driver Monitor for a urinalysis test, 'checking in' at the KIOSK station in the waiting room, or a wide range of other reporting conditions. DPP has offices throughout the State - field offices (including the Drinking Driver Monitoring Program [DDMP]) for offenders to report and regional offices that provide administrative oversight.

Over the years, DPP has attempted to maintain offices within courthouses and State or county multi-service centers. A DPP intake office in the same area where offenders are sentenced increases compliance and is more operationally efficient. It is important to note that generally, courthouse space is at a premium and it is difficult for DPP to establish sufficient space in a courthouse where there has been none or to increase space where there is already a presence. Although it may be assumed that courthouse space is less expensive than general office space because the property is often owned by the State or county, this is not necessarily so. As indicated in the Analysis portion of the report, the space occupied by DPP in the Frederick County Courthouse on Patrick Street costs much more than office space a few blocks away on All Saints Street. Additionally, due to an inefficient floor plan, this space is also operationally deficient for efficient staffing.

Typically, State or county multi-service centers are a good source of no- or low-cost space, if available. Often DPP pays a portion of the debt service (and other costs) until the debt is extinguished and then pays only a proportionate share of the other costs (electric, water, etc.). However, other State/county departments/agencies are also vying for this no/low cost space and it is usually quite difficult to obtain. See Appendix A for a list of no-cost leases for office space utilized by DPP.

DPP and the Department of Public Safety and Correctional Services' Office of Real Estate Management (OREM) begin the task of locating field office space two years prior to expiration of a lease. Under §8-306 of the State Government Article, Ann. Code of MD., before the Department leases buildings or office space to be used for the purpose of providing correctional services to clients (offenders), the Department must give written notice of the proposed use of the buildings or office space to each member of the General Assembly in whose legislative district the property is located. As a result of these notifications, there are often public hearings. Understandably, most communities, if not all, vehemently oppose the location of DPP offices in their neighborhoods. The Department of General Services (DGS) is tasked with finding DPP office space in

locations where community opposition is minimal, is relatively convenient for the offender population to make required visits, and is reasonably priced and in good condition. Because no-cost space is generally either not available in certain parts of the State or currently occupied by other agencies, DPP must lease space from private vendors. In an attempt to reduce the cost of leased space throughout the State, DGS recently contracted with a brokerage firm, CB Richard Ellis, to aid in the negotiations of leased space. In the current soft market (vacancies are up, prices are down – due to overall economy), the contractor is charged with obtaining the best possible leased space and terms for the State.

DPP is cognizant of how our business practice has changed over the years. Operations have moved from paper driven processes (offender records were maintained in paper files) to one where offender records are computerized and offenders (in certain circumstances) will check in at fingerprint recognizable ‘KIOSKS’ in addition to face-to-face meetings with agents. Many employees currently telework and DPP is expanding this program, thereby expects some reduction in leased space needs in the future. In addition, current office configuration models utilize general interview rooms, which negate a need for individual private offices to meet with offenders and incorporates open, flexible space to serve teleworkers and a more flexible workforce. DPP, Office of Real Estate Management (OREM), and DGS believe that some space consolidation and cost savings opportunities are available within DPP.

Since beginning a State-wide evaluation of leased office space, DPP closed an office in Landover and plans significant reduction to offices in Gaithersburg and Towson. Additionally, DPP has been successful in obtaining additional office space in both the Essex and Salisbury State-owned multi-service centers. DPP continues to audit existing and potential future spaces and evaluate its operational model and offender reporting schedules to efficiently utilize leased office space.

## **II. Analysis**

Upon review of budgeted Division of Parole and Probation (DPP) regional and field office leases (see Appendix B), DPP, Office of Real Estate Management (OREM) and Department of General Services (DGS) selected the following criteria as potential areas to consider for cost savings from consolidation, lease renegotiation or lease termination and relocation to a new leased facility:

- a. large annual lease costs
- b. high square footage per employee
- c. high cost per square foot

Four offices have annual lease rates in excess of \$200,000 each; Preston Street (Baltimore City), Pennsylvania Avenue/Towson (Baltimore County), Mt. Hope/Seton (Baltimore City), and Gaithersburg (Montgomery County). These four locations occupy substantial square footage with high costs to DPP and therefore were selected to evaluate for potential reduction or consolidation. However, it is important to note that DGS currently estimates a cost of \$5,700 per employee to move to a new location. This estimate includes moving, build out, and voice/data equipment and cabling.

### **Synopsis of Large Annual Lease Cost Locations**

#### ***Preston Street***

The current five year lease for the Preston Street office expires September 30, 2012 with an annual lease rate of approximately \$222,000. Given current market conditions, it is possible that DGS may negotiate more favorable terms in the same location prior to the September 2012 term. DPP currently pays \$13.95 per square foot at this facility. The current market rate for a Baltimore mid-town location is \$15.30. (See Appendix C - June Baltimore CoStar Office Report used by DGS for market analysis/rates per square foot and corresponding Washington report - Appendix D.) DPP and OREM will submit required forms to DGS by October 1, 2010 to initiate early renegotiation of this centrally located, well-utilized location.

#### ***Pennsylvania Avenue/Towson***

The Pennsylvania Avenue/Towson office is a five year lease that expires August 31, 2013 with an annual lease rate of approximately \$249,000. DPP occupies space on the second, third and fourth floors of the building. The second floor is used for reception, intake, urinalysis, DNA collection, LiveScan, offender interviews and several staff offices. The third and fourth floors exclusively house staff offices and the space is under-utilized. Both DPP and OREM agree lease reduction is warranted and the fourth floor will be vacated. DPP and OREM have submitted a request to DGS to review the lease terms and negotiate return of the fourth floor space to the lessor by December 31, 2010. There is currently adequate space on the third floor to temporarily house these employees.

To further reduce high cost office space in Towson and to more effectively accommodate the offender population, DPP requested that DGS identify field office space in the

northwest Baltimore County region. Once the new space is procured, DPP will only require operational space for intake and investigation to serve the courts in Towson. Recent acquisition of additional, State-owned space in the Essex multi-service center also supported downsizing in Towson and will accommodate reporting expansion for the southeastern Baltimore County region. A number of staff from Towson was previously slated to relocate there within the next few months following renovations to the newly acquired, no-cost space. Remaining staff (DPP community corrections personnel) may move to Reisterstown Road Office Complex (RPOC) or the future field office space in northwest Baltimore County. The Towson office will then be reduced to encompass only the current second floor space. Relocation costs, previously identified by DGS as \$5,700 per person, will be substantially less for the moves to the Essex and RPOC locations due to minimal build out and voice/data costs applicable to moves within existing offices. Maryland Correctional Enterprise [MCE] will perform the move(s) for DPP, with costs estimated at approximately \$250/person.

#### ***Mt. Hope/Seton***

The Mt. Hope/Seton current ten year lease expires December 14, 2017. The annual lease rate is approximately \$262,500. The facility design incorporates the 'interview' room model and is well utilized. It provides secure, separate interview rooms and supports multiple, shared office space. It is one of the largest DPP offices in Baltimore City and a pilot site for expanded hours (Saturday) and increased teleworking schedules. Termination of the lease and relocation is not advantageous for the State.

#### ***Gaithersburg***

This office, acquired in 2003 was designed to provide space for projected geographical reporting increases and to accommodate DPP regional employee training. The current nine year lease expires December 15, 2012 with an annual lease rate of approximately \$369,000. It is a single tenant building and was renovated to DPP specifications. There are two floors of approximately 7,000 square feet each. A recent review of the facility revealed under-utilization due to slower than projected growth of caseloads and technology-based operational changes that reduced off-site training needs and facilities within DPP.

DPP and OREM have requested that DGS review the lease to determine the feasibility of space reduction at this location. Because the facility design serves a single tenant, the space is not easily subdivided. If square footage reduction is not possible without substantial costs to the State, DGS will evaluate options to backfill with another State agency, continue the current lease through the remaining term or negotiate early termination of the lease and resulting unamortized expenses. If DGS is unsuccessful at substantially reducing the space in the current location by December 2010, DPP and OREM will initiate the process to locate replacement office space. Although relocation expenses could total more than \$125,400 (\$5,700 per 22 employees), savings will be quickly realized with a projected fifty-percent (50%) decrease in current lease rate, or \$184,500.

### **Synopsis of High Square Footage per Employee Locations**

Analysis of space utilization identified two offices that contain 500 square feet or more per employee; Gaithersburg and Westminster DDMP. Typically, DGS allocates about 200 square feet per employee. This allotment accounts for inclusion of conference rooms, lobbies, kitchen facilities, restrooms, etc. However, DPP operations necessitate an increased square footage allotment per employee that additionally include secure areas not accessible to offenders, above average space necessary to accommodate a high volume of case files, urinalysis testing facilities and supplies storage, interview rooms and intake processing technologies, etc. Therefore, this analysis considered space reductions in offices exceeding 500 square feet per employee as amenable to potential consolidation.

#### ***Gaithersburg***

The Gaithersburg office, which also met review criteria of high annual lease cost, provides 644 square feet per employee and was addressed above. As indicated previously, DPP and OREM will direct DGS to evaluate the most cost effective approach to reduce the space.

#### ***Westminster DDMP***

The Westminster DDMP office allots 540 square feet per employee; slightly above the DPP standard allocation of 500 square feet per employee. However, a recent field survey revealed that the space accommodates two “Office of the Secretary” staff members and serves as temporary agent overflow space for the Westminster DPP Office (DGS MSC no-cost lease). In July 2010, DPP and OREM inquired of DGS as to the availability of additional space in the MSC building and were advised that no additional space availability is anticipated in the foreseeable future. Analysis concluded this space is well utilized and as a result, DPP and OREM will renew the current Westminster DDMP lease for an additional five years. DGS is committed to negotiating the best rate for the State and may realize some cost savings at renewal.

### **Synopsis of High Cost per Square Foot Locations**

DPP has seven leased offices with rates that exceed \$20 per square foot as follows:

- \$23.01 — Patrick Street (Frederick County);
- \$23.25 — Upper Marlboro (Prince George’s County);
- \$23.41 — Waldorf (Charles County);
- \$26.02 — Gaithersburg (Montgomery County);
- \$27.00 — Cumberland (Alleghany County);
- \$28.33 — Leonardtown (St. Mary’s County);
- \$30.00 — Berlin (Worcester County).

As stated previously, the soft market may allow for some rate renegotiation by DGS.

### ***Patrick Street***

The Patrick Street Office is located in Frederick County-owned courthouse space a few blocks from privately leased space on All Saints Street that houses the area Regional administrative office and DDMP field office. The lease at All Saints Street expired on July 31, 2010 and is currently in ‘holdover’ (in accordance with the lease parameters, offers an additional six months at the current rate of \$11.00 per square foot at that location). DPP and OREM are aware of additional space available at the All Saints Street location, and at roughly half the current \$23.01 per square foot rate paid at the county-owned Patrick Street office, recommended that DGS negotiate additional leased space in the All Saints location. If DGS is successful at securing additional square footage at All Saint, DPP will realize cost savings and reduce space in the Patrick Street courthouse.

Because DPP requires some presence in the Frederick County Court to perform intake functions, a minimum of 1000 square feet will be retained. The co-location of District Court at Patrick Street increases offender compliance for completing intake requirements and enables prompt, efficient processing. It also utilizes local law enforcement personnel as security, which offers the benefit of onsite police arrest services when required for offender detainment.

During the All Saints Street lease holdover period, which expires in February 2011, a new lease for currently occupied space, as well as additional space for some Patrick Street staff, will be negotiated. Prior to a subsequent lease at All Saints Street (in approximately 2016), DPP, OREM, and DGS will evaluate feasibility and costs associated with providing a possible single office location for Frederick County (excluding the intake operation space at the County-owned courthouse on Patrick Street). Successful consolidation in Frederick County could result in overall reduction in both lease rate and high costs associated with ongoing parking shortages in downtown Frederick. Currently DPP pays nearly \$38,000 annually for twenty-seven (27) parking spaces in the City of Frederick due to limited public transportation options. In addition to more accessible and less expensive parking availability, office consolidation analysis will consider best use of the economies of scale for waiting rooms, urinalysis, conference rooms, employee lunchrooms, clerical staff, etc.

### ***Upper Marlboro***

The Upper Marlboro Office is located in a county-owned multi-service center (also serving the Circuit Court). The current capital lease is effective through December 31, 2015. Due to the relatively high crime rate in Prince George’s County, DPP requires a continuous, conscious presence there – especially in support of the Violence Prevention Initiative (VPI); see Appendix E for a description of VPI. Because of the needed presence of DPP in this area, the benefit of offices co-located with District Court in a State-owned facility, and the high price of area lease rates (\$23.79-Bowie location rate used in lieu of Upper Marlboro because the city/town of Upper Marlboro is not shown on Appendix D) DPP and OREM will not consider relocation for this field office, as it is not amenable for relocation or consolidation..

### ***Waldorf***

The Waldorf field office lease is in effect until December 31, 2016 and is in line with current market rates for the area, according to DGS. This is also one of the first field offices built to accommodate the current 'interview' room model. Therefore, space is well utilized, allocates approximately 374 square feet per employee, provides urinalysis functionality, and is appropriately located geographically for reporting populations. DPP and OREM will pursue no action for consolidation, renegotiation or termination.

### ***Gaithersburg***

The Gaithersburg office was previously addressed and a lease reduction proposed.

### ***Cumberland***

The Cumberland office is a newer, large, long-term lease space co-located with District Court. The facility is the result of long, nonproductive searches in the area to procure suitable land and build a State-owned multi-service center (MSC). It is an expensive lease given the number of employees – \$171,531 annually and required substantial build out to meet the needs of the agencies co-located there. The lease term is May 1, 2009 through April 30, 2019. DPP and OREM believe that both the amount of leased space and cost per square foot is excessive for the area and has the potential for approximately 30% reduction. Substantial build out costs to amortize throughout the lease term limit consideration of lease renegotiation or lease termination. The lease is an agreement in which DPP was placed to accommodate the needs of the District Court in the area. DPP and OREM would consider relocation upon acquisition of a suitable replacement lease if DGS was successful in identifying other options to meet DPP operational needs in Cumberland. Although relocation expenses could total \$96,900 (\$5,700 per 17 employees), this would easily be recouped in just over a year by paying 70% of current rate for 70% of the space, or \$84,048 annually rather than the current \$171,531. It is unlikely that DPP could be released from lease obligations at this location

### ***Leonardtown***

The Leonardtown Office is located in a county-owned, multi-service center. The current lease term expires December 31, 2015. Although the \$28.33 cost per square foot is rather high, it is a relatively small space, the only DPP office in St. Mary's County, and the MSC location is ideal for intake office functionality. Therefore, DPP and OREM will not pursue consolidation, renegotiation or termination.

### ***Berlin***

The field office in Berlin was recently acquired to replace operations previously conducted in leased space in Ocean City. The lease term is January 27, 2009 through January 26, 2014. This office mostly provides DDMP monitoring in close proximity to Ocean City, the geographic origin for the majority of cases. Cost per square foot is high for Berlin. Due to recent economic downturn, it appears abundant vacancies exist in this semi-rural area. Therefore, DPP and OREM will request that DGS consider either renegotiation of current terms or lease termination (upon acquisition of a suitable

replacement lease). Moving costs could total \$22,800 (\$5,700 each for four employees), but could be recovered in about a year and a half if DPP would acquire a \$15.00 per square foot rate at a new location, for a total annual cost of \$15,000 compared to the current annual cost of \$30,000. Additionally, approximately \$37,000 of unamortized build out costs may have to be reimbursed to the current landlord.

### **Active Cases by Office**

As indicated in the Preface, DPP was tasked to utilize relevant information, including agent to caseload ratios, in an analysis of consolidating office space for DDMP and DPP field and regional office operations and locations. DPP and OREM considered each office in the analysis and specifically identified offices with high square footage per employee for additional review. Furthermore, DPP and OREM utilized Appendix F, which illustrates various types of active caseloads by county, to determine efficiency of geographical distribution for field offices. As would be expected, Baltimore City, Baltimore, Montgomery, Prince George's, and Anne Arundel Counties comprise almost 66% of DPP's active caseload. These areas require the majority of resources including agents, monitors and space. Upon review of leased offices, criteria previously mentioned were used to identify locations with high costs and/or low functionality in relation to the population served. Analysis revealed obvious disparity in cost to function at both the Cumberland and Berlin field offices. Although DPP originally objected to entering into these agreements, DGS indicated limited available alternatives and now may not be agreeable to pursue renegotiation or termination of leases at these locations.

### **Kiosk Impact**

It is expected that by October 2010, all DPP field offices will utilize at least one electronic KIOSK reporting system. Initially, the system will provide some low-risk offender electronic reporting. Gradually, additional offenders will utilize KIOSK reporting. Eventually, all offenders will utilize the KIOSK system. Electronic monitoring will supplement, not replace, direct meetings with agents/monitors. For example, an agent may increase an offender's contact rate from two to four times per month, but the additional two times may be accomplished electronically via the KIOSK system. It is anticipated that offenders permitted to utilize KIOSK reporting will experience shorter wait times and therefore reduce crowding in waiting rooms. The electronic KIOSK reporting program must be operational in all offices for several months before DPP can determine if this program will provide long-term or profound impact on current space requirements.

### **III. Summary**

In conclusion, an ever-fluid business model requires that Division of Parole and Probation continually make changes to effectively and efficiently conduct business to accomplish its mission. We evaluate economies of scale in field and regional offices to maximize assets and minimize costs. All recent and new requests for leased space incorporate an 'interview' room design model that provides private, secure space for agents/monitors when meeting with offenders and allows agent/monitor work areas in flexible, open office space. This layout enhances employee and public safety. DPP is increasing use of technology in offender monitoring and record management, expanding employee teleworking options and piloting extensions of service hours to include Saturdays. These procedural changes allow flexible work week schedules, decrease employee commute times, alleviate employee parking concerns, and provide additional security for staff by limiting offender access to internal office areas. By implementing improved business practices and regularly monitoring space consolidation potential for efficiency of services delivery, DPP has and will continue to reduce the need for privately leased space while continuing to improve and expand services to clients.

As a result of this analysis and regular monitoring of leased space to meet mission objectives, DPP and Office of Real Estate Management (OREM) have recommended lease space reductions and consolidations, which will translate into cost reductions, in three offices (Towson, Gaithersburg, and Patrick Street), previously closed a field office in Landover and acquired additional space in two State-owned multi-service centers (MSC's). Furthermore, two offices were referred to DGS for possible lease renegotiation or termination (after finding replacement office space for DPP) – Cumberland and Berlin.

## **APPENDIX A**

**District Courts / MSC**  
**No-Cost Leases**

<b>Location</b>	<b># of Empl.</b>	<b># of Sq. Ft.</b>
Annapolis	30	8,648
Arbutus/Catonsville	32	3,456
Belair	29	5,059
Carroll County	20	4,959
Centreville	10	1,535
Denton	11	1,677
Elkton	14	4,803
Ellicott City	22	6,148
Essex/Rosedale	27	5,059
Glen Burnie	33	6,187
Guilford Avenue	78	48,599
Hyattsville	46	12,029
John Hargrove	12	6,285
Salisbury	33	7,771
Silver Spring	27	11,859

## **APPENDIX B**

## DPP Current Lease Status

## NON DGS LEASES

Location	Start	End	No. of Employees	Square Feet	Square Feet per Employee	Sq. Ft. Rate	Annual Cost
Aberdeen	6/1/2009	5/31/2011	18	4,364	242	\$16.00	\$69,824
Berlin	1/27/2009	1/26/2014	4	1,000	250	\$30.00	\$30,000
Cambridge	1/9/2010	1/8/2020	11	3,100	282	\$14.50	\$44,950
Chestertown	12/7/2009	12/6/2014	13	2,750	212	\$9.75	\$26,813
Cumberland	5/1/2009	4/30/2019	17	6,353	374	\$27.00	\$171,531
Dundalk	6/15/2006	6/14/2011	18	6,125	340	\$12.65	\$77,481
Easton/Reg & Field.	10/1/02007	9/192017	12	5,888	491	\$15.25	\$89,792
Frederick All Saints	8/1/2005	7/31/2010	12	4,866	406	\$11.00	\$53,526
Gaithersburg	10/16/2003	12/15/2012	22	14,178	644	\$26.02	\$368,912
Gay Street /Central	3/1/2008	2/29/2013	52	10,894	210	\$17.50	\$190,645
Hagerstown	12/9/2009	12/8/2014	24	6,998	292	\$13.35	\$93,423
Madison Street	5/15/2005	5/14/2010	31	7,930	256	\$13.65	\$108,245
Mt. Hope / Seton	12/15/2007	12/14/2017	55	15,441	281	\$17.00	\$262,497
Oakland	2/15/2008	2/14/2013	7	3,111	444	\$13.65	\$42,465
Preston St	10/1/2007	9/30/2012	89	15,912	179	\$13.95	\$221,972
Princess Anne	8/1/2008	7/31/2013	8	2,292	287	\$14.65	\$33,578
Rockville/Rollins	6/12/2010	6/11/2020	21	7,706	367	\$19.00	\$146,414
Severn/ SW	11/1/2007	10/31/2017	31	10,500	339	\$17.75	\$186,375
Snow Hill	7/7/2005	7/6/2010	10	2,728	273	\$14.75	\$40,238
Temple Hills	9/12/2005	9/11/2015	17	6,000	353	\$17.50	\$105,000
Towson (Pa Ave)	9/1/2008	8/31/2013	35	13,260	379	\$18.75	\$248,625
Waldorf	1/12007	12/31/2016	22	8,233	374	\$23.41	\$192,735
Westminster DDMP	11/1/2008	10/31/2011	6	3,238	540	\$16.22	\$52,520

## Multi-Service Centers

Location	Start	End	No. of Employees	Square Feet	Square Feet per Employee	Sq. Ft. Rate	Annual Cost
Prince Frederick	11/04/91	05/31/11	13	3,088	238	11.62	35,883
Leonardtown	01/01/90	12/31/15	12	3,701	308	28.33	104,849
Upper Marlboro	01/01/90	12/31/15	49	9,602	196	23.25	223,247
Frederick (Patrick St.)	7/1/03	Indefinite	25	5,582	223	23.01	128,442

## **APPENDIX C**

## BALTIMORE OFFICE MARKET



FIGURES AT A GLANCE

## CLASS B SUBMARKET STATISTICS

Mid-Year 2010

Market	Existing Inventory		Vacancy			YTD Net Absorption	YTD Deliveries	Under Const SF	Quoted Rates
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %				
Annapolis	205	2,740,189	252,014	258,472	9.4%	(75,158)	0	0	\$25.63
Baltimore County East	232	2,652,565	444,413	444,413	16.8%	3,058	0	0	\$21.08
Baltimore Midtown	163	3,758,159	183,418	185,033	4.9%	24,385	0	0	\$15.30
Baltimore Northeast	71	1,201,405	50,645	50,645	4.2%	17,171	0	0	\$16.27
Baltimore Northwest	82	2,844,303	599,101	602,952	21.2%	13,139	0	0	\$15.14
Baltimore Southeast	196	2,310,029	298,010	298,010	12.9%	56,824	60,000	0	\$18.27
Baltimore Southwest	38	887,876	234,104	234,604	26.4%	32,192	0	0	\$17.23
BWI Howard County	30	990,480	349,506	356,606	36.0%	(12,956)	0	0	\$21.13
BWI North/Linthicum	45	1,977,836	511,851	513,862	26.0%	(48,798)	0	0	\$22.11
BWI/Anne Arundel	22	911,456	191,790	191,790	21.0%	72,617	0	68,753	\$22.41
BWI/Baltimore County	5	110,392	13,125	13,125	11.9%	0	0	0	\$14.70
Carroll County	76	1,056,698	169,669	169,669	16.1%	(35,392)	0	50,000	\$20.99
Catonsville	56	948,358	73,939	73,939	7.8%	(9,352)	0	0	\$19.31
CBD Baltimore	137	9,007,433	1,138,882	1,240,222	13.8%	(15,138)	28,197	0	\$16.68
Columbia North	49	1,324,019	165,855	167,707	12.7%	62,784	16,000	0	\$22.95
Columbia South	119	4,632,974	570,456	570,626	12.3%	(73,241)	0	0	\$19.71
Columbia Town Center	30	963,720	148,242	150,379	15.6%	26,940	0	0	\$21.56
Ellicott City	86	1,188,810	88,438	92,582	7.8%	(3,466)	5,000	0	\$22.01
Harford County	263	2,407,450	148,972	154,154	6.4%	14,119	0	85,075	\$20.68
I-97/Crain Hwy Corridor	61	931,338	136,372	136,372	14.6%	1,397	0	29,600	\$25.25
Kent County	5	30,268	0	0	0.0%	0	0	0	\$0.00
Queen Annes County	28	361,564	129,415	129,415	35.8%	(26,742)	19,950	9,000	\$26.49
Reisterstown Rd Corridor	160	3,322,995	356,389	356,942	10.7%	(41,062)	0	93,000	\$19.20
Route 2 Corridor North	83	1,110,551	92,798	92,798	8.4%	(31,386)	0	0	\$20.27
Route 2 Corridor South	44	619,692	61,171	61,171	9.9%	13,258	0	0	\$20.49
Route 83 Corridor North	102	2,953,843	345,162	385,908	13.1%	50,043	0	0	\$20.08
Route 83 Corridor South	62	1,220,258	107,207	111,216	9.1%	2,809	0	0	\$19.96
Southern Anne Arundel	17	113,077	11,279	11,279	10.0%	(4,479)	0	0	\$25.20
Towson	149	4,257,401	402,681	415,726	9.8%	14,679	0	0	\$18.63
Woodlawn	60	3,312,055	236,060	349,421	10.5%	39,788	0	0	\$16.91
<b>Totals</b>	<b>2,676</b>	<b>60,147,194</b>	<b>7,510,964</b>	<b>7,819,038</b>	<b>13.0%</b>	<b>68,033</b>	<b>129,147</b>	<b>335,428</b>	<b>\$19.79</b>

Source: CoStar Property

## **APPENDIX D**

WASHINGTON, D.C. – MID-YEAR 2010



## WASHINGTON, D.C. OFFICE MARKET

FIGURES AT A GLANCE

## CLASS B SUBMARKET STATISTICS

Mid-Year 2010

Market	Existing Inventory		Vacancy			YTD Net Absorption	YTD Deliveries	Under Const. SF	Quoted Rates
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %				
Annapondale	58	1,472,873	174,331	183,942	12.5%	6,027	0	0	\$22.93
Ballston	4	397,691	67,937	67,937	17.1%	40,829	0	0	\$32.12
Beltsville/Calver	22	880,785	145,337	145,337	16.5%	3,496	0	0	\$18.01
Bethesda/Chevy	138	5,144,801	399,090	438,981	8.5%	(8,635)	0	0	\$31.72
Bowie	30	923,722	68,517	71,067	7.7%	(1,513)	0	0	\$23.79
Branch Avenue	35	1,380,193	142,249	142,249	10.3%	8,546	0	0	\$19.69
Capitol Hill	108	2,656,929	184,086	199,464	7.5%	(30,602)	0	0	\$47.41
Capitol Riverfront	8	1,202,396	86,554	86,554	7.2%	11,740	0	0	\$0.00
CBD	207	18,466,605	950,000	1,114,953	6.0%	(96,493)	0	0	\$42.07
Clarendon/Cour	15	1,779,219	135,055	135,055	7.6%	193,914	0	0	\$36.48
College Park	47	1,703,702	387,408	395,620	23.2%	(24,868)	0	0	\$21.07
Crystal City	21	6,011,096	338,921	359,457	6.0%	(6,704)	0	0	\$36.55
East End	131	10,120,936	700,911	866,718	8.6%	(36,617)	0	0	\$41.57
Eisenhower Ave	15	1,715,079	85,030	85,030	5.0%	(44,418)	0	0	\$26.84
Fairfax Center	30	1,778,578	187,586	231,979	13.0%	56,659	0	0	\$22.14
Fairfax City	138	3,291,423	396,951	399,907	12.1%	(40,353)	0	0	\$21.39
Falls Church	81	1,797,988	252,653	260,490	14.5%	15,671	0	0	\$24.21
Frederick	229	4,299,363	647,124	654,272	15.2%	2,279	34,788	33,000	\$23.25
Gaithersburg	112	3,685,239	441,035	442,635	12.0%	(12,077)	0	0	\$20.32
Georgetown	91	1,410,864	46,666	74,235	5.3%	59,438	0	0	\$37.63
Germantown	38	1,624,185	235,897	243,397	15.0%	9,321	0	0	\$18.60
Great Falls	17	197,494	21,405	21,405	10.8%	(229)	0	0	\$28.82
Greater Upper N	15	192,244	7,779	7,779	4.0%	(3,100)	0	0	\$22.45
Greenbelt	51	1,266,743	237,434	243,203	19.2%	(1,496)	0	0	\$19.39
Herndon	96	2,836,005	447,097	457,855	16.1%	(32,848)	0	0	\$23.14
Huntington/Mt	29	644,169	57,147	57,147	8.9%	(15,745)	0	0	\$23.33
I-270 Corridor N	7	644,274	11,443	11,969	1.9%	(1,267)	0	0	\$24.96
I-395 Corridor	91	3,046,103	124,289	157,549	5.2%	(31,862)	0	0	\$28.52
Kensington/Whv	44	1,316,558	109,224	122,373	9.3%	(12,297)	0	0	\$23.09
Landover/Largo	45	1,626,580	290,643	297,239	18.3%	(11,868)	0	0	\$19.98
Lanham	36	1,403,801	245,486	257,495	18.3%	35,993	0	0	\$18.78
Laurel	70	1,771,620	296,403	296,403	16.7%	(13,905)	0	0	\$18.81
Leesburg/West	169	1,518,004	215,384	223,733	14.7%	(25,980)	16,700	21,061	\$26.20

Source: Costar Property®

MID-YEAR 2010 – WASHINGTON, D.C.

## WASHINGTON, D.C. OFFICE MARKET



FIGURES AT A GLANCE

## CLASS B SUBMARKET STATISTICS

Mid-Year 2010

Market	Existing Inventory		Vacancy			YTD Net Absorption	YTD Deliveries	Under Const SF	Quoted Rates
	# Bldgs	Total RBA	Direct SF	Total SF	Vac %				
Manassas	82	1,920,759	213,689	225,089	11.7%	10,282	20,000	0	\$22.05
McLean	74	1,512,995	115,739	120,478	8.0%	960	0	0	\$27.35
Merrifield	68	2,570,126	224,978	260,314	10.1%	(175)	0	0	\$27.30
N Arlington/E F	22	320,495	2,600	2,600	0.8%	1,024	0	0	\$30.89
NatHbr/OxnHill	19	545,960	111,758	111,758	20.5%	531	0	0	\$22.93
NoMa	14	881,390	155,240	155,240	17.6%	344	0	0	\$33.05
North Bethesda	66	2,973,552	396,936	401,171	13.5%	60,536	0	0	\$26.44
North Rockville	66	4,132,792	642,410	643,294	15.6%	(39,055)	0	0	\$25.16
North Silver Spr	48	1,924,222	148,480	166,971	8.7%	4,180	0	0	\$22.76
Northeast	37	1,003,731	61,201	61,201	6.1%	(57,001)	0	0	\$21.15
Oakton	10	200,569	60,049	60,049	29.9%	22,393	0	0	\$21.96
Old Town Alexa	263	4,297,961	318,931	365,941	8.5%	14,260	0	15,000	\$27.14
Pennsylvania Av	19	266,515	37,316	37,316	14.0%	4,495	0	0	\$21.76
Pentagon City	3	775,983	0	0	0.0%	0	0	0	\$0.00
Reston	103	3,999,275	561,991	603,991	15.1%	59,599	0	0	\$22.47
Rockville	84	4,211,765	467,152	470,134	11.2%	23,788	0	0	\$22.39
Rosslyn	24	3,726,769	207,384	218,654	5.9%	38,766	0	0	\$38.50
Route 28 Corrid	92	3,650,136	525,118	547,220	15.0%	(4,037)	0	0	\$21.82
Route 28 Corrid	84	3,447,136	562,832	702,956	20.4%	(121,467)	0	0	\$20.84
Route 29/I-66 C	101	2,056,674	248,717	256,300	12.5%	(41,396)	0	7,192	\$20.95
Route 7 Corrido	43	1,853,525	172,013	189,915	10.2%	(9,437)	0	0	\$22.94
Silver Spring	64	1,957,882	210,186	219,103	11.2%	32,193	50,000	0	\$24.68
Southeast	20	280,153	14,169	14,169	5.1%	(10,069)	0	0	\$36.14
Southwest	11	2,697,229	34,129	34,129	1.3%	(4,601)	0	0	\$41.82
Springfield/Burk	119	3,716,458	422,110	431,817	11.6%	(5,603)	0	5,200	\$23.06
Tysons Corner	116	9,827,149	1,977,655	2,096,325	21.3%	(148,562)	0	0	\$26.37
Uptown	267	6,914,512	476,407	579,743	8.4%	(97,640)	0	0	\$33.54
Vienna	63	1,175,655	53,363	53,363	4.5%	1,461	0	0	\$22.93
Virginia Square	12	471,543	22,074	22,074	4.7%	2,922	0	0	\$34.12
West End	15	1,028,445	164,263	164,263	16.0%	(68,087)	0	0	\$38.96
Winchester Cou	64	1,455,218	106,710	106,710	7.3%	34,328	0	0	\$19.82
Woodbridge/I-9	143	2,163,568	293,398	299,585	13.8%	41,961	0	50,032	\$22.06
<b>Totals</b>	<b>4,444</b>	<b>166,167,404</b>	<b>17,146,070</b>	<b>18,375,302</b>	<b>11.1%</b>	<b>(261,971)</b>	<b>121,488</b>	<b>131,485</b>	<b>\$27.62</b>

Source: Costar Property®

## **APPENDIX E**

## **Violence Initiative Program (VPI)**

The overall goal of the Violence Prevention Initiative is to protect the citizens of Maryland from violent crime. It attempts to do so by directly addressing the high occurrence of violence in our communities at the hands of individuals who have previously committed such acts and who are identified as having a considerable potential for future involvement in such behavior. This is accomplished through the carefully focused application of the resources of the Division of Parole and Probation on two essential elements:

- The accurate identification of those offenders with the greatest potential for violent re-offense; and
- The intensive, containment model approach to the management of these potentially dangerous individuals.

In the effort to identify appropriate offenders, DPP has benefited from the ongoing assistance of several researchers in closely monitoring and carefully refining virtually all aspects of the VPI project. Based on their extensive and continuing review of violent crime data, DPP has been able to develop a targeted VPI screening instrument which utilizes risk factors closely correlated with an increased potential for violence. This instrument has increased the accuracy with which offenders who require VPI supervision can be identified, though offenders can also be referred for VPI supervision on the basis of a recommendation from a State's Attorney or a law enforcement or correctional official.

To most effectively manage the offenders identified through this screening process, the Division of Parole and Probation designed the Violence Prevention Initiative to include both intelligence and enforcement components. Intelligence Units were created to serve as a liaison between DPP and local police departments, monitoring daily arrest reports related to homicides, non-fatal shootings, rapes, armed robberies, and any other crimes involving a firearm, and ensuring that information on violent incidents involving DPP offenders is immediately available to VPI agents.

VPI agents represent the monitoring and enforcement arm of the Violence Prevention Initiative. They maintain steady contact with offenders through frequent office appointments and community meetings, regular telephone reporting, and the use of electronic (GPS) tracking. They also use GPS technology to establish curfews and geographic restrictions for the offenders under their supervision. VPI agents hold these high-risk offenders accountable for full compliance with all standard and special conditions of supervision. They respond immediately to events reported by the Intelligence Units, and react rapidly, predictably, and appropriately to any and all other infractions.

Both the Governor and the Baltimore City Police Commissioner have publicly expressed the belief that the Violence Prevention Initiative has made a substantial contribution to the reduction of violent crime. The Division of Parole and Probation continues to develop solid, empirical evidence to support this belief.

## **APPENDIX F**

## Active Cases – June 30, 2010

	PAR	MAN	PAR/MAN	PRO	PBJ	PRO/PBJ	PRE	COM	SUBTOTAL	DDMP	TOTAL
<b>Allegany</b>	63	51	114	432	20	452	17	0	583	206	789
<b>Anne Arundel</b>	221	226	447	3358	942	4,300	4	0	4,751	1,389	6,140
<b>Baltimore City</b>	1,849	2,141	3,990	10722	1832	12,554	4	1	16,549	897	17,446
<b>Baltimore</b>	523	477	1,000	3766	957	4,723	9	0	5,732	2,320	8,052
<b>Calvert</b>	61	34	95	365	27	392	1	0	488	144	632
<b>Caroline</b>	38	31	69	375	80	455	4	0	528	135	663
<b>Carroll</b>	91	61	152	980	326	1,306	4	0	1,462	1,134	2,596
<b>Cecil</b>	73	43	116	751	142	893	0	0	1,009	237	1,246
<b>Charles</b>	161	122	283	911	44	955	2	0	1,240	366	1,606
<b>Dorchester</b>	55	48	103	335	34	369	4	0	476	142	618
<b>Frederick</b>	102	50	152	818	153	971	40	0	1,163	857	2,020
<b>Garrett</b>	14	11	25	113	11	124	2	0	151	75	226
<b>Harford</b>	184	130	314	1595	344	1,939	19	0	2,272	1,236	3,508
<b>Howard</b>	42	30	72	571	182	753	18	0	843	501	1,344
<b>Kent</b>	29	13	42	171	45	216	0	0	258	104	362
<b>Montgomery</b>	127	109	236	3504	476	3,980	5	0	4,221	2,718	6,939
<b>Prince George's</b>	497	452	949	4577	367	4,944	5	0	5,898	795	6,693
<b>Queen Anne's</b>	34	14	48	308	70	378	0	0	426	189	615
<b>Saint Mary's</b>	76	33	109	372	15	387	3	0	499	313	812
<b>Somerset</b>	53	29	82	190	56	246	0	0	328	94	422
<b>Talbot</b>	49	27	76	299	79	378	1	0	455	190	645
<b>Washington</b>	303	178	481	929	193	1,122	15	0	1,618	553	2,171
<b>Wicomico</b>	227	154	381	749	221	970	0	0	1,351	743	2,094
<b>Worcester</b>	120	60	180	699	208	907	0	0	1,087	236	1,323
<b>TOTAL</b>	4,992	4,524	9,516	36,890	6,824	43,714	157	1	53,388	15,574	68,962